



## OVERVIEW

On Friday, July 7, 2017, representatives from more than 30 organizations representing different sectors met to learn about Green City Coalition (GCC) during a 90-minute presentation. Following the presentation, GCC conducted a full-day strategy workshop. The purpose of this plenary and strategy workshop was for participants to:

- Understand the coalition’s past efforts and successes;
- Expand upon positive neighborhood impacts that could accrue if organizations worked collectively;
- Identify actions necessary to achieve positive neighborhood impacts; and
- Learn from each other the resources, existing initiatives and efforts that could be leveraged to realize the benefits.

This document represents a record of the participants’ discussion during the strategy workshop.

## ABOUT THE STRATEGY WORKSHOP PARTICIPANTS

In an effort to learn about the expertise and functions represented during the strategy workshop, participants introduced themselves by selecting three organizational functions (see box) to describe their organization’s mission and efforts. With nearly 30 attendees participating and 22 organizations represented, the top five organizational functions mentioned were:

- Urban ecology (50%)
- Environmental justice (43%)
- Stakeholder and community engagement (36%)
- Health & well-being (32%)
- Community capacity building, neighborhood aesthetics & appeal, land use planning and policy (21%, tied)

The functions least mentioned were:

- Funding (7%)
- Social justice (7%)
- Marketing (4%)
- Safety (4%)

### ORGANIZATIONAL FUNCTIONS & INTERESTS

- Community Capacity Building
- Environmental Justice
- Funding
- Health & Well-Being
- Land Use Planning and Policy
- Marketing
- Neighborhood Aesthetics & Appeal
- Prosperity & Economic Development
- Research & Evaluation
- Safety
- Social Justice
- Stakeholder & Community Engagement
- Urban Ecology

## STRATEGY WORKSHOP PROCESS

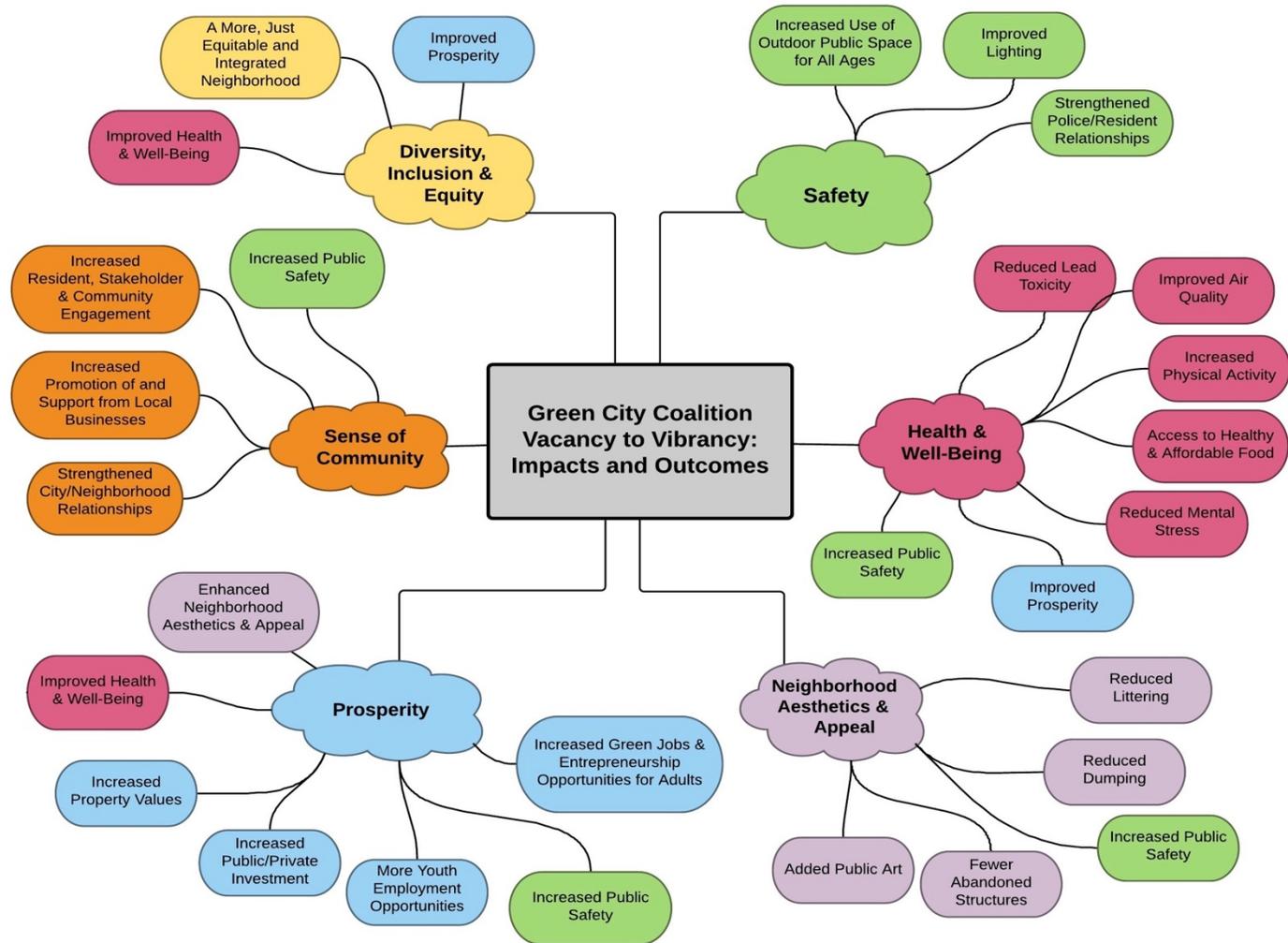
Following the introductions, Jessica Perkins and Rebeccah Bennett, the facilitators, explained the workshop’s intent and process. Participants spent the next six hours defining actions, suggesting resources and identifying key partners around five key outcome areas:

- Neighborhood Aesthetics & Appeal
- Prosperity
- Safety
- Sense of Community
- Health & Well-Being

The impact areas and their associated outcomes (see graphic below) were community generated from similar GCC projects. One additional outcome, Diversity Inclusion & Equity, was added during the workshop.

As noted from the graphic, impacts and outcomes of one area can influence another. For example, safety impacts health and well-being, prosperity, sense of community and neighborhood aesthetics and appeal. A neighborhood lacking in public safety isn't appealing and its residents do not feel a sense of community and are less likely to engage in physical activity. Further, developers, businesses and funders are less likely to invest dollars in an area that is perceived to be unsafe.

*Note: Each impact area (clouds) and its associated outcomes (ovals) are assigned the same color. Where a direct correlation is derived between impact areas, you will see that impact added to the outcome. For example, the Sense of Community (orange) impact has three outcomes and Public Safety (green) has been added as an outcome.*



On the pages that follow, the detailed strategy worksheets for each impact area are included. Where possible, the actions are augmented by identifying possible resources and partners.

**IMPACT AREA: DIVERSITY, INCLUSION & EQUITY (ADDED)**

**Outcome: A More Just, Equitable and Integrated Neighborhood**

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| <p><b>Action:</b><br/>Develop vacant and abandoned properties in ways that do not bring gentrification and displacement</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>  |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>   |
| <p><b>Action:</b><br/>Center community in GCC planning, decision-making and implementation in ways that do not perpetuate longstanding patterns of exploitation.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• PolicyLink Equitable Development Toolkit</li> </ul>   |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Forward Through Ferguson</li> </ul>  |
| <p><b>Action:</b><br/>Have GCC adopt a SEED – Social Equity in Environmental Design – lens or framework to guide its program development and implementation.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>  |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• USGBC</li> <li>• Washington University</li> </ul>  |
| <p><b>Action:</b><br/>Acknowledge the dearth of diverse actors in planning, design and environmental professions. Recognize that this adversely impacts planning processes and outcomes. Partner with professional organizations that serve people of color to help grow the pipeline.</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>  |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• American Association of Blacks in Energy</li> <li>• National Society of Black Engineers</li> </ul> |

**IMPACT AREA: NEIGHBORHOOD APPEAL**

| <b>Outcome: Reduced Littering</b>   |   |
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| <b>Action:</b><br>Create an anti-litter campaign in schools; campaign could include litter pick-up days with students competing in art contests, where litter was used to create art projects | <b>Resources:</b> <ul style="list-style-type: none"> <li>• Yard signs (Operation Brightside)</li> <li>• Tools for neighborhood clean-up (Operation Brightside)</li> <li>• Other initiatives – StL Zoo (plastic bags); creative anti-litter campaigns in London</li> </ul>       |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• Operation Brightside</li> <li>• St. Louis Zoo</li> <li>• Forest ReLeaf (litter removal with plantings)</li> <li>• EPA – P3 Model, Trash Free Waters Initiative</li> <li>• Green Business Network</li> </ul> |
| <b>Action:</b><br>Identify infrastructure needs – more trash bins next to bus stops and ensure bins are regularly emptied   | <b>Resources:</b> <ul style="list-style-type: none"> <li>• ???</li> </ul>   |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• City Refuse Department</li> <li>• American Water</li> <li>• MSD</li> </ul>  |

| <b>Outcome: Reduced Dumping</b>  |   |
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| <b>Action:</b><br>Assess root causes for dumping in targeted neighborhoods; connect to and better understand solid waste district                                | <b>Resources:</b> <ul style="list-style-type: none"> <li>• So Fresh, So Clean: Dutchtown South project with EPA office</li> <li>• Managing &amp; Transforming Waste Tool (EPA tool, web-based)</li> </ul> |
|  | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• St. Louis/Jefferson County Solid Waste District</li> <li>• City Refuse Department</li> </ul>  |
| <b>Action:</b><br>Decrease access to vacant space with physical barriers; ensure barriers are attractive and don't look intimidating, making the space less safe | <b>Resources:</b> <ul style="list-style-type: none"> <li>• Philadelphia: Village Arts model that employs resident artists and recycling</li> </ul>  |
|  | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• ???</li> </ul>  |
| <b>Action:</b><br>Install cameras in high probability dumping areas; strengthen enforcement  | <b>Resources:</b> <ul style="list-style-type: none"> <li>• Dutchtown (City of St. Louis): pilot program with 2-year grant</li> </ul>  |
|  | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• ???</li> </ul>  |

| <b>Outcome: Fewer Abandoned Structures</b>   |  |
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| <b>Action:</b><br>Develop a rehab and maintenance fund for existing structures; ensure incentive program associated with rehabbing is publicly know and easy to understand | <b>Resources:</b> <ul style="list-style-type: none"> <li>• Homeownership incentive programs</li> <li>• City incentives for tax abatement and rehab</li> <li>• Ranken Tech: training program for rehabbing</li> </ul>   |
|  | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• LRA: incentives for abandoned LRA properties</li> <li>• Urban League: Neighborhood housing services</li> <li>• Beyond Housing</li> </ul>   |
| <b>Action:</b><br>Train residents in construction skills and safety to provide neighborhood employment and a path to entrepreneurship                                      | <b>Resources:</b> <ul style="list-style-type: none"> <li>• Urban Strategies: grant program for retraining non-violent offenders in building repair</li> <li>• SLCC's brownfield program looking participants</li> <li>• FEMA's construction/demolition internship program</li> </ul> |
|  | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• Urban Strategies, DOJ and City Building Division</li> </ul>  |
| <b>Action:</b><br>Create a repository that provides easy access to information about home repair resources and programs and financial assistance                           | <b>Resources:</b>  |
|  | <b>Potential Partners:</b><br>LRA and other City of St. Louis Departments  |

| <b>Outcome: Added Public Art</b>  |   |
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| <b>Action:</b><br>Create murals or land-based sculptures (labryrith) that are developed with residents and community artists  | <b>Resources:</b> <ul style="list-style-type: none"> <li>• ???</li> </ul>   |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• RAC</li> <li>• MoHIST</li> </ul>  |
| <b>Action:</b><br>Use neighborhood history to create public art; residents create a sense of place and belonging; this could also be a launch pad for community artists.                                | <b>Resources:</b> <ul style="list-style-type: none"> <li>• ???</li> </ul>   |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• RAC</li> <li>• St. Louis Artworks</li> <li>• MoHIST</li> <li>• Neighborhood schools</li> <li>• The Griot</li> </ul> |
| <b>Action:</b><br>Use arts and culture as a planning and strategizing tool by engaging in cultural asset mapping; create an new way of looking at urban ecology through the lenses of arts and culture. | <b>Resources:</b> <ul style="list-style-type: none"> <li>• East St. Louis Initiative</li> </ul>   |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• St. Louis Artworks</li> <li>• NEA</li> <li>• CEL</li> </ul>   |

**IMPACT AREA: SAFETY**

**Outcome: Increase Use of Outdoor Public Space for All Ages**

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| <p><b>Action:</b><br/>As a part of GCC’s program and implementation efforts, bring neighborhood residents together to create and steward greenspaces.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Neighbors Naturescaping</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Operation Brightside</li> </ul>  |
| <p><b>Action:</b><br/>Install water features that are attractive to residents. Explore the extent to which area creeks and streams can be “daylighted.” Where appropriate, consider the development of stormwater parks. Look at basins in MSD’s City Shed program.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Public / private stormwater park models</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• MSD</li> <li>• MO Department of Conservation</li> </ul>  |
| <p><b>Action:</b><br/>Develop greenspaces in ways that facilitate the movement of people within and between communities. Invest in connections so that spaces operate as part of the larger greenway network. Focus on accessibility, including sidewalk and curb design, so that people of all stages and abilities can enjoy outdoor amenities.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Partners’ programming</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Great Rivers Greenway</li> <li>• Trailnet,</li> <li>• Paraquad</li> <li>• MDC</li> <li>• MSD</li> <li>• Creative Exchange Lab</li> <li>• local alderpeople</li> </ul>                            |
| <p><b>Action:</b><br/>Develop a long-term plan for the maintenance of greenspaces and follow-through on this plan.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• City of St. Louis</li> <li>• Area neighborhood associations</li> <li>• Urban Land Use</li> <li>• MO Dept. of Conservation</li> </ul>   |
| <p><b>Action:</b><br/>Identify neighborhood residents’ vegetation preferences and incorporate them into lot design to increase people’s usage of the sites and improve their perceptions of safety. [As part of this work, GCC might need to address the popular perception that smaller trees are better than larger ones. The value of a large canopy is often underestimated.]</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Mizzou practicum students</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• University of Missouri, Columbia</li> </ul>  |
| <p><b>Action:</b><br/>Create high quality outdoor spaces to improve neighborhood aesthetics and community ownership. Pay attention to quality design and execution. Open spaces need visibility and public access. Principles of defensible space must be in place. Quality environments are most likely to encourage residents’ use, sense of ownership and stewardship. Establish programming within these spaces so that people engage in constructive activities.</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Existing after school and summer programs in partner neighborhoods</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Great Rivers Greenway</li> <li>• City Parks Department</li> <li>• MO Department of Conservation</li> <li>• Friends of park organizations</li> </ul> |

**Outcome: Increase Use of Outdoor Public Space for All Ages (continued)**

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| <p><b>Action:</b><br/>Engage youth by building “earthships” from recycled materials. These facilities could be used for environmental science labs for schools in the areas. This could become an intergenerational infrastructure project where seniors and teenagers are learning and building together.<br/>(Generated in Sense of Community)</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Prairie Band (Potawatomi, KS)</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• MSD</li> <li>• Montessori programs</li> <li>• Habitat for Humanity</li> <li>• ReStore</li> <li>• YouthBuild</li> <li>• Ranken Technical College</li> <li>• USGBC</li> <li>• St. Louis Public Schools</li> </ul> |
| <p><b>Action:</b><br/>Encourage residents to experience outdoor events, such as fishing, bird watching and nature observations at established places. This will help them to understand the value of having high quality outdoor spaces closer to home.<br/>(Generated in Sense of Community)</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• MDC</li> <li>• Forest Park</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• US Fish &amp; Wildlife Partnership</li> </ul>  |
| <p><b>Action:</b><br/>Involve middle-school students (11 to 14 years old) in project-based outdoor learning opportunities. Middle school students are more likely to engage their younger siblings and parents in these activities.<br/>(Generated in Sense of Community)</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Forest ReLeaf</li> <li>• Science Center</li> <li>• St. Louis Zoo</li> <li>• MDC</li> <li>• MoBOT</li> </ul>   |

**Outcome: Improved Lighting**

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| <p><b>Action:</b><br/>Work with Ameren and the City of St. Louis on lighting grant programs for public property. For private property, get involved with the Porch Light Project. Be sure to consider the delicate balance between public safety and ecological needs.</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Detroit Model – city neighborhood with solar powered street lights</li> <li>• Solar power initiatives (note: solar lighting might be good for both safety and ecology)</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Ameren</li> <li>• Serving with the Badge</li> <li>• Neighborhood Stabilization Team</li> <li>• Local businesses</li> </ul> |
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**Outcome: Strengthen Police-Resident Relationships**

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| <p><b>Action:</b><br/>Facilitate conversations among police and neighborhood residents about appropriate behavior in green / outdoor spaces to create a shared understanding.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Police district liaison officers</li> <li>• Neighborhood stabilization teams</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Neighborhood Watch</li> <li>• Urban League Area F Block Council</li> <li>• Area youth</li> </ul>            |
| <p><b>Action:</b><br/>Support neighborhood residents in establishing and enforcing their own greenspace rules. Partner with them to train police officers and others on the community's greenspace codes. What is needed are new approaches to community leadership and new forms of police partnership that make law enforcement part of the community and not its "overseer."</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• St. Louis Metropolitan Police Department</li> <li>• Neighborhood associations and community groups</li> </ul>  |
| <p><b>Action:</b><br/>Initiate a law enforcement mentoring program to address safety issues. Residents (of all ages) would attend a citizens' academy and be available to provide escorts to and from newly developed urban greenspaces.<br/>(Generated in Sense of Community)</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• St. Louis Metropolitan Police Department</li> <li>• Neighborhood associations and community groups</li> <li>• PALS</li> </ul>  |
| <p><b>Action:</b><br/>Increase relationship building among police and neighborhood residents so that black and brown communities are humanized and the tone of interactions shifts away from command and control to collaborate and cooperate. Pursue opportunities to get away, possibly in nature, to do healing and repair work.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Community policing resources</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• St. Louis Metropolitan Police Department</li> <li>• Neighborhood associations and community groups</li> <li>• Outdoor Afro</li> <li>• Area youth</li> </ul> |
| <p><b>Action:</b><br/>Research best practices for neighborhood watch programs for youth and create a youth-oriented neighborhood watch program.<br/>(Generated in Sense of Community)</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Red Beret</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• SLMPD</li> <li>• UMSL, Department of Criminal Justice</li> </ul>   |
| <p><b>Action:</b><br/>Implement the recommendations in the "Justice For All" section of the Ferguson Commission's "Forward Through Ferguson" report.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Forward Through Ferguson</li> <li>• Coalition Against Police Crimes &amp; Repression</li> <li>• Arch City Defenders</li> </ul>   |

**IMPACT AREA: PROSPERITY**

**Outcome: Increased Property Values**

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| <p><b>Action:</b><br/>Work to keep existing homeowners from being displaced by the increased tax assessments that accompany rising property values. Engage government officials, community groups and affordable housing advocates in establishing tax credits and other supports.</p>                  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>Existing low income housing tax credit for seniors. This may be jeopardized by Governor Greitens' tax credit review efforts</li> </ul>  |
| <p><b>Action:</b><br/>Partner with Development Strategies to create in fill housing so that Green City Coalition's land use improvements are complemented and amplified. Support new or existing contractors from the neighborhoods to generate green jobs.</p>   | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>Research other cities' efforts to identify types of partners and partnerships</li> </ul>   |
| <p><b>Action:</b><br/>Educate private appraisers and banks about the various community improvement and revitalization initiatives. Use data and framing to change their neighborhood perceptions and to better inform their appraisals.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>???</li> </ul>  |
| <p><b>Action:</b><br/>Align with those who are seeking to revive Proposition NS, the "vacancy bond issue," which would have raised funds to stabilize and market vacant buildings.</p>  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>St. Louis City's Planning Department (note: the city needs more long range planners to help coordinate this work)</li> </ul>   |
| <p><b>Action:</b><br/>Expand home owner maintenance and repair programs so that they serve not only low income households, but also moderate income ones that are in need of financial assistance.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>River District planners in Kansas City</li> </ul>   |
| <p><b>Action:</b><br/>Help home owners enhance landscaping on contiguous properties. Target existing grant programs to residents in GCC's partner neighborhoods. Research (ex. Olin School of Business study) has proven that green features on homes significantly increase their property values.</p> | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>???</li> </ul>   |
| <p><b>Action:</b><br/>Help home owners enhance landscaping on contiguous properties. Target existing grant programs to residents in GCC's partner neighborhoods. Research (ex. Olin School of Business study) has proven that green features on homes significantly increase their property values.</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>???</li> </ul>  |
|   | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>City of St. Louis – Krewson Administration???</li> </ul>   |
|   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>???</li> </ul>  |
|   | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>Urban League of Metropolitan St. Louis</li> </ul>  |
|   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>MSD's Rainscape Rebate program, sponsored by Project Clear, gives \$3K for landscaping and beautification</li> <li>City of St. Louis' Mow To Own program</li> <li>USDA offers three grants that focus on landscaping</li> <li>Operation Brightside's Neighbors Naturescaping program</li> </ul> |
|   | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>Operation Brightside</li> <li>MO Dept. of Conservation</li> <li>MSD</li> <li>City of St. Louis</li> </ul>  |

**Outcome: Increased Public / Private Investment**

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| <p><b>Action:</b><br/>Advocate for increased citizen involvement in the city's selection of its renewable energy portfolio. Tax and other incentives are provided for programs that fall within the portfolio.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>  |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• City of St. Louis</li> </ul>   |
| <p><b>Action:</b><br/>Develop a community solar application for GCC's partner neighborhoods. This could bring opportunities to collaborate with private solar installers and utilities. It would also help lower electric costs for residents while helping to increase property values.</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Straight Up Solar</li> </ul>  |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Solar City</li> <li>• Micro Grid</li> <li>• Ameren</li> </ul>  |
| <p><b>Action:</b><br/>Help get InvestSTL launched and operationalized. Invest STL is a regional community development support system that will help to underwrite loan guarantees, grants and capacity building for neighborhoods.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>  |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• St. Louis Community Foundation</li> </ul>  |
| <p><b>Action:</b><br/>In partner neighborhoods, institute community benefit agreements for major development projects and initiatives.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Alderpersons Megan Green and Lewis Reed have both introduced community benefit legislation</li> </ul>                   |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>   |
| <p><b>Action:</b><br/>More aggressively enforce Community Reinvestment Act (CRA) compliance among banks and other financial institutions so that neighborhood residents are better able to secure home loans and lines of credit. Also, raise community awareness of CRA requirements.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• \$1.8 Billion negotiated agreement with Enterprise Bank</li> </ul>  |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• St. Louis Equal Housing Community Reinvestment Alliance</li> <li>• Local law schools</li> </ul>                |
| <p><b>Action:</b><br/>Form public / private partnerships to help cover the cost of lot maintenance while resident's stewardship capacity is being cultivated.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>  |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• St. Louis business community</li> <li>• Home Depot / Lowes</li> <li>• Boeing</li> <li>• Wells Fargo</li> </ul> |

**Outcome: Increased Youth Employment Opportunities**

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| <p><b>Action:</b><br/>Train youth guides for the new greenspace. Have them conduct tours of the natural areas. Institute train the trainer workshops that hire youth to teach about the greenspaces.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Other structured employment programs for youth</li> </ul>  |
|   | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• US Fish &amp; Wildlife Services (funds youth jobs)</li> <li>• SLATE</li> <li>• Neighborhood associations</li> </ul>   |
| <p><b>Action:</b><br/>Partner with youth development organizations that offer employment and structured activities for youth like My Brother’s Keeper, Boys &amp; Girls Clubs, YMCA, Nature Curriculum, Green Teen Alliance, STL Youth Jobs, Youthbuild etc. Work to get youth from partner neighborhoods involved in these programs.</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Other structured employment programs for youth</li> </ul>  |
|   | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• US Fish &amp; Wildlife Services (funds youth jobs)</li> <li>• SLATE</li> <li>• Neighborhood associations</li> </ul>   |
| <p><b>Action:</b><br/>Inventory and map existing resources, programs, opportunities and internships to identify assets and gaps. Publicize findings so that youth, community members and service providers know what is available and how to access it.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Blueprint for Summer (check to see if it includes employment programs)</li> </ul>  |
|   | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• SLATE</li> </ul>  |
| <p><b>Action:</b><br/>Expand the green jobs pipeline to include youth from partner neighborhoods. The forestry and planning fields, like many trades, are aging. They are also not attracting and supporting entry or advancement by young people of color.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Beyond Housing is providing training to grow the pipeline</li> </ul>   |
|   | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Schools and youth serving organizations</li> <li>• Reentry programs for youth ex-offenders (an environmental justice advocate in Kansas City has suggested growing the green jobs pipeline with youth involved in the criminal justice system)</li> </ul> |

**Outcome: Increased Green Job & Entrepreneurship Opportunities for Adults**

|  |   |
|--|---|
| <p><b>Action:</b><br/>Provide job training in environmental remediation and construction safety for neighborhood residents. Areas of focus could include lead abatement, deconstruction and the salvaging of industrial materials.</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>EPA EWDJT Grant</li> <li>St. Patrick Center – Sean Thompson’s program</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>St. Louis Workforce Development Board</li> <li>St. Louis Economic Development Partnership</li> <li>SLATE</li> <li>Labor</li> <li>Youthbuild</li> <li>AmeriCorps</li> <li>Fathers Support Center</li> <li>St. Louis Community College</li> </ul> |
| <p><b>Action:</b><br/>Hire residents to offer safety supports and services at green spaces, ex. local security guards and block captains.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>Public / private partnerships</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>Urban League’s Area F Block Council</li> <li>Neighborhood associations</li> </ul>   |
| <p><b>Action:</b><br/>Create jobs for homeless vets. Train them to build tiny homes from deconstructed materials.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>Kansas City, MO model</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>???</li> </ul>  |
| <p><b>Action:</b><br/>Leverage the establishment of community benefit agreements to generate more training and employment opportunities for neighborhood residents.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>Alderspersons Green &amp; Lewis</li> </ul>  |
| <p><b>Action:</b><br/>Make it easier to own and operate a business in the City of St. Louis.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>Grants for green business enterprises</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>Business Assistance Center</li> <li>Financial education resources and counseling organizations</li> </ul>   |

***IMPACT AREA: SENSE OF COMMUNITY***

**Outcome: Increased Resident, Stakeholder and Community Participation and Engagement**

|   |   |
|---|---|
| <p><b>Action:</b><br/>Create a profile of each neighborhood, which includes champions and stakeholders; conduct stakeholder interviews (or discussion groups) to determine the best engagement methods for that neighborhood. Develop an engagement framework for each neighborhood.<br/><i>Note: North St Louis is mostly identified by wards and residents attend ward meetings; while South St. Louis' residents tend to meet by neighborhoods</i></p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>EPA Community Engagement Initiative</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>Community Builders Network</li> <li>Urban League of Greater St. Louis (block units)</li> <li>City of St. Louis (NIS and BoA)</li> </ul> |
| <p><b>Action:</b><br/>Identify a list of potential (easily executable) projects and initiate project (s) to build camaraderie, capacity and ownership. The demonstration project should relate to the Vacancy to Vibrancy initiative. Ex: Art from recyclable materials. Ensure property maintenance is included in financial projections.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>Neighborhood residents</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>ArtWorks</li> </ul>  |
| <p><b>Action:</b><br/>Working with neighborhood and community organizations, develop an outreach of champions; integrate youth in the process and appeal to their needs for employment and recreational activities.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>Neighborhood residents</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>City of St. Louis Department of Recreation</li> <li>Community Development Corps</li> </ul>   |
| <p><b>Action:</b><br/>Demonstrate voices are heard and considered by publicly documenting community workshops.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>NextDoor</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>???</li> </ul>   |
| <p><b>Action:</b><br/>Explore the possibility of hosting multi-neighborhood outdoor music, art and food events. Events are designed by residents and could take place as community-based project milestones are completed.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>Whitaker Foundation</li> </ul>  |
| <p><b>Action:</b><br/>Create infrastructure (physical, content and process) to facilitate community meetings, gatherings and events.</p>  | <p><b>Resources:</b><br/>USDA Community Development grant</p> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>Community Dev. Corps</li> </ul>  |

*Note from a participant: This outcome is a common priority and challenge of many collective impact-type efforts. GCC should locate other organizations looking to build resident engagement and combine efforts.*

**Outcome: Increased Promotion of Local Businesses & Amenities**

|  |  |
|--|--|
| <p><b>Action:</b><br/>Engage businesses in the planning effort and ask them to provide sponsorship of community events. Sponsorships will promote businesses and may lead to increased patronage. Explain that their involvement is critical to demonstrating a vested interest in the neighborhood.</p>                           | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>   |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Community Development Corporation</li> </ul>  |
| <p><b>Action:</b><br/>Businesses, especially those providing neighborhood services, such as corner grocers, laundry mats and restaurants, should be “mandated” to support community efforts. For all others, especially nuisance businesses, additional scrutiny must be applied to ensure businesses provide community value.</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>   |
|  | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Habitat for Neighborhood Business (SLU)</li> <li>• City of St. Louis License Collector</li> </ul> |

**Outcome: Strengthened City/Resident Relationship (NEW)**

|   |  |
|---|--|
| <p><b>Action:</b><br/>Enforce equitable treatment and service across city departments with all neighborhoods; focus on customer services/hospitality and anti-bias training.<br/>(See</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul>   |
|   | <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• All City departments, especially CREA, NIS and Citizens Bureau, interacting with neighborhoods</li> </ul> |

**IMPACT AREA: HEALTH & WELL-BEING**

**Outcome: Reduced Lead Toxicity**

|  |   |
|--|---|
| <p><b>Action:</b><br/>         Improve demolition specifications and standards to reduce exposure to lead. Collaborate with EPA on lead abatement programs and apply for grant applicable grants.<br/>         (Also applicable to Improved Air Quality)</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>EPA</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>EPA</li> <li>OneStL</li> <li>City of St. Louis (Building Division and Dept. of Health)</li> </ul>   |
| <p><b>Action:</b><br/>         Provide job training in environmental remediation and construction safety for neighborhood residents. Areas of focus could include lead abatement, deconstruction and the salvaging of industrial materials.<br/>         (Also found in Prosperity, Adult Employment and Entrepreneurship)</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>EPA EWDJT Grant</li> <li>St. Patrick Center – Sean Thompson’s program</li> <li>Green &amp; Healthy Homes Initiative</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>St. Louis Workforce Development Board</li> <li>St. Louis Economic Development Partnership</li> <li>SLATE</li> <li>Labor</li> <li>Youthbuild</li> <li>AmeriCorps</li> <li>Fathers Support Center</li> <li>St. Louis Community College</li> </ul> |
| <p><b>Action:</b><br/>         Conduct expert workshops (for both lead toxicity and air quality) for homeowners to learn about detection, hazards and remediation.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>MoBOT (raised beds for gardening)</li> <li>SLU public health professionals</li> <li>City of St. Louis, Dept. of Health</li> </ul>   |
| <p><b>Action:</b><br/>         Establish a window replacement grant program to assist homeowners and property owners in reducing lead attributed to aging windows.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>HUD</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>Community Development Corps</li> <li>City of St. Louis</li> <li>USGBC</li> </ul>  |

**Outcome: Improved Air Quality**

|  |   |
|--|---|
| <p><b>Action:</b><br/>Commit to planting large trees (in healthy soil) throughout the greenway. Also look for ways to use innovative infrastructure, such as – green walls, roofs and alleys. Review Bill 86 (introduced by Ald. Cara Spencer) to assess its applicability to this income.</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Green &amp; Healthy Homes Initiative</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• MoBOT</li> <li>• MDC</li> <li>• City of St. Louis, Dept. of Forestry</li> <li>• MSD</li> </ul> |
| <p><b>Action:</b><br/>Engage pediatricians serving children living in urban areas to understand how to reduce the incidence of asthma attacks, especially through air quality improvement.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Asthma &amp; Allergy Foundation</li> </ul>  |
| <p><b>Action:</b><br/>Develop a depository of resources (mapping, monitoring and remediation tools) for homeowners and property owners.</p>  | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Green &amp; Healthy Homes Initiative</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• NEPA</li> <li>• EPA</li> <li>• Community Dev. Corps (potential grantees)</li> </ul>            |
| <p><b>Action:</b><br/>Reduce vehicle miles traveled by investing in alternative transportation, i.e., mass transit and bike share. Ensure targeted areas have appropriate infrastructure for bicyclists.</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• Trailnet</li> <li>• Metro</li> </ul>  |

**Outcome: Increased Physical Activity**

|   |  |
|---|--|
| <p><b>Action:</b><br/>Understand the barriers to physical activity (infrastructure, safety, fitness, awareness and/or interest) and address barriers through infrastructure improvements and programming. (See Improved Safety)</p>   | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• City of St. Louis, Depts. of Health and Recreation, SLPD</li> <li>• Trailnet</li> <li>• Great Rivers Greenway</li> <li>• Open Space Council</li> </ul> |
| <p><b>Action:</b><br/>Host community active living fair; invite locally grown national celebrities (Ex: Nelly) to champion active living; throughout the spring and fall, host outdoor activities, such as yoga, tai chi, family scavenger hunt, in greenspaces; continue active living fair with forming outdoor intergenerational bicycling, walking and running groups</p> | <p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• ???</li> </ul> <p><b>Potential Partners:</b></p> <ul style="list-style-type: none"> <li>• City of St. Louis, Depts. of Health and Recreation</li> <li>• Trailnet</li> <li>• BikeWorks</li> <li>• Black Girls Run</li> </ul>                      |

**Outcome: Increased Physical Activity (continued)**

|  |  |
|--|--|
| <b>Action:</b><br>Research kinetic energy structures and devices (sidewalks, bicycles, playground equipment) to determine if applicable to greenspaces. Make physical activity fun and inviting. | <b>Resources:</b> <ul style="list-style-type: none"> <li>• Kansas Children’s Discovery Center (Topeka, KS)</li> </ul>    |
|  | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• St. Louis Science Center</li> <li>• MoBOT</li> </ul> |

**Outcome: Access to Healthy Food**

|   |  |
|---|--|
| <b>Action:</b><br>Conduct community food assessment (CFA) for any targeted neighborhoods; use results to identify assets and gaps of food system; create strategies for addressing issues.      | <b>Resources:</b> <ul style="list-style-type: none"> <li>• USDA</li> </ul>   |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• Food Policy Coalition</li> </ul>   |
| <b>Action:</b><br>Prioritize establishment of farm-scale food production in areas; address soil issues (follows CFA).   | <b>Resources:</b> <ul style="list-style-type: none"> <li>• Gateway Greening</li> <li>• EWG, OneStL</li> </ul>  |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• Gateway Greening</li> <li>• Neighborhood associations</li> </ul>   |
| <b>Action:</b><br>Close the food desert gap by developing new models for healthy and affordable food access – food recovery programs, ugly fruit program (follows CFA).                         | <b>Resources:</b> <ul style="list-style-type: none"> <li>• USDA</li> <li>• Uplift Solutions</li> <li>• Brown’s Superstore (South Philadelphia); with QCare Centers</li> <li>• Green Dining Alliance</li> </ul> |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• Food Policy Coalition</li> </ul>   |
| <b>Action:</b><br>Initiate a school garden program, supported by residents; garden can also become an environmental learning laboratory for children living in the area                         | <b>Resources:</b> <ul style="list-style-type: none"> <li>• Sprouting Science (MoBOT)</li> </ul>  |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• MoBOT</li> <li>• Gateway Greening</li> <li>• Neighborhood associations</li> </ul>  |
| <b>Action:</b><br>Increase access to fresh affordable produce, via standalone farmers market or mobile market.  | <b>Resources:</b> <ul style="list-style-type: none"> <li>• Tower Grove Farmers Market</li> <li>• Old North Community Garden</li> </ul>   |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• USDA, Farmers Market Promotion Program</li> <li>• Fair Food Network (Double Up, Food Bucks)</li> </ul>                                     |
| <b>Action:</b><br>Host food processing workshops to assist budding food entrepreneurs and added value processors, as well supporting residents who want to learn new ways to prepare vegetables | <b>Resources:</b> <ul style="list-style-type: none"> <li>• ???</li> </ul>  |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>• EarthDance</li> <li>• Gateway Greening</li> </ul>  |

**Outcome: Reduction of Mental Stress (ADDED)**

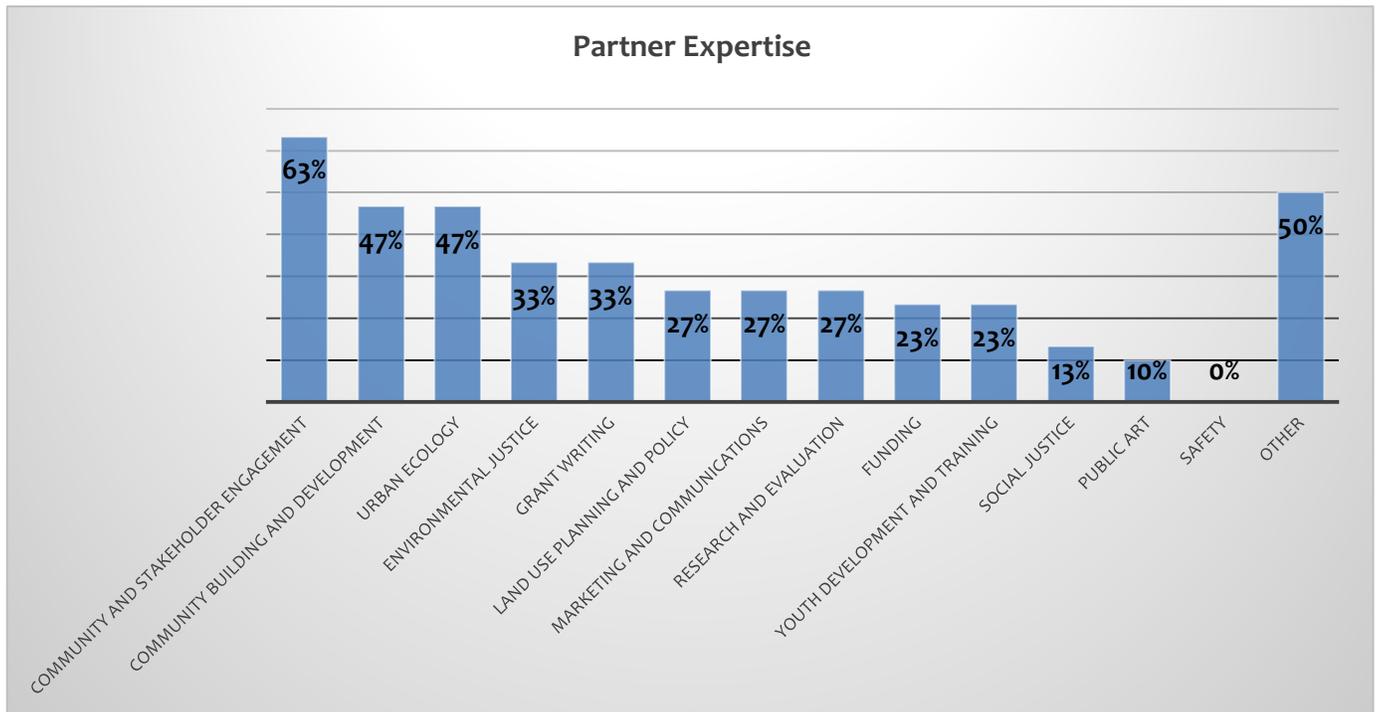
|   |  |
|---|--|
| <b>Action:</b><br>Examine benefits of meditative practices for young people; conduct mindfulness, meditation, yoga and/or tai chi in outdoor settings             | <b>Resources:</b> <ul style="list-style-type: none"> <li>Urban Yoga Foundation</li> </ul>  |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li></li> </ul>  |
| <b>Action:</b><br>Create a sacred space for healing and provide mental health services and peacemaking skills training; help youth learn de-escalation techniques | <b>Resources:</b> <ul style="list-style-type: none"> <li>St. Louis Mental Health Board</li> </ul>                                    |
|   | <b>Potential Partners:</b> <ul style="list-style-type: none"> <li>Better Family Life</li> <li>MCU</li> <li>Beyond Housing</li> </ul> |

**STRATEGY WORKSHOP CLOSING**

At the workshop’s closing, participants were asked to complete a brief exit survey. The exit survey asked about their organization’s expertise, the outcome where they were most likely to impact and an assessment of the event.

**Partner Expertise**

With 30 participants responded, nearly 2 of 3 have expertise in community and stakeholder engagement and nearly one of two have expertise in community building and development and urban ecology. Representation is lowest in public safety, public art and social justice.

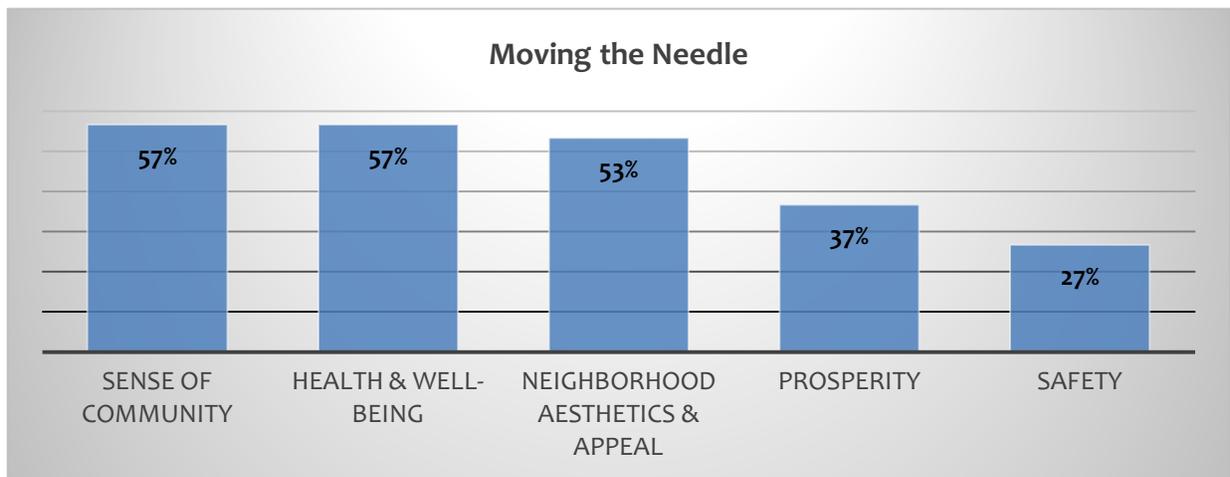


Other, the category where one of two participants, responded includes:

- Bike/pedestrian planning
- Collective impact
- Environmental job training
- Green building and energy efficiency
- Health policy
- History
- Policy
- Pollution prevention, recycling and energy recovery
- Recreation
- Urban forestry and conservation
- Volunteerism
- Workforce development
- Youth employment

**Impact Areas**

Regarding the impact areas, participants were asked where their organization would be able to most likely “move the needle” and the results are detailed in the chart below.



**Plenary and Workshop Satisfaction**

Overall, the plenary and the strategy workshop was valuable to all participants who completed an exit survey. Additionally, all participants would like to receive quarterly updates about GCC’s progress and efforts.

| Degree of Satisfaction Statements  | Strongly Disagree | Disagree | Unsure | Agree | Strongly Agree | N/A | Wtd Avg (on 5-pt scale) | Agree or Strongly Agree |
|--|-------------------|----------|--------|-------|----------------|-----|-------------------------|-------------------------|
| The information presented during the plenary helped me understand GCC’s purpose, vision and past efforts.  | 1                 | 0        | 0      | 6     | 16             | 6   | 4.57                    | 96%                     |
| The strategy workshop helped attendees collectively identify key actions, resources and potential partners to address the desired impacts (e.g., safety, prosperity, sense of community, etc.) | 0                 | 0        | 0      | 5     | 10             | 13  | 4.67                    | 100%                    |
| My attendance at today’s event was a valuable use of my time.  | 1                 | 0        | 0      | 7     | 21             | 0   | 4.62                    | 100%                    |

## **NEXT STEPS**

After reviewing the strategy workshop results, Green City Coalition anticipates:

- Contacting additional stakeholders to joining the coalition;
- Forming work groups, either outcome or impact based; and
- Establishing a process for communicating with partners on a quarterly basis.