OPPORTUNITIES & ASSETS

Preliminary Resilience Assessment

Lyda Krewson, Mayor
Introduction to 100 Resilient Cities in St. Louis

Urban Resilience

The capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow, no matter what kinds of chronic stresses and acute shocks they experience.

100 Resilient Cities—Pioneered by The Rockefeller Foundation (100RC) is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century. 100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks—earthquakes, fires, floods, etc.—but also the stresses that weaken the fabric of a city on a day-to-day or cyclical basis. By addressing both the shocks and the stresses, a city is better able to respond to adverse events and to deliver basic services to all residents in both good times and bad.

The City of St. Louis was selected to join the 100 Resilient Cities Network in December 2014. Out of 331 applications from around the world, St. Louis was one of the 35 cities chosen to be part of 100RC’s second cohort.

St. Louis was chosen because of its commitment to develop a resilience strategy that is tailored to individualized needs and capacity. St. Louis has already begun working toward a comprehensive resilience strategy and the task of assessing what resilience means for the City and all St. Louisans.

As a member of the 100RC Network, St. Louis receives four types of support:

1. Leadership
   Financial and logistical guidance for establishing an innovative new position in city government, a Chief Resilience Officer, who will lead the City’s resilience efforts

2. Guidance
   Expert support for development of a robust Resilience Strategy

3. Technical Assistance
   Access to solutions, service providers, and partners from the private, public and NGO sectors who can help the City develop and implement its Resilience Strategy

4. Global Network
   Membership in a global network of member cities who can learn from and help each other
St. Louis’ Resilience Challenge

“Henceforth St. Louis must be viewed in the light of her future.”

- L.U. Reavis, Author: St. Louis, the Future Great City of the World

For over 250 years, the City of St. Louis has stood tall in the face of great challenges. Earthquakes, cyclones, tornadoes, fires, and floods have all tested the city’s resolve. Through feats of engineering, innovation, and community investment, St. Louis and its people have consistently proven resilient.

To thrive in the 21st Century, the city must prepare to face new and even greater challenges. Climate change brings both warmer temperatures and increased flood levels near the historic creeks and rivers across our city and region. Aging infrastructure and a shrinking tax-base combine to exacerbate physical stresses that make St. Louisians potentially more vulnerable in times of need. Furthermore, persistent population decline over the last six decades presents a myriad of issues from basic service delivery to concentrated vacant land and abandoned properties, which divide and blight our neighborhoods.

However, true resilience is achieved by much more than just bolstering our physical infrastructure and the built environment. For St. Louis to remain resilient over the next 250 years, we must ensure that every St. Louisan – especially those who we know to be our most vulnerable – is ready to face individual and community-level shocks and stresses. Equity will be the leading principle in achieving a resilient St. Louis. Too many St. Louisians still live at or below the poverty line, surrounded by gun violence, trauma, concentrated unemployment, low-wages, shockingly disparate health outcomes, and a feeling of disconnectedness from the broader city.

It is well documented that our communities of color bear the most burden of all our chronic stresses. Therefore, historic racial divisions within our community must be addressed head-on in order to build a cohesive and resilient city.

Despite these great challenges, St. Louis is more progressive and poised for opportunity than ever before. St. Louisans may be humble about our city’s success; however, the rich history and culture we share alongside our natural assets and vibrant neighborhoods provide the foundation for St. Louis’ continued renaissance. The future of St. Louis is bright as we embark on this journey to again prove our resilience.

Lyda Krewson
Mayor, City of St. Louis

Patrick R. Brown
Chief Resilience Officer, City of St. Louis

Developing a Resilience Strategy for St. Louis

St. Louis is made up of vast networks – individuals, neighborhoods, institutions, and systems. These same networks are shaped by historic centuries-old structures and processes that all too often make valuable collaborations and innovation within government agencies and between organizations in the city challenging and infrequent.

Mayor Krewson has therefore challenged leaders across St. Louis and within City operating departments to take risks, be bold, and search for innovative solutions. The Mayor believes that in order for St. Louis to thrive as a Midwestern city in the 21st Century, it is imperative that we abandon the status quo, deploy our resources more wisely, and collaborate more effectively with local, regional, and national partners – all while utilizing data to inform our decisions. The City’s Resilience Strategy will be one of the tools used to propel us forward toward meeting the Mayor’s challenge.

The Resilience Strategy allows the city to describe the future St. Louis we hope to become, and establish actionable goals in order to achieve that future. In addition to helping the city organize more effectively around innovation and a vision for the future, our Resilience Strategy will also help city leaders prepare for, adapt to, and rebound as quickly as possible from the potentially disruptive shocks and stresses of today, as well as those that we will inevitably encounter tomorrow and beyond.

The process of developing St. Louis’ Resilience Strategy is guided by the Mayor’s Office of Resilience, 100 Resilient Cities, and the St. Louis residents and stakeholders who have been engaged throughout each phase of development.
The first step in developing St. Louis’ Resilience Strategy is drafting a Preliminary Resilience Assessment (PRA).

The PRA is a summary of all the stakeholder engagement and analysis done within Phase 1 of the strategy development process, and establishes priority Discovery Areas which become the basis of our continued work in Phase 2.

Developed by the Office of Resilience and relevant partners, this PRA is a snapshot of St. Louis’ existing state of resilience and provides a baseline of data, which helps inform targets and measure future progress. The PRA development process uncovers critical information, insights, and questions regarding the city’s resilience, opportunities, and risks. Research completed during this phase highlighted many existing St. Louis assets that can be leveraged to support future resilience goals. However, we also identified many challenges and potential stresses, which require further analysis and attention. Because PRA development is a process through which we discover how our shocks and stresses are interrelated, it also serves as a tool to understand where city systems – inside and outside government – are interconnected and how resilience building necessitates innovation to cut across currently siloed operations and boundaries.

That said, this PRA should not be viewed as comprehensive or conclusive, but instead as a tool to help the Mayor, Chief Resilience Officer, and partners move forward into Phase 2, empowered with the data to dig deeper into the identified Discovery Areas.

**Strategy Development Process**

**Phase 1**
- Stakeholder Engagement
- Shocks & Stresses
- Resilience Perceptions & Actions Inventory
- Unique City Context

**Preliminary Resilience Assessment + Discovery Areas**

**Phase 2**

**City-wide Workplan for Phase 2**

**Prioritized Resilience Initiatives**

**St. Louis Resilience Strategy**
St. Louis By the Numbers

1. BJC HealthCare
2. U.S. Postal Service
3. AT&T Communications Inc.
4. Archdiocese of St. Louis
5. City of Saint Louis
6. Saint Louis University
7. Washington University Physicians
8. Wells Fargo Advisors
9. Ameren Corporation
10. St. Louis Public Schools
Eads Bridge during high water, 1903.
Courtesy of Missouri History Museum
Opportunities & Assets

St. Louis has relied on a variety of assets, from its engineering prowess and innovative spirit to community investment, local philanthropy, and world-class higher education institutions, to help the city bounce back from earthquakes, cyclones, tornadoes, fires, and floods over its history. Going forward, the city will need to leverage its existing assets and tap into other opportunities to take on the shocks and stresses of the 21st century and beyond.

Historic opportunity: NGA investment and Project Connect

The National Geospatial-Intelligence Agency (NGA) is the nation’s primary source of geospatial intelligence for the Department of Defense and the U.S. Intelligence community. For over 70 years, the City of St. Louis has supported NGA and its mission, with its western facility just south of downtown. In June of 2016, NGA announced that St. Louis will remain its home and the new NGA West will be developed north of downtown in the St. Louis Place neighborhood. This $1.7 billion project is the largest federal investment in the history of St. Louis. To prepare for this historic investment, the City has launched Project Connect, an initiative to understand the potential benefits and impacts NGA’s relocation will have on surrounding neighborhoods and future development. It is focused on eight neighborhoods with a goal to identify priority investments that will help keep existing residents and business in the area and encourage new growth in the future.

St. Louis startups opened their doors in 2014. The 2nd largest increase in the nation

Business Insider rated St. Louis the number 1 fastest-growing startup city in America with 343% deal growth in 2015.

“I chose to locate our company in St. Louis because it provided easier access to the resources needed to get my company off the ground, and because the community is intentional about supporting new businesses.”

Chris Motley
FOUNDER & CEO, BETTER WEEKDAYS

St. Louis Defenses Contain Flood

August 2nd 1993 – The Mississippi River all but consumed villages and farmland to the North and South of here today, but St. Louis’ 11-mile concrete flood wall stood firm against a rushing onslaught of muddy water that officials described as the death throes of the great flood of 1993.

Innovative and entrepreneurial spirit

Long before St. Louis became the fastest-growing startup hub in the United States in 2015, it was—and remains—a city of innovation. The city’s willingness to take risks and try new things was not only a boon for St. Louis, but the country as a whole. James B. Eads pioneered modern bridge design with an all steel arched-construction bridge spanning the Mississippi River between the eastern banks of St. Louis and the western border of Illinois in 1874 – a monument to engineering that still stands today. St. Louisans took a risk on Charles Lindbergh, providing him with the funds for his audacious transatlantic flight from New York to Paris. Sumner High School was the first high school west of the Mississippi River established to provide educational opportunities for black students, and graduated legends of American innovation like Chuck Berry, Tina Turner, Arthur Ashe, Margaret Bush Wilson, Dick Gregory, and Grace Bumbry. The American kindergarten system, the baseball farm system, plant science and even mass produced ready-to-wear women’s fashion also trace their origins to St. Louis. Though we may owe our location and early growth to the trade and commerce along the Mississippi River, we owe our sustained success and resilience to the spirit of innovation that runs through our city.

11 mi City’s concrete flood wall is 11 miles long

St. Louis can be a great city, and now more than ever we need both public and private innovation to make that happen.

— RESILIENT STL COMMUNITY SURVEY RESPONDENT

From The New York Times

4,789 St. Louis startups opened their doors in 2014. The 2nd largest increase in the nation

1st Business Insider rated St. Louis the number 1 fastest-growing startup city in America with 343% deal growth in 2015.

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Bolstered by incubator spaces like T-Rex, Nebula, Saint Louis Fashion Fund, and TechArtista, and innovation hubs like Cortex Innovation Community and the Cherokee Street business district, the City of St. Louis has emerged as a hotbed for startups and technology companies. According to recent census data, St. Louis has the fastest growing rate of startup businesses of any major metropolitan area since 2009. These trends have led to national attention for the city: in 2015 Popular Mechanics named St. Louis as “A Best Startup City in America” and Business Insider called us “the fastest growing startup scene in the country.”

**World class architecture and institutions**

St. Louis’ world-renowned historical architecture and affordable cost of living has helped to attract one of the largest increases in college-educated young people in the country. This influx of new talent continues to drive our real estate market, encourage the rehabilitation of historic buildings, and add to the continued renaissance of neighborhoods across the city.

St. Louis has an abundance of cultural resources that are underutilized. I believe both the city and county could make use of partnerships with local universities to solve some of the region’s greatest issues

— RESILIENT STL COMMUNITY SURVEY RESPONDENT

**Access to parks**

Our citywide park system is rivalled by few other cities in America with 90% of St. Louisans living within ½ mile of a park, a statistic that is consistent for St. Louisans of all classes, race, and age demographics. As rated by ParkScore, only ten cities in the United States (all of which are far more densely populated), have a higher park access score than St. Louis.

Between 2000-2015 St. Louis saw the 4th largest increase of college educated young people in the nation: 12%

11 college and university campuses in the City of St. Louis

1,293 Acres

Visitors per year to Forest Park

12 Million

Home to the Science Center, Zoo, History Museum, Municipal Theatre, & Art Museum
“St. Louis has so many parks, Forest Park is amazing but neighborhood parks are hidden gems.”
— RESILIENT STL COMMUNITY SURVEY RESPONDENT

Expanding public transportation
For the first time since 2006, St. Louis is poised to begin the process of significant public transit expansion with funding approved by voters for the first phase of a North-South MetroLink extension. This project will help support added density, spur transit-oriented development, and provide sorely needed access to employment opportunities in the central corridor for disconnected residents in northern and southern parts of the city.

North-South Expansion: Phase 1
Estimated $700 million public transit investment

Since 2011 more than $1.8 billion has been invested or committed to new construction/development within 1/2 mile of a Metrolink station

146,000 Jobs within 1/2 mile of a Metrolink Station

111,173 residents (more than 1/3 of the city’s total population) live within 1/2 mile of proposed new Metrolink Stations

24 Neighborhoods provided new access to Metrolink with Phase 1

Opportunities & Assets
Despite St. Louis’ rich history and enormous potential, there are still a great many challenges that impede regional growth and hold back too many of our residents. While St. Louis must prepare itself for the sudden shocks of environmental threats like tornadoes, floods, and heat waves that will only grow more frequent and damaging as climate change intensifies, the real key to building resilience in St. Louis will be addressing the chronic stresses that have plagued the city throughout its long history. Addressing racial and economic disparities will require hard work, but will ultimately make the region a better place to live for all. Curtailing violence is a top priority as is reversing decades of population decline and the resultant shrinking tax base. Improving working relationships among the region’s many fragmented governments is paramount to ensuring that cooperation, not competition, becomes a hallmark of the St. Louis area. By tackling the long-standing stresses that have stunted growth and impacted the lives of St. Louisians for generations, and preemptively planning for the inevitable shocks of the future, a truly resilient St. Louis will ensure a fair and prosperous future for all.

Racial, economic, & social inequities
People of color across St. Louis are disproportionately affected by unemployment, violence, and staggeringly poor health outcomes. As our population becomes younger and more college-educated, the gap between rich and poor St. Louisans widens.

There is a race and income dividing line in the city that cannot be ignored. We need to address racial inequities across the board.

— RESILIENT STL COMMUNITY SURVEY RESPONDENT
The depths of our disparities are far-reaching, and we can no longer ignore the extent to which historic racism has played a role in exacerbating the challenges we face as a city today. In particular, discriminatory housing policies that historically prevented racial integration of neighborhoods continue to shape housing, employment and transit opportunities today. St. Louis’ ‘Delmar Divide’ epitomizes the modern-day segregation that persists in the city. This particular area is a remarkable example of the stark contrast between the lives of African Americans in St. Louis and those of their white neighbors, even in relatively close proximity. The disparities are prevalent across all indicators, but are particularly stark in educational attainment, home value, life expectancy and income as shown above.

**Population decline and vacant property**

Since 1950, the population of St. Louis has declined 63% from a peak of roughly 850,000 people, to just 315,000 today. Steep population decline has left vast amounts of vacant land dispersed across neighborhoods. St. Louis is littered with nearly 25,000 vacant parcels, including both abandoned lots and empty, crumbling buildings. These vacant and abandoned properties blight our neighborhoods, decrease adjacent property values, drain City resources, and pose public safety risks for the children and families living next door.

I can’t let my kids play in the backyard because of the abandoned buildings falling down around us.

— RESILIENT STL COMMUNITY SURVEY RESPONDENT
Crime and violence
St. Louis’ crime rate has generally declined since the highs of the 1990s, however the city continues to have among the highest rates of violent crime in the nation. With 188 murders in 2016, the city had the highest murder rate per person in the country. Rates of aggravated assault have also increased in recent years.

Civil unrest
Long-simmering tensions in the city, stemming in large part from racial and economic divides, have boiled over in recent years. One of the main catalysts for this unrest was the tragic death in 2014 of 18-year-old, Michael Brown, Jr., 12 miles from Downtown St. Louis in Ferguson, Missouri. After Brown was shot and killed by a police officer, protests and riots erupted and highlighted the racial tension in our region, while gaining national and international attention.

Aging and antiquated infrastructure
St. Louis is an old city, and has over $100 million of unmet critical investments in infrastructure. As an example, much of the city still functions by utilizing our original sewer systems, significant parts of which were built from wood. While these systems are in no immediate threat of collapse, the outdated materials are expensive and onerous to maintain. Critical street repair projects need $35 million in immediate investment, $6.9 million of which must be financed by local matching dollars. Furthermore, access to future federal transportation funds, which are typically leveraged to complete street repair projects, may be in jeopardy due to the city’s current failure in meeting federally required ADA standards on sidewalks and curb-cuts. The anticipated cost for bringing the city into ADA compliance is $1 million. Additionally, the city also has $50 million in unmet need for bridge reconstruction and $8 million in unmet maintenance cost.

Climate and weather-related shocks and stresses
St. Louisans are already feeling the impacts of climate change in their day-to-day lives. In recent years, residents have experienced sweltering summer heat, worsening air quality, and increased airborne allergens. Extreme weather events are also on the rise, including more frequent and longer heat waves, droughts, heavy rains, floods, and tornados. These conditions threaten the health, safety, and economic well-being of St. Louisans, especially the most vulnerable residents that live in the most unprotected neighborhoods. As the weather continues to change, sudden shocks will challenge our city in increasingly disruptive and potentially devastating ways.

Inadequate City systems and data
The livelihoods of our most vulnerable populations depend on the reliability of our aging City systems, and with the increasing threat of acute shocks we have to take steps now to protect against catastrophic failure. Significant gaps still exist throughout City government in leveraging new technologies and inter-departmental data sharing in order to better deliver services and provide adequate levels of transparency to the citizens we serve.

St. Louis needs to take risks and employ new ways of thinking about old problems so we can move forward. To do this, we have to trust each other, and we have to trust the government.

— RESILIENT STL SURVEY RESPONDENT

Aggravated Assaults

<table>
<thead>
<tr>
<th>Year</th>
<th>Share of Aggravated Assaults Involving a Gun</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>40.8%</td>
</tr>
<tr>
<td>2015</td>
<td>61.2%</td>
</tr>
</tbody>
</table>

— RESILIENT STL SURVEY RESPONDENT

Staged “die-in” outside of St. Louis Metropolitan Police Department Headquarters, September 2017

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What We Have Heard

Perceptions assessment
Beginning in September through December of 2016, the City’s Chief Resilience Officer Patrick R. Brown and the Office of Resilience began convening members of the St. Louis community to achieve four primary goals:

1. Gain a broader understanding of what urban resilience means to St. Louis residents.
2. Better understand the work and priorities of community partners.
3. Define St. Louis’ resilience priorities.
4. Ensure diverse stakeholder participation in the City’s resilience building efforts

Our discussions with multiple St. Louis stakeholders revealed a variety of factors that residents believe are important for building a more resilient St Louis. We cataloged the perceptions of these residents to understand how they rated the strengths and weaknesses of these factors and matched the results to 100 RC’s 12 Drivers of Urban Resilience shown in the Perceptions Assessment on the following page.

Actions Inventory
In parallel to the stakeholder engagement process, we conducted an Actions Inventory, in which we compiled existing programs, plans, studies, policies, and other initiatives which have been undertaken by public, private, academic, and civic groups, and catalogued them according to the 12 primary and 50 secondary drivers of resilience, as determined by the CRF. Actions consist of any plan, strategy, program, project, practice, initiative, legislation or funding that is deliberately designed to contribute to the protection, functioning or advancement of the city. The Actions Inventory process sheds light on current work being done in the city, deepens understanding of previous efforts, and highlights opportunities for partnerships. Additionally, the Actions Inventory illustrates possible strengths that could be built upon and weaknesses that should be addressed. The projects and actions listed on page 26 illustrate a snapshot of a few significant initiatives currently underway in the City of St. Louis.

Effective decision-making by City departments is hindered by lack of sound data, evidence, and/or analytics
— CITY OFFICIAL

City IT systems are not adequate to meet departmental or citizen needs
— CITY OFFICIAL

Heavy rainfalls in St. Louis are projected to increase by 40% over the next two decades

By 2100 St. Louis is projected to experience over 40 days of 100-degree weather per year. The city’s current historical baseline average for 100-degree weather is 2-3 days per year.
Perceptions Assessment

- Need to do Better
- Doing well, but can improve
- Area of strength

Each segment represents 4.2 factors

Actions Inventory

- Primary drivers of resilience
- Secondary drivers of resilience

TOTAL FACTORS: 365
TOTAL PRIORITISED ACTIONS: 73
<table>
<thead>
<tr>
<th>EXISTING ACTIONS</th>
<th>OVERVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Louis Regional Hazard Mitigation Plan</td>
<td>Plan to help protect the community and reduce the loss of life and injuries in the possibility of a natural disaster; also seeks to improve coordination and operational efficiency of local governments and school districts.</td>
</tr>
<tr>
<td>NGA / Project Connect</td>
<td>Initiative to understand potential benefits and impacts that NGA's relocation will have on surrounding neighborhoods and future development, with a goal of identifying priority investments that will help keep existing residents and businesses in the area and encourage new growth in the future.</td>
</tr>
<tr>
<td>CHOICE Neighborhood</td>
<td>$29.5 million Federal grant dedicated to transforming the Near North Side of St. Louis. The City's transformation plan that earned the grant includes creating nearly 700 new and restored affordable housing units, building a new community center, promoting home ownership, and providing micro-lending. It also supports initiatives to promote health, education, public safety, social services, job training, entrepreneurship, and overall neighborhood improvements.</td>
</tr>
<tr>
<td>City Urban Greening Program</td>
<td>Metropolitan St. Louis Sewer District (MSD) is partnering with the City of St. Louis to demolish vacant and abandoned buildings with the goal of adding green space in neighborhoods, connecting residents to nature, and fostering redevelopment.</td>
</tr>
<tr>
<td><strong>EXISTING ACTIONS</strong></td>
<td><strong>OVERVIEW</strong></td>
</tr>
<tr>
<td>Cortex Innovation Community</td>
<td>Cortex Innovation Community, a 200-acre site near the Central West End neighborhood that serves as the center of technology and startups in St. Louis. Cortex Innovation Community is a tax exempt 501(c)3 formed in 2002 by Washington University in St. Louis, BJC Healthcare, University of Missouri – St. Louis, St. Louis University, and the Missouri Botanical Garden in collaboration with the City of St. Louis.</td>
</tr>
<tr>
<td>Climate Action &amp; Adaptation Plan</td>
<td>City’s plan to address climate change through mitigation and adaptation measures that entail investing in a more green, healthy, inclusive, and sustainable city.</td>
</tr>
<tr>
<td>Better Together: The Will to Change</td>
<td>Initiative by Better Together to understand the impacts of government fragmentation which permeates the St. Louis region and propose new solutions that would allow the currently disparate governmental bodies to work more cohesively for the benefit of St. Louis residents.</td>
</tr>
<tr>
<td>Forward Through Ferguson</td>
<td>A year after the tragic shooting of Michael Brown and the turmoil that ensued across the St. Louis region, the Ferguson Commission, appointed by Former Governor Jay Nixon, produced the Forward Through Ferguson report. The report was the product of thousands of hours of research and community-based discussions with the goal of charting a new path for racial equity in the St. Louis region. A total of 189 calls to action were outlined in the report and the Commission carefully selected signature priorities to focus on.</td>
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Areas We Want to Explore

The goal of Phase I of the Resilience Strategy development process was to research and define a baseline for the exploration of new approaches to resilience in St. Louis. The analysis of resilience challenges and opportunities, combined with the priorities expressed by a wide range of stakeholders, were synthesized into a set of Discovery Areas that define the areas where St. Louis needs to focus its further resilience efforts, and which will ultimately shape the Resilience Strategy. The Discovery Areas comprise five areas of inquiry, which emphasize that St. Louis needs to better understand how it should (1) prioritize equity, (2) build trust in government, (3) support cohesive communities, (4) prepare for climate change, and (5) foster regional and national collaboration.

**ADDITIONAL QUESTIONS**

1. How do we identify and prioritize steps to implement Forward Through Ferguson Calls to Action?
2. What equitable, neighborhood-level development models can be created and replicated?
3. What can the City do to ensure large investments and economic development contribute to improving equity outcomes across St. Louis?
4. What do we need to do to ensure that all St. Louisans have access to the right education, training, and skills needed to succeed in St. Louis’ future economy?

**DISCOVERY AREA**

Prioritize Equity & Participation in the Future Economy

**PRIMARY QUESTION**

How can we ensure all St. Louisans share an equitable capacity to succeed in a thriving city regardless of race, ethnicity, or geographic location?

**ADDITIONAL QUESTIONS**

1. How are we focusing existing investments and initiatives, and how can we increase the effectiveness and equitable distribution of resources for community and neighborhood improvement?
2. How do we best leverage land use regulation as an opportunity to improve neighborhoods impacted by vacancy and blight?
3. How can City government support stronger neighborhood identity, sense of place, and social cohesion in order to improve overall quality of life, public safety, and perceptions of public safety?

**DISCOVERY AREA**

Create Cohesive Communities

**PRIMARY QUESTION**

What strategies are necessary to enhance the overall physical and social health of all St. Louis neighborhoods?

**ADDITIONAL QUESTIONS**

1. What are the most effective methods and channels for City government and residents to communicate with each other around shared priorities and concerns?
2. What are the data and technological upgrades necessary to track, analyze, and share data and information both internally and externally?
3. What is the baseline data quality and quantity needed for St. Louis to become a Smart City?
4. How can City government work more effectively through partnerships with community based organizations, non-profits, and funders to meet the needs of neighborhoods?
DISCOVERY AREA
Prepare for Climate Change

PRIMARY QUESTION
How can we adapt our city to a changing climate?

ADDITIONAL QUESTIONS
1. How is climate change impacting our citizens and built environment, and who is most vulnerable to climate change?
2. Building upon current research, what are the most promising adaptation measures and opportunities for St. Louis given the city’s historic nature, natural resources, and building stock?
3. What is the state of emergency response and preparedness in St. Louis, and how can the City effectively communicate with residents in times of shock?

DISCOVERY AREA
Foster Regional and National Collaboration

PRIMARY QUESTION
How can St. Louis optimize its relations with regional, state, and national partners?

ADDITIONAL QUESTIONS
1. How can we use data and insights from Better Together to create an implementation strategy to build a stronger Greater St. Louis region?
2. How can St. Louis work with the State of Missouri in implementing its resilience priorities?
3. How can St. Louis and Kansas City collaborate more effectively on shared interests and priorities within the State of Missouri?
4. What is St. Louis’ reliance on federal programs, and what is the potential impact of changes to federal programs and regulations?

Next Steps

In order to transition Discovery Area questions into implementable projects, programs, and initiatives, Phase II of the strategy development process will consist of targeted research and idea generation by local, national, and international experts.

Working Groups will be formed around each of the Discovery Areas to analyze specific gaps of service and identify opportunities to leverage our local assets to make projects a reality. Then the Mayor’s Office of Resilience will assemble the recommendations and ideas into a coherent and practical Resilience Strategy.

Acknowledgements
Thank you to all of the partners throughout the St. Louis region who helped us collect data and gain a better understanding of where St. Louis stands today – especially to the 1,300 residents who took our community survey and who attended focus groups, workshops, and neighborhood meetings.

We look forward to continued collaboration with passionate St. Louisans, working together toward a resilient future for the City of St. Louis.