



Great Rivers Greenway

# CHOUTEAU GREENWAY FINAL COMPETITION REPORT

NOVEMBER 2018



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# Introduction

The Chouteau Greenway Final Competition Report summarizes several months' work to refine the design concept for Chouteau Greenway from the team that was selected through the recent design competition. It presents the refined design concept for the greenway, coupled with the mission and intended outcomes to complete the vision for Chouteau Greenway. The refined concept outlines a series of potential greenway corridor alignments and signature projects along the routes, which will be tested and evaluated in a wide range of upcoming civic engagement efforts. This document also contains a planning and implementation work plan, research on economic growth and equity case studies from other cities that could inform the project. In addition, ecology and sustainability strategies to be pursued as the greenway is designed and implemented are included in the vision for Chouteau Greenway.

## Process

### *CHOUTEAU GREENWAY*

Chouteau Greenway is a major public-private partnership to connect Washington University and Forest Park through our city to downtown and the Gateway Arch National Park, with spurs north and south to connect our city's vibrant neighborhoods, parks, business and arts districts, employment centers, transit hubs, and dozens of cultural and educational institutions. The project is part of the overall network of greenways being built by Great Rivers Greenway and partners.

would help the partners determine an overall vision, plan, and schedule for designing, engineering, and building each additional portion of the greenway. The competition jury selected the Stoss Landscape Urbanism team, thus, their conceptual design as the starting point for this vision and plan.

### *DESIGN COMPETITION*

Great Rivers Greenway and its project partners sponsored a 10-month design competition that invited designers to think beyond the trail itself to create active, vibrant spaces and destinations along the way. The goal of the competition process was to create a conceptual design that

The project partners served as the Design Oversight Committee, which was the sponsoring, coordinating, and adjudicating authority for the competition and included Arch to Park LLC, Forest Park Forever, Grand Center Inc., Great Rivers Greenway, Great Rivers Greenway Foundation, Green Street St. Louis, Lawrence Group, Saint Louis University, Washington University in St. Louis and Washington University Medical Center Redevelopment Corporation, with the City of St. Louis as a major partner.

## REFINING THE VISION

Since the conclusion of the design competition, the Stoss Landscape Urbanism team has worked in partnership with Great Rivers Greenway and a number of stakeholders and partners to refine the vision for Chouteau Greenway. The team met with a number of stakeholder focus groups and participated in three workshops with the Design Oversight Committee, planning discussions on civic engagement, and a meeting of the Artists of Color Council, who are an assemblage of local artists to provide guidance to the greenway's art program.

In these meetings, the group has begun conversations about the vital role that equity and economic growth will play in Chouteau Greenway. Additionally, several current projects in the City of St. Louis were identified as opportunities to integrate into the planning work ahead.

Throughout this process, the team has been working with Great Rivers Greenway and project partners to refine the Design and Community Goals that were used in the design competition to develop a clear

## TIMELINE

- September 2017 Began community engagement to understand the wants and needs of residents. From digital outreach to neighborhood meetings, a listening tour to pop up events, mailings and more, 2,062 people contributed ideas through the survey. A Community Advisory Committee was formed to help create a set of Community Goals for the design teams to follow.
- November 2017 Great Rivers Greenway and partners received a total of 19 team qualifications submittals for the first stage of the competition. A total of 124 firms from seven countries and 13 U.S. states made up the team submissions, with 44 of the firms being local to the St. Louis region.
- The Design Competition jury (experts from a range of fields, local, national, and international) selected four of the 19 teams to advance.
- January 2018 Two community events kicked off the competition for the four teams.
- The design teams received a full briefing and were officially challenged to come up with ideas to address the project area in the context of the Mission, Principles, and Intended Outcomes. They worked with the Technical Advisory Group to understand feasibility.

## PROJECT TEAM

mission statement, key principles to guide the work of all project partners, and a set of goals (also called intended outcomes) to define success and serve as the project's backbone.

The next several months will begin with developing a Planning Framework, including greenway design and identity, alignment, equity, and economic growth studies. This will feed into activation and implementation projects in the near term, and more detailed studies that will test ideas and plan for long-term development, all of which will lead to a Refined Framework Plan for implementation of the greenway.

The team is a diverse group of local and national experts who are passionate about what they do and well positioned to move the project forward in collaboration with Great Rivers Greenway and its partners. Composed of designers, artists, engineers, planners, economists, and social activists, over half the team is local to St. Louis and over half are represented by minorities and/or women in positions of leadership.

In addition, a Steering Committee and a series of Working Groups will be formed to guide the ongoing work. Furthermore, direct engagement with the people that represent the region, the neighborhoods, and the future users of the greenway is essential and will continue as the project moves forward.

- April 2018      The four teams submitted exhibit boards and full design reports. People provided feedback online, through exhibits all over town and attended or watched the livestream of the presentations from the teams to the jury.
- The jury deliberated and selected the Stoss Landscape Urbanism team, made up of 12 entities (six local to St. Louis, six national). Read the full press release and their jury report online!
- July 2018      To help ensure that the Chouteau Greenway is representative of the community and welcoming to all visitors, Great Rivers Greenway, with the support of the Whitaker Foundation, has assembled a new Artists of Color Council. Made up of visual, literary and performing artists, this council will provide guidance to design, promote and implement art and engagement opportunities within the Chouteau Greenway corridor.
- May-August 2018      The Chouteau Greenway project team (Great Rivers Greenway, Design Oversight Committee, Stoss team) poured over the feedback provided in April 2018 and refined their original concept, setting up a vision to move forward. The result is this document.

# Key Principles, Project Mission & Intended Outcomes

As part of the design competition, the partners and community members created a set of 12 Design Goals and 12 corresponding Community Goals to define the qualities that the greenway must embrace in its conception and execution. These goals guided the design teams and provided the criteria for the jury to evaluate the design concepts submitted by the teams.

The recent refinement work focused these goals into a clear mission statement, guiding principles, and intended outcomes for the project moving forward. The mission provides a succinct statement of the greenway's purpose and the intended outcomes describe the qualities of Chouteau Greenway once it's successfully implemented. Key principles are the values that will guide the project team's decisions throughout the planning and implementation of the greenway.

Working groups will be established and will develop ways to measure the intended outcomes and strategies and tactics to achieve them.

A project of this size must remain grounded yet adaptable. So, the intended outcomes may evolve over time, but continued conversations and collaborations will guide the delivery of an outstanding project in an equitable way.

## KEY PRINCIPLES

### **Engagement**

Value the participation of team, advisory, and many constituencies in collaborative decision-making.

### **Equity**

Include diversity, equity, and inclusion impacts and opportunities.

### **Collaboration**

Stakeholders are committed to the mission and working together to achieve the intended outcomes.

### **Opportunity**

Seek and promote equitable, value-added opportunities.

### **Sustainability**

Ensure long-term success through policy, partnership, funding, governance, operations, and maintenance.

## *MISSION*

**Chouteau Greenway will transform St. Louis by connecting people and our City's most treasured places, creating inspiring experiences and equitable opportunities for growth.**

## *INTENDED OUTCOMES*

### **Exceptional Experience**

Chouteau Greenway is a series of dynamic spaces where vibrant activities are happening throughout the year. Chouteau Greenway is a regional gathering place where people linger, learn, and engage in memorable experiences that connect them to St. Louis and to each other.

### **Civic Well-Being**

Chouteau Greenway is a transparent, accountable, and inclusive project that boosts civic pride, care, and consideration, leaving a legacy for future generations. Chouteau Greenway is a common ground that unites communities and strengthens relationships.

### **Connectivity**

Chouteau Greenway connects St. Louis' iconic neighborhoods, institutions, transit, employment centers, business and arts districts, innovation hubs, and public spaces.

### **Economic Growth**

Chouteau Greenway creates equitable opportunities for growth and inspires continued catalytic public and private investments by building places for people to come together to live, work, play, and visit.

### **Environmental Leadership**

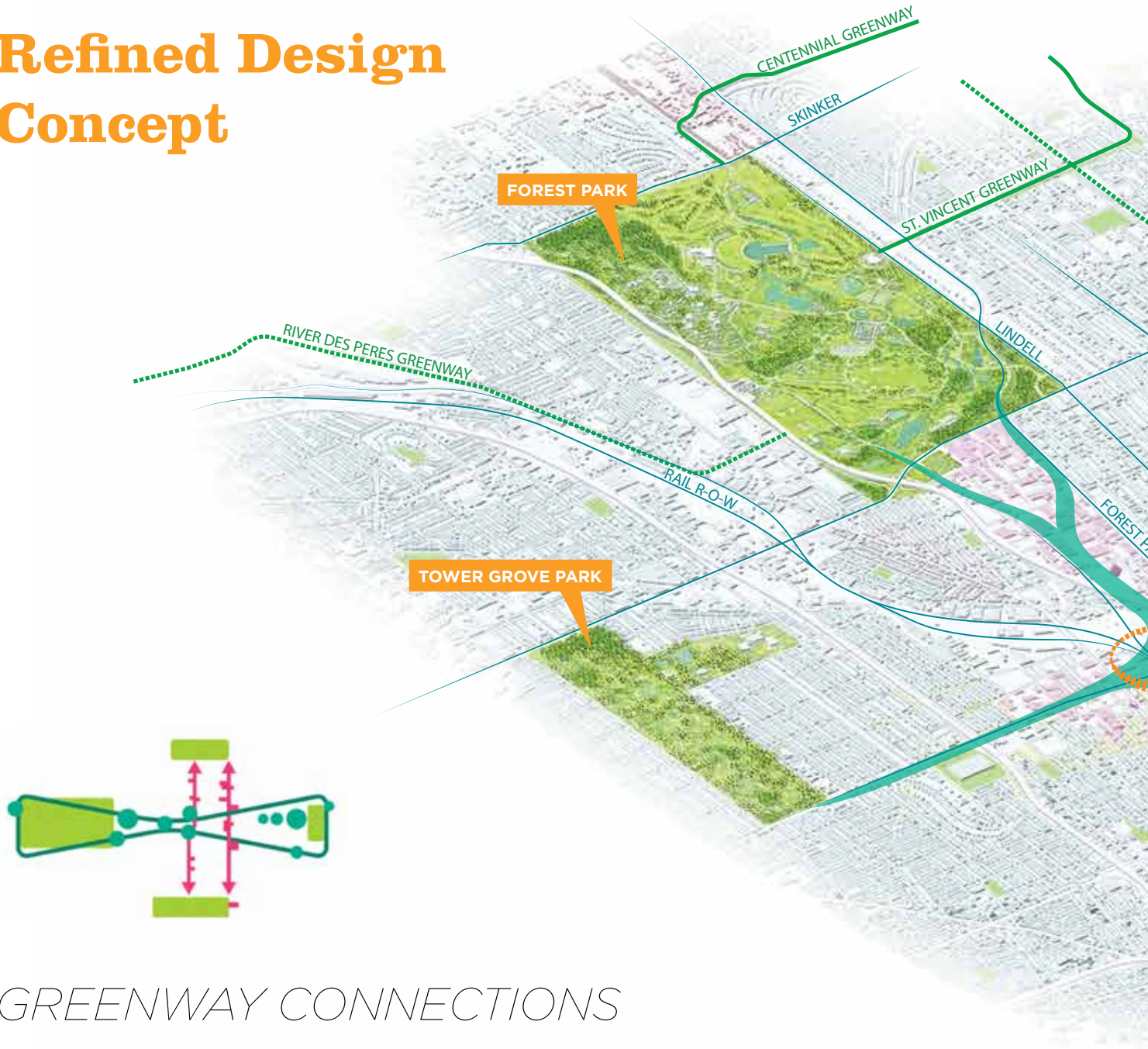
Chouteau Greenway is a model for excellence in ecology with engaged communities who are stewards of our natural resources.

### **Healthy Lifestyles**

Chouteau Greenway is a network of accessible and inviting places and paths that encourage exploration, exercise, active transportation, and daily use that enhances physical and mental well-being for people of all ages and all abilities.



# Refined Design Concept



## GREENWAY CONNECTIONS

The Stoss competition proposal created a greenway system made of an east-west greenway “loop” and north-south “stitches” to extend the greenway into neighborhoods. These routes were anchored by four iconic parks and connected numerous institutions.

This basic concept of the original scheme remains the same, but the concept has evolved to leverage recent investments and ongoing projects, including the Project Connect Action Plan, which ensures coordination and collaboration between public and private sector

efforts supporting the National Geospatial-Intelligence Agency; St. Louis University campus plan; the remake of the I-64/Jefferson Interchange; private investments such as the Armory and Foundry; and ongoing developments at Cortex and Grand Center.

The refined concept will continue to evolve throughout the next phases of the project to test the feasibility of greenway alignments. However, it will also continue to be based in the existing network of greenways and cultural destinations in the city.










**FAIRGROUND PARK**

**MISSISSIPPI RIVER**

**GATEWAY ARCH**

-  GREENWAY STUDY CORRIDOR
-  KEY OPPORTUNITY SITES
-  EXISTING GREENWAYS
-  FUTURE GREENWAYS
-  MAJOR STREETS







## Connections & Anchors

The greenway is anchored by Forest Park, Fairground Park, the Gateway Arch National Park, and Tower Grove Park. A new greenway segment that responds to its particular neighborhood context and potential alignments through railways, streets, and parklands will connect each park. The broad diversity of neighborhoods and assets connected by the greenway stretches the project well beyond the city center. With this extensive network, the potential for an equitable and accessible development is extended to all corners of the project.

## Existing Amenities & New Nodes

The greenway connects major destinations and institutions throughout the city, including museums, schools, and economic centers. It also connects neighborhood amenities, such as community centers and places of worship, as well as key public transit connections, such as Metrolink stations and bus stops. The convergence of the greenway segments create opportunities for strategic development or open space. These nodes benefit from the connectivity the greenway provides and create opportunities for targeted economic growth.

## A Continuous System

Many layers of geographic information, including the boundaries of wards and neighborhoods, location of neighborhood institutions such as schools and churches, and key employment centers, inform the refined concept's proposed route. The greenway will connect many of these amenities while contributing to the existing network of greenway, bicycle, and transit routes. The continuing evolution of the design will be informed by planning by City of St. Louis, Great Rivers Greenway, and other organizations creating a Chouteau Greenway experience that is useful, increases mobility, and enhances connectivity throughout St. Louis.



# Geographic Information to Inform a Continuous System



WARDS



NEIGHBORHOODS



RACE



UNEMPLOYMENT



INCOME



FAMILY STRUCTURE



GREEN SPACES



BIKEWAYS



EXISTING & FUTURE GREENWAYS



MOBILITY



SCHOOLS



MEDICAL FACILITIES



KEY ATTRACTIONS & INSTITUTIONS



PLACES OF WORSHIP



LIBRARIES



PUBLIC AMENITIES



FARMER'S MARKETS & GROCERIES



MAJOR ROADS & RAIL LINES

\* Full maps available online at [www.ChouteauGreenway.org](http://www.ChouteauGreenway.org)



# Planning & Implementation Process

The work plan below outlines the project’s next steps. The heart of the process is the civic engagement strategy that will inform planning frameworks, labs, and activation and implementation projects, all of which are defined below. These efforts will be compiled into a refined framework document that will guide the implementation of Chouteau Greenway.

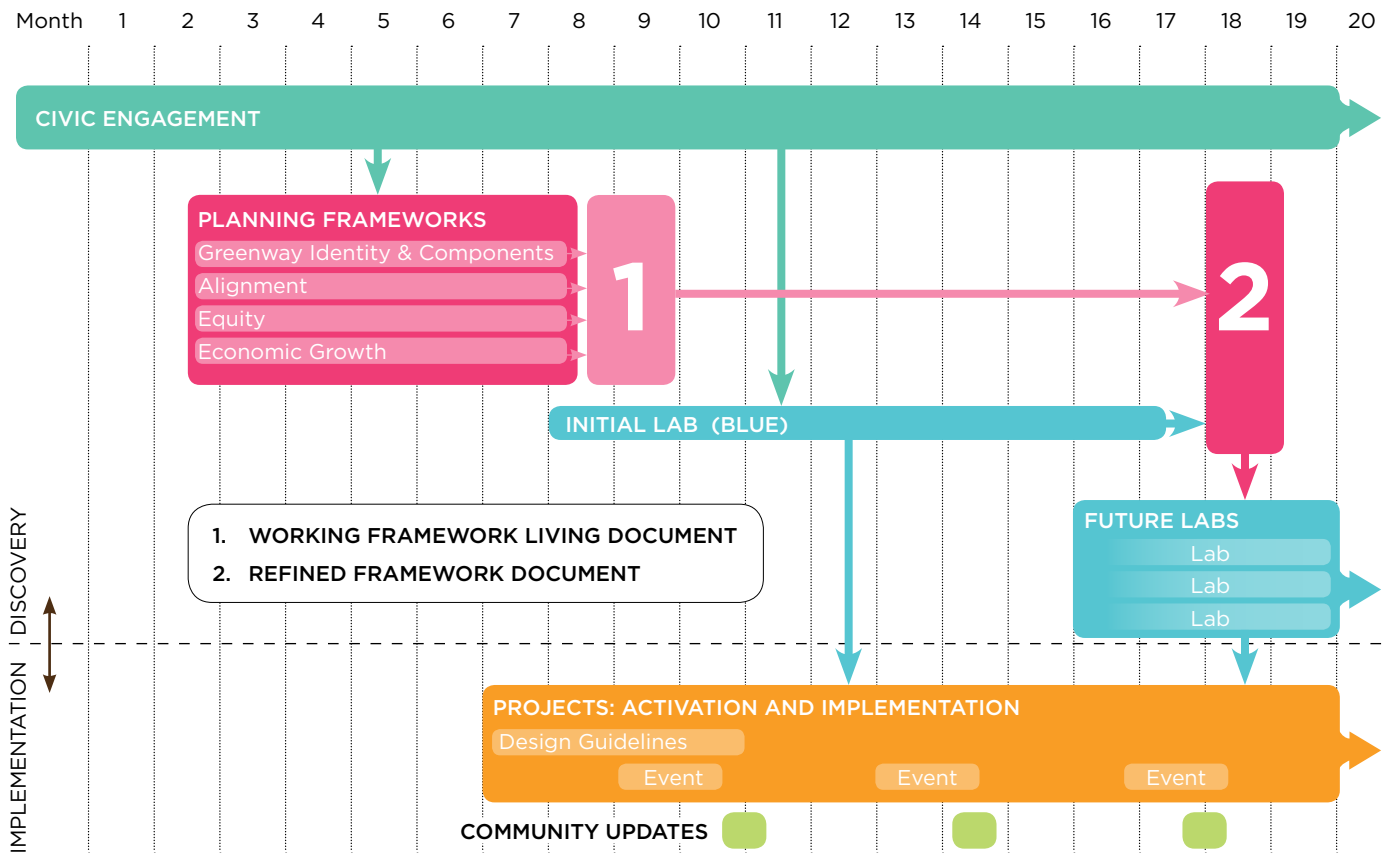
Additionally, the formation of a Steering Committee and Working Groups in addition to the Artists of Color Council will create a panel of advisors that will provide input across a range of topics relevant to St. Louis

and to the greenway planning. The working groups will focus on economic growth; equity, diversity and inclusion; governance and funding; design and construction; and civic engagement.

## Civic Engagement

The civic engagement strategy will be developed by the project team and the civic engagement working group. It will involve meetings, activities, and activations connecting community groups, constituents, government officials, and the general public in an ongoing dialogue about the future of the greenway.

## WORK PLAN



## Planning Frameworks

The four planning frameworks are greenway design and identity, greenway alignment, the equity plan, and the economic growth plan. The identity framework will develop the overall character of the greenway and will include a more detailed strategy for path components, materials, ecology, and art. The alignment framework will focus on the feasibility of various alignments in road and rail rights-of-way. Both the equity and the economic growth plans will define more specific desired outcomes related to these topics to inform the project process, planning, and eventual detailed design of Chouteau Greenway. All the framework plans will be compiled into a Final Framework Package to guide the labs.

## Labs

A lab is a study of a specific geography to test the intended outcomes. Studies will focus on such aspects as land ownership, open space, ecology, regulations, economic, urban design, art, activation, transportation, and traffic. Evaluation of the labs will provide guidance to future labs (geographies) and/or inform refinements needed prior to advancing to other geographies or more detailed design. One lab will begin early in the process, with future labs following at later dates to expand the greenway geography. At the end of each lab, preliminary cost estimates will be prepared for the studied geography.

## Activation & Implementation Projects

Activation projects are temporary installations or events along the greenway to generate interest and use. Implementation projects are site-specific projects that are ready to move into detailed design and construction.



# Project Team

Great Rivers Greenway leads the project team in its efforts to make the St. Louis region a more vibrant place to live, work, and play by developing a regional network of greenways. Connecting some of the region's best rivers and parks to our neighborhoods, business districts and other destinations, Great Rivers Greenways collaborates with partners and communities to build, care for, and bring to life the network of greenways

The Stoss Landscape Urbanism team includes designers, planners, engineers, economic advisors, public artists, transportation professionals, and social activists. The team combines nationally and internationally recognized planning, design, and financing expertise with extensive local experience. Over half the firms are local to St. Louis and over half are represented by minorities or women in positions of leadership. As such, the team brings a grounded, yet diverse, set of perspectives on urban life and design that is responsive to the authentic urban experiences of St. Louis.

Stastny : architect served as the competition manager and continues to provide expertise in design and planning, city building, and program implementation.

Vector Communications connects people through effective public engagement, communications, and community outreach and brings their local expertise to the greenway design process.

## Team Members

Great Rivers Greenway  
Stoss Landscape Urbanism  
Stastny : architect llc  
Vector Communications  
Urban Planning for the American City  
Marlon Blackwell Architects  
HR&A Advisors  
Alta Planning + Design  
Damon Davis, Artist  
Mallory Nezam, Artist  
BatesForum  
David Mason and Associates  
De Nichols, Civic Creatives  
Diversity Awareness Partnership  
Lochmueller Group





Chris Reed  
STOSS  
Boston, MA &  
Los Angeles, CA



Toni Griffin  
URBAN PLANNING FOR  
THE AMERICAN CITY  
New York, NY



Don Stastny  
STASTNY : ARCHITECT  
Portland, OR



Laurna Godwin  
VECTOR  
COMMUNICATIONS  
St. Louis, MO



Candace Damon  
HR&A ADVISORS  
New York, NY



Marlon Blackwell  
MARLON BLACKWELL  
& ASSOCIATES  
Fayetteville, AR



Melanie Powell-Robinson  
DIVERSITY  
AWARENESS  
PARTNERSHIP  
Webster Groves, MO



Taylor Mason  
DAVID MASON  
AND ASSOCIATES  
St. Louis, MO



David Mason  
DAVID MASON  
AND ASSOCIATES  
St. Louis, MO



Damon Davis  
ARTIST  
St. Louis, MO



De Nichols  
ARTIST  
CIVIC CREATIVES  
St. Louis, MO



Paul Wojciechowski  
ATLA PLANNING  
+ DESIGN  
St. Louis, MO



Mandi Voegele  
VECTOR  
COMMUNICATIONS  
St. Louis, MO



Chip Crawford  
BATESFORUM  
St. Louis, MO



Mallory Nezam  
ARTIST  
St. Louis, MO &  
Cambridge, MA



Gillian Hutchison  
STOSS  
Boston, MA &  
Los Angeles, CA



Chuck Flink  
ALTA PLANNING  
+ DESIGN  
Durham, NC



Joonyon Kim  
STOSS  
Boston, MA &  
Los Angeles, CA



Darby Latham  
VECTOR  
COMMUNICATIONS  
St. Louis, MO



Elaine Stokes  
STOSS  
Boston, MA &  
Los Angeles, CA



Cheryl Sharp  
LOCHMUELLER GROUP  
St. Louis, MO

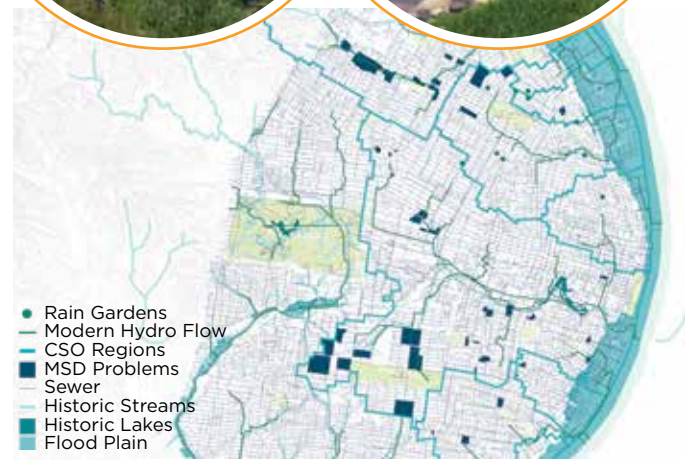
# Ecology & Sustainability

Chouteau Greenway provides a wonderful opportunity to embed natural systems and improved ecological function within the greenway network. Sustainable practices are inherent to the vision of Chouteau Greenway and have the potential to improve ecological function on a regional scale, enhancing

the many spaces that the greenway travels through, while also acknowledging the history of Chouteau Lake and Mill Creek. Strategies will build on the St. Louis region's environmental history and implement innovative sustainability techniques.



HISTORIC WATER SYSTEMS



WATER INFRASTRUCTURE



GREEN SPACE



TREE COVER & GREEN SPACE



# ENVIRONMENTAL HISTORY

St. Louis's historic landscape was one of rolling prairies, open woodlands, and wide valleys along the Missouri and Mississippi Rivers. This landscape is built on the limestone geology that forms the bluffs of the Mississippi. The confluence of the Missouri, Mississippi, River des Peres, and Meramec Rivers made St. Louis ideal for a new settlement in 1764. Chouteau Lake and Mill Creek were central to this settlement and became a resource for the development of early industry in the city. These riverine landscapes still contribute to the modern city,

its pattern, and its environment. Although there is little remaining of the original tall grass prairies, woodlands, or wetlands of those early days, there are hints of those original landscapes in the city's great parks, its vacant and industrial lands, and its infrastructure corridors. Chouteau Greenway will make space for these landscapes anew and create a continuous and transformative greenway that promotes ecological systems, habitat, and water catchment and filtration.



MILL CREEK, 1868



DOWNTOWN ST. LOUIS, CIRCA 1858



CHOUTEAU POND BY JOHN CASPAR WILD, 1840



MERAMEC RIVER FLOOD, 2015



# MISSOURI LANDSCAPES

Chouteau Greenway will feature signature landscapes of Missouri: native grasslands and prairies, riparian lands and wetlands, and open woodlands. These landscapes will extend through the greenway corridors, connecting Forest Park, Tower Grove, Fairground Park, and the Gateway Arch National Park.



## Prairie & Meadow

Grasses and wildflowers dominate Missouri's distinctive tall-grass prairies—a signature landscape that has mostly faded from this part of North America. Meadows have a primarily herbaceous cover and are rich with pollinator species. Canopy-free landscapes, they are well suited for various rights-of-way and former industrial spaces that Chouteau Greenway will inhabit.



PRAIRIE + MEADOW

## Woodland

In wider portions of the greenway, there is an opportunity to reference native woodlands and Mississippi uplands. A continuous native tree canopy will enhance the climatic and aerial biodiversity in and around the greenway.

## River & Wetland

St. Louis was once crisscrossed with tributaries of the Mississippi and Missouri Rivers. Many of these waterways have been buried and piped, but this project may provide the opportunity to relieve some of the load on the subterranean systems and improve the water quality within the new landscape spaces. Areas for wetter plantings, inundation, and capturing and filtering water will be integrated into larger areas for stormwater capture and the smaller streetscape interventions for infiltration opportunities.



WOODLAND



RIVER + WETLAND

# OPPORTUNITIES & STRATEGIES

Chouteau Greenway will open an extended network of land for improved ecological function. The linear street and trail-scapes can capture and convey stormwater, enhancing filtration and water quality from adjacent urban sites while enhancing the urban tree canopy. Vacant lots on the north side of the city can be used for both social and ecological uses, such as reducing stormwater loads in rain gardens, creating native meadows and habitat gardens, or growing food for communities.

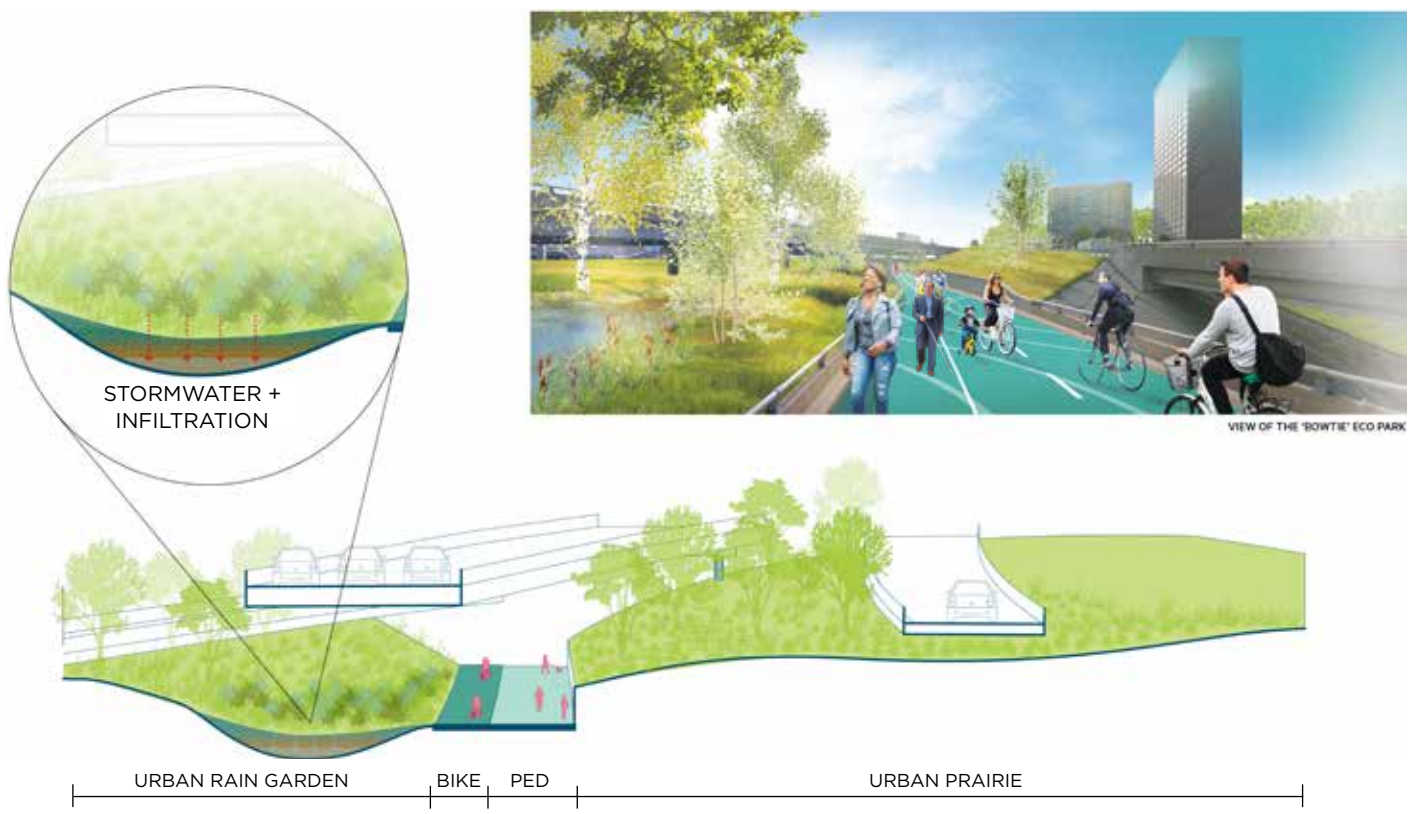
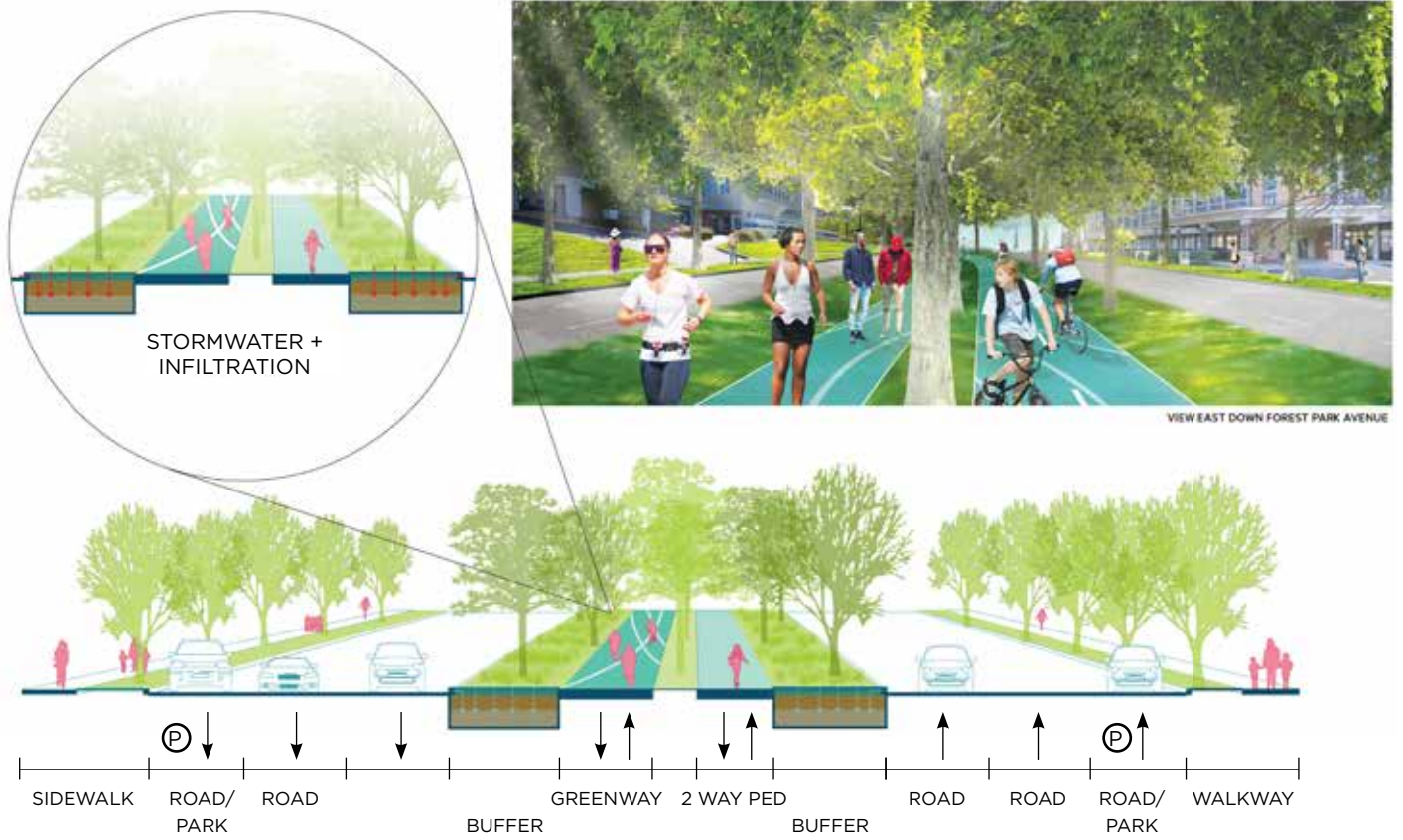
Larger open spaces within the central corridor can convert unused urban space into a public resource that improves microclimates and increases surface porosity. While some strategies will be specifically adapted to unique site conditions, the greenway design will prioritize sustainability that balances ecological improvements with integrated social and educational opportunities. In this way, Chouteau Greenway will re-establish natural systems in all parts of the city that it touches, bringing ecological health, visual beauty, joy, and wonder to all who experience it.



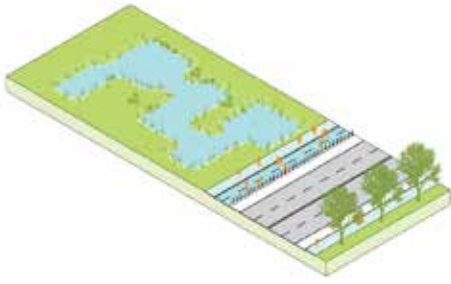
INTRODUCED NATIVE LANDSCAPES, ILLUMINATION REGISTERING ENVIRONMENTAL EFFECTS



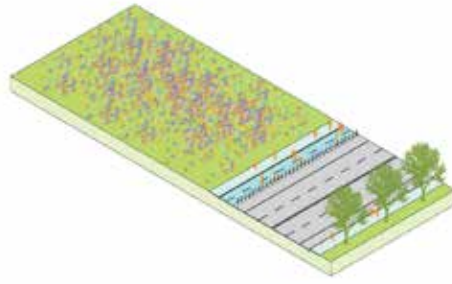
# Improved Ecological Function



# Vacant Lot Toolkit



Stormwater Retention  
ECOLOGICAL VALUE



Meadow  
ECOLOGICAL VALUE



Rail Prairie  
ECOLOGICAL VALUE



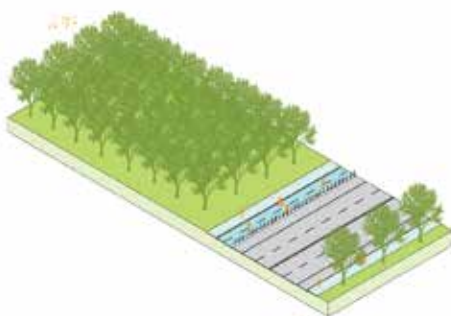
Pollinator Garden  
ECOLOGICAL VALUE



Bioswale  
ECOLOGICAL VALUE



Interactive Water Feature  
RECREATION



Urban Forestation  
ECOLOGICAL VALUE



Urban Forest  
ECOLOGICAL VALUE



Orchard  
ECOLOGICAL VALUE



# Equity & Economics

During this refinement work, the project team focused on how to frame aspirations for equitable growth and development within this project. These conversations identified values that are worth discussing as this project moves forward and are represented by the following words: **access, representation, inclusion, well-being, joy, prosperity, sharing, and ownership.**

The ten case studies that follow reflect these values and show how equity has manifested in other places. Some projects have many of these values, others only a selection. Similarly, the projects range on a spectrum of achieving both equity and economic growth. While these values are complementary, they do not always come together fully in these case studies, and at times are shown to achieve one more robustly than the other.

The assembled examples show what kinds of techniques are available, worth study, and useful to inform the work as the project moves forward. While achieving equity in many communities is discussed in relation to economic growth and development, this

is not the only way equity can present itself. The case studies also present equity through civic participation, cultural programming, urban design and amenities, small business development, workforce training, and public/private partnerships.

These case studies provided a basis for discussion during the refinement period and a starting point for further study. The intention is to build upon successful strategies that are already at work in St. Louis and add new and innovative ideas that advance equity, inclusion, and prosperity for the broadest range of constituencies.

The Steering Committee and the Working Group for Diversity, Equity, and Inclusion will collaborate with the Stoss team to craft an equity plan that is representative of St. Louis and the opportunities inherent in this project. As Chouteau Greenway is planned and implemented a set of principles and desired outcomes developed within, and specific to, the equity plan will guide the work.

# CASE STUDIES



**11th Street Bridge Park**  
*Washington, D.C.*



**Detroit Future City**  
*Detroit, MI*



**Railroad Park**  
*Birmingham, AL*



**Public Life & Urban Justice**  
*New York, NY*



**Brooklyn Bridge Park**  
*Brooklyn, NY*



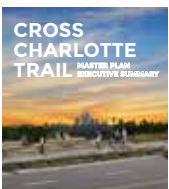
**EVOKE St. Louis Arts & Culture Plan**  
*St. Louis, MO*



**Brooklyn-Queens Connector**  
*New York, NY*



**CREATE NYC**  
*New York, NY*



**Cross Charlotte Trail**  
*Charlotte, NC*



**Sound System Block Party**  
*Chicago, IL*



# 11<sup>TH</sup> STREET BRIDGE PARK

Washington, D.C.

Consultant: OMA + OLIN

Client: 11th Street Bridge Park

Organization: Building Bridges Across the River

The goal of the 11th Street Bridge Park Equitable Development Plan was to ensure that the park was a catalyst of inclusive development and that it provided opportunities for all residents, regardless of income and demographic.

The 15-month process with a Task Force included meetings with community members, stakeholders, government officials, business owners, and policy experts.

The outcome was a series of policies and initiatives that intentionally distribute growth opportunities, mitigate gentrification, and connect economically disparate neighborhoods.

## Framework Elements

- Workforce Development
- Small Business Enterprise
- Housing

## Accomplishments to Date

- Workforce training and hiring underway
- Loans totaling \$125,000 for East of the River businesses
- 61 homes purchased through Home Buyers Club
- 13 Tenant Rights Workshops
- Creating new Community Land Trust organization and acquiring land

**Values:** Prosperity, Ownership, Inclusion



# RAILROAD PARK

Birmingham, AL

Consultant: TLS Landscape Architecture

Client: City of Birmingham

Organization: Railroad Park Foundation

Railroad Park is a partnership between inner-city African American city leaders, residents, and funding/management partners that were largely suburban and white.

The process required building trust between these parties to design a park that would attract both African American and white users. The outcome was an intentionally inclusive space in a place where parks are historically segregated.

Delivered for \$1M/acre, operations break even

- \$25 million investment (Public/Private Partnering, 50% from the city, 50% from the Friends of Railroad District)
- \$324.5 million public and private investment in the area catalyzed, including local business and local food initiatives
- 3/4 mile Magic City Loop, 1/3 mile Rail Trail, 1/3 mile Powell Ave Promenade, and 1/2 mile Limestone Trace

**Values:** Access, Representation, Inclusion, Well-being, Joy, Prosperity, Sharing





# BROOKLYN BRIDGE PARK

Brooklyn, NY

Consultant: HR&A, Michael Van Valkenburgh Associates Inc.  
Client: Brooklyn Bridge Park Development Corporation

Brooklyn Bridge Park was designed to attract diverse users and to foster social interactions. The branding of the project influenced real estate values, which has resulted in funding and continued investment in the park and its programming.

- “Equity” = Given topographic and infrastructure challenges, site specific recreational amenities with welcome in mind
- “Economic development” = Encourage brand use to foster real estate value creation, which funds operations
- Melding the two requires a conscious decision to fund operations at a level that ensures long term sustainability of vision



**Values:** Prosperity, Inclusion, Belonging, Joy



# BROOKLYN-QUEENS CONNECTOR

New York, NY

Consultant: HR&A

Client: City of New York

Organization: Friends of the Brooklyn Queens Connector

The Brooklyn Queens Connector is currently in the planning stages. This mobility project's goal is to connect poorly served communities via transit to over 170,000 jobs, including in existing hubs. The plan looks to intentionally forestall displacement of local residents with a strategic alignment of new transit projects. The alignment is estimated to generate 24% more industrial jobs and 31% more innovation jobs on the waterfront.

“Equity” =

- Retention of 19K industrial jobs
- Inclusionary zoning with mandatory 25% affordable
- Connection of lower to middle income communities to 170,000+ jobs

“Economic development” =

- Relief for space-constrained downtown Brooklyn
- Attraction of 12K price-sensitive innovation jobs
- Unstated: growth of the Brooklyn/Queens bedroom communities
- Melding the two requires complex regulatory balancing of objectives, but has to avoid over-promising, especially if appearing to call into question the viability of the balance

**Values:** Prosperity, Ownership, Connectivity, Inclusion





# CROSS CHARLOTTE TRAIL

Charlotte, NC

Consultant: HR&A

Client: City of Charlotte - Mecklenburg County

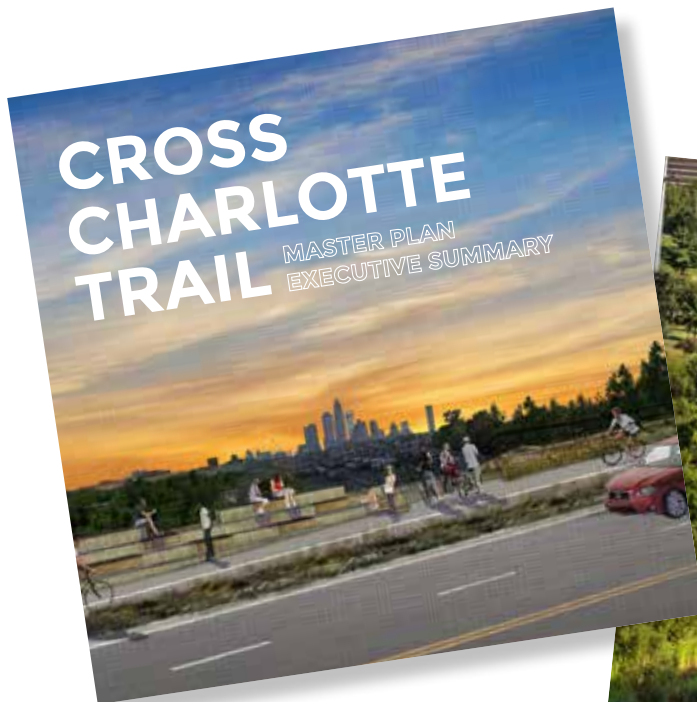
One of the major goals of the Cross Charlotte Trail is to provide transportation options for populations that lack automobile access in low and moderate income neighborhoods. The trail is also predicted to generate real estate value as a surrogate for economic growth and to help fund operations by prioritizing connections to current and potential development nodes.

- “Equity”= Recreation and transit for lower to middle income neighborhoods
- “Economic development”= Connection of job-intensive nodes

A framework for melding the two:

- Leadership matters: pros and cons of Department of Transportation as client
- Consensus assumption that connecting strengths is a necessity, regardless of cost
- Real estate value accepted as a stand-in for both economic value creation and displacement potential
- Avoidance of new markets and major assemblages; instead surgically targeting of key soft sites with diffuse ownership

**Values:** Prosperity, Connectivity, Inclusion, Belonging, Joy



# DETROIT FUTURE CITY

Detroit, MI

Consultant: Stoss, Urban Planning for the American City

Client: City of Detroit

Organization: Detroit Future City

The Detroit Future City Plan recognizes the need for equitable growth in order for the city's economic growth to reach its full potential. This plan aims to increase Detroiters' access to employment and entrepreneurship, and to grow its base of workers and business owners, while increasing incentives for and investment in further education and training.

## Programs Underway

- Motor City Match
- NEA Ideas
- Detroit Blight Removal Task Force
- Kresge Innovative Projects: Detroit

## Accomplishments to Date

- 80% minority owned businesses supported
- 70% women owned businesses supported
- 61% Detroiters supported
- \$260,000 grants awarded to 26 small businesses
- Public/Private venture to eradicate 40,000 blighted properties
- \$5 million invested in 40 neighborhood projects

**Values:** Prosperity, Connectivity, Inclusion, Representation





# PUBLIC LIFE & URBAN JUSTICE

New York, NY

Consultant: Gehl Studio, J. Max Bond Center  
 Organization: Transportation Alternatives

This study selected seven sites across Manhattan, Queens, and Brooklyn to evaluate the impact of new public space on public life and urban justice. Though the spaces themselves bred an equitable balance in how they were initially funded and implemented, the operations and maintenance budgets for the future of the plazas were dependent on the fundraising abilities of their local jurisdictions. This study revealed a gap in the transition between construction and ongoing maintenance as a key contributor to public space inequity.

## Key Findings

- Inviting, open and accessible retreats in the city
- Plazas are attractive places in the city
- Who uses the plazas and who does not
- Plazas are physically well connected, but do not always promote social connectivity
- Spaces for healthy living
- Equitable capital investments, inequitable maintenance funding and capacity

## Metrics

- Public Space
- Public Life
- Urban Justice

**Values:** Equity, Access, Choice, Connectivity, Diversity, Ownership, Participation, Inclusion/Belonging, Beauty, Creativity, Innovation, Health & Wellness



# EVOKE ST. LOUIS ARTS & CULTURE PLAN

St. Louis, MO

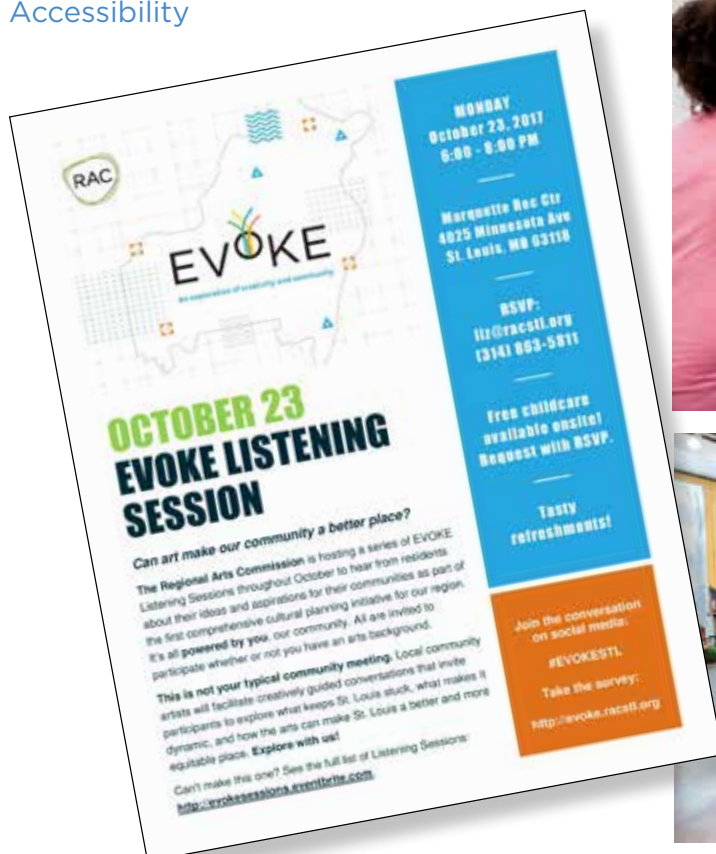
Organization: Regional Arts Commission

The Regional Arts Commission has involved thousands of St. Louisans, bringing them together to engage in dialogue about the value of creativity in their lives and its relevance to issues that make St. Louis a better place to live. The planning process is guided by a five-member Planning Committee of Commissioners appointed by the Mayor of St. Louis and the St. Louis County Executive, and an advisory group of 20+ civic, cultural, and community leaders.

The results of these conversations will be a document that represents a collective community vision for art's role in St. Louis.

- Because of deep historical divides, racial equity lives at center of arts and culture
- Local artists use arts and culture to address and heal divides
- Cross-sector approaches to development help create more livable, walkable neighborhoods

**Values:** Equity, Connection, Collaboration, Economic Integration, Accessibility





# CREATE NYC

New York, NY

Consultant: Hester Street Collaborative

Client: NYC Cultural Affairs

CreateNYC is New York City's first-ever cultural plan. Nearly 200,000 residents from every corner of the city stepped up to share their priorities, concerns, and ideas about how to make culture inclusive for everyone in New York. It was built from extensive public engagement with conversations on and offline, in-depth focus groups, borough workshops, neighborhood dialogues, and Office Hours with the Commissioner.

## Metrics

- \$807.3 million allocated for investment for 398 projects across 200 organizations
- 18% decrease in felony crime rate

## Takeaways

- Equitable distribution of cultural assets lead to increased public health across geographies
- Arts and culture planning takes creating a better coordinated system for cross-agency collaboration

**Values:** Equity, Growth & Leadership, Interconnection, Access



# SOUND SYSTEM BLOCK PARTY

Chicago, IL

Consultant: The Silver Room - Eric Williams  
Organization: Downtown Hyde Park Chicago

This outdoor celebration of music, community, art, love, and culture was held in Hyde Park with a crowds of over 30,000 in 2017. The Silver Room Block Party attracts a crowd from all parts of the city and country. Streets are closed off and filled with music, art and love, dancing, singing, and celebrating rich cultures.

## Metrics

- \$1.5 million in estimated economic engagement in Hyde Park community created in 2017
- \$12,995 raised by crowd funding, 174% of the \$7,500 goal
- Hosted 30,000 visitors

- 5 “city blocks” dedicated for the event
- 20-50% increase in store revenues for the retailers in close proximity
- Partnership with the University of Chicago, Harper Court, Hyde Park, and others
- Their work provides space, support, and programming designed to foster equity for people of color and other marginalized communities

**Values:** Prosperity, Ownership, Inclusion, Opportunity, Community, Culture, Art, Entrepreneurship

**THE BLOCK PARTY**

The Silver Room Sound System Block Party started in 2002 and celebrates cultural diversity through expression, music and art. The event is free to public and organized by The Silver Room and owner, Eric Williams along with Ron Trent. Once a quiet after for friends and family of The Silver Room, the Block Party has grown into a vibrant and diverse neighborhood gathering for all ages. It is recognized as a platform to showcase amateur-to-professional artists and musicians from the Chicago-land area.

On July 15, 2017, the 14th Annual Silver Room Sound System Block Party included 4 stages, over 75 vendors, and 130-150 artists/performers. Outdoor stages and principal performances were held from 12 noon to 10:00 pm, with late night after parties from 10:00 pm to 2:30 am.

**NEARLY 30,000 ATTENDEES**

The Block Party was successfully held without incident in the Downtown Hyde Park footprint with support from the RSN, South East Chicago Commission, local businesses, and public officials.

Icons: Nearly 30,000 Total Attendees, 4 Stages, 75+ Vendors, 130+ Artists/Performers, 5 City Blocks, 11 Satellite Locations.

Line Graph: Satellite Location Estimated Headcount. Legend: 2300th, The Silver Room, The Economy, Sp & Midway, PunchTap, 4300th, Hyde Park Block, Queen Building, Corner Sales, Arden Cafe, Union Ave.



# How to Get Involved



This is a rare opportunity to change how we think about and experience St. Louis. This is the only area in the region with such rich cultural, educational, health, innovation and business institutions so close and yet not connected. It is the first project in our region that intimately links these important connections and incorporates diversity, inclusion, and equity as principles of development.

Your support and involvement means a commitment to elevate St. Louis to a better place and for a higher purpose. Chouteau Greenway is for the people who want better places to live and work; for the people our businesses need to attract and retain; and for future generations who should grow up

learning about their city's once-divided history and how people moved forward together.

The Chouteau Greenway will chart a transformational course for the St. Louis central corridor with spurs north and south. We can accomplish this vision with collaboration and a belief in our shared vision. You may be a public or private funder interested in investing in our future, a resident willing to share information with your neighbors about an upcoming Chouteau Greenway event, or a business owner who simply wants to sign up for a newsletter to learn more—all are invited to partner with us.

Contact Great Rivers Greenway:  
[info@grgstl.org](mailto:info@grgstl.org)



Great Rivers Greenway is the public agency connecting the St. Louis region with greenways. In 2000, a vote of the people created a sales tax to leave a legacy for future generations by investing in and connecting together some of our region's best assets – rivers & parks. Those funds allow us to collaborate with partners and communities to build, care for and bring to life your network

of greenways, creating healthy habitats and watersheds along the way. We serve the two million people throughout our 1,200 square mile district of St. Louis City, St. Louis County and St. Charles County. We collaborate with municipalities, public agencies, businesses and nonprofit organizations across the region to deliver on the community's vision for a vibrant, connected region.

[www.chouteaugreenway.org](http://www.chouteaugreenway.org)







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