



Lafayette Square Strategic Plan

***Growing the Square. Building
Community.***

The Lafayette Square Strategic Plan January 2021

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PLANNING PROCESS

The Lafayette Square neighborhood began a strategic planning process in the summer of 2019. Initial work focused on an environmental scan to better understand existing issues in the neighborhood and compile data on demographics, crime, and housing trends.

Through the summer and fall, public engagement activities were conducted to gather feedback on neighborhood priorities. Several types of engagement opportunities were included to reach a broad audience. Activities included pop-ups at Lafayette Park, at Park and Mississippi across from Park Avenue Coffee, and at the New Resident Social; an online community survey; and a community workshop held in November 2019 with over 100 attendees. Through neighborhood social media and print publications, all engagement opportunities were well advertised resulting in combined participation of several hundred people.

Development of the Strategic Plan, including public engagement, was guided by the Strategic Plan Advisory Committee. The Committee was assembled by the leadership of the Lafayette Square Restoration Committee and included a group of thirteen individuals representing neighborhood organizations, businesses, institutions and at-large residents. Part of their deliberations included an initial review of potential funding strategies (see Appendix A for guidance on next steps in funding strategy evaluation).

The draft Plan was made available for neighborhood review in spring of 2020. Initial response was lacking, but not surprising, due to COVID-19. The effort to gather neighborhood feedback was resumed in Fall 2020 by the Advisory Committee. Shockey Consulting was not involved. The effort involved a very successful survey campaign that used signage in Lafayette Park to connect visitors to survey questions on specific aspects of the Plan. A summary of that input, which was shared with the neighborhood during a virtual launch event in November 2020, is included as Appendix C.

Figure 1. Community Participation



Participation Assessment

The Strategic Plan reflects the feedback received from self-selected participants in the process. Demographic information was not requested of participants but based on observation and anecdotal evidence, it appeared that participation among people of color, younger people, and renters was less than that of other groups. Ongoing and targeted outreach efforts are needed to hear from the diversity of residents, businesses, and visitors to Lafayette Square.

BRINGING THE PLAN TO LIFE

A. Success Factors

Implementing a strategic plan is challenging, requiring ongoing commitment and focus. The most common pitfalls are distraction and lack of leadership. The Strategic Plan for Lafayette Square seeks to consciously avoid these pitfalls by integrating these success factors:

- **Leadership.** The Strategic Plan Implementation Committee will be formed to oversee implementation. The group will be creative, collaborative, inclusive, and visionary in its work to shepherd the Plan forward. Leaders from the Lafayette Square Restoration Committee (LSRC), Lafayette LPC (LPC) and the Arts Council will ensure completion of the tasks assigned to their organizations; at large members will bring in diverse neighborhood perspectives.
- **Ongoing cooperation among neighborhood organizations.** Coordination among Lafayette Square’s neighborhood organizations – the Lafayette Square Restoration Committee, the Lafayette Park Conservancy and the Arts Council of Lafayette Square - is necessary for the neighborhood to reach its full potential. Cooperation will not compromise the unique purpose of each organization but make them all work more effectively.
- **Discipline.** The day-to-day work of the Strategic Plan, while critically important to long-term success, is subject to any number of short-term distractions that can undermine implementation: the sudden crisis, the surprise opportunity, and the loudest squeaky wheels among them. Leaders in Lafayette Square are committed to keeping strategic plan goals in mind while managing day-to-day affairs.
- **Accountability.** Through the Strategic Plan Implementation Advisory Committee, regular reports on Plan progress will be shared, inviting neighborhood residents and leadership to be accountable to progress of the Plan.

B. Overview by Year

This 5-year Strategic Plan is structured to respond to the neighborhood’s desire for more services but not to move too quickly in order to build trust in neighborhood organizations and allow time for additional public engagement on critical issues. Throughout the 5-year period, ongoing commitment to the success factor outlined above are needed for best outcomes.

Year 1: Start Strong

Actions focus on evaluating current services and developing processes to make decision making more transparent. The following actions steps are included for the first six months of implementation. A strong start will demonstrate the commitment of neighborhood leadership to the Plan.

- A Strategic Plan Implementation Committee will be formed to oversee implementation and further explore funding strategies for neighborhood priorities.
- Welcome activities for new residents will be revived to enhance outreach to newcomers and invite them to take part in the community.
- The neighborhood’s web presence will be reviewed and rebuilt to make it more organized and user friendly. Within the first six months, a firm will be hired, and work will be underway.
- A part-time volunteer coordinator will be hired to re-shape volunteer opportunities and increase the number of volunteers in the neighborhood.

- A Request for Proposals will be issued to solicit neighborhood ideas and volunteer support for new or enhanced events.
- Leadership of the three neighborhood organizations will convene their first coordination meetings to collaborate on fundraising, marketing and volunteer activities.

Year 2: Try New Things

In Year 2, plans developed in Year 1 - for organizing volunteers, communicating with residents, cultivating new leadership, planning for capital improvements, and more – are put into place and evaluated. The Strategic Plan Implementation Committee will be charged with developing ways to evaluate new initiatives and recommend adjustments as needed. Also, in Year 2, the Strategic Plan Implementation Committee will lead the community in a process to determine a funding strategy. If new funding sources are recommended, the community will decide whether or not to approve them in Year 3.

Year 3: Decide

Year 3 includes a decision milestone: what is the best funding strategy for the neighborhood? A lot of public involvement will have gone into investigating that question, led by the Strategic Plan Implementation Committee. In Year 3, the neighborhood will officially decide –will we opt to move forward with existing revenues? With a taxing district? Something else?

Years 4 and 5

If funding allows, Years 4 and 5 could be years in which larger capital improvements are underway, such as lighting or sidewalk projects, and the neighborhood hires someone to support business development and neighborhood administration OR if new funding is not possible, more modest improvements will continue under strengthened neighborhood leadership.

C. Who Will Implement the Plan?

To understand who will implement the Strategic Plan, it is necessary to first understand the basic roles of several organizations serving Lafayette Square today.

Role of the City of St. Louis

The **City of St. Louis** provides basic services such as trash removal, street sweeping, snow removal and mowing grass in the park and public right-of-way. The City also holds regulatory authority over any improvements in the neighborhood, including Lafayette Park. The City has limited funds for capital improvements so the neighborhood often makes improvements on its own.

Important Regulatory Bodies, City of St. Louis

Land use permitting and historic preservation: **City of St. Louis Planning and Design Agency** and the Office of Cultural Affairs and its parent the **City's Office of Cultural Affairs**. Any improvements, including those to individual properties, in the neighborhood must be approved by these bodies.

Lafayette Park Improvements: the **Lafayette Park Implementation Advisory Board**, established through the Park's Master Plan, includes representatives of the City's Parks Department (2), Board of Public

Service, Ward Six Alderperson, a representative from the Lafayette Park Conservancy, and others. All improvements to the Park must be approved by this body.

Role of Neighborhood Based Organizations

Several neighborhood-based organizations supplement the City's role, providing many of the amenities and services that residents have come to expect.

1. The **Lafayette Square Restoration Committee (LSRC)** serves as Lafayette Square's neighborhood association, providing programming, services and capital improvements mostly outside of Lafayette Park. Revenue comes primarily from home tours (78% in 2018) and membership dues (15% in 2018). Total revenue collected in 2018 was \$128,231.
2. **The Lafayette Park Conservancy (LPC)** focuses on capital improvements in Lafayette Park, encouraging usage of the park, and interpreting park history. LPC generates revenue through membership, fundraising, and occasional grants. Many of its members and a majority of its funding come from outside the neighborhood. Average annual revenue is approximately \$51,000.
3. The **Arts Council of Lafayette Square (Arts Council)** sponsors a variety of events to connect people from the neighborhood and beyond to the arts. Revenue of about \$25,000 per year is generated through sponsorships, donations and occasional grants.

A fourth organization, the Lafayette Square Business Association, transitioned to a committee under the LSRC in 2017 and will be called out in the Strategic Plan as participants for select action items that fall under its purview.

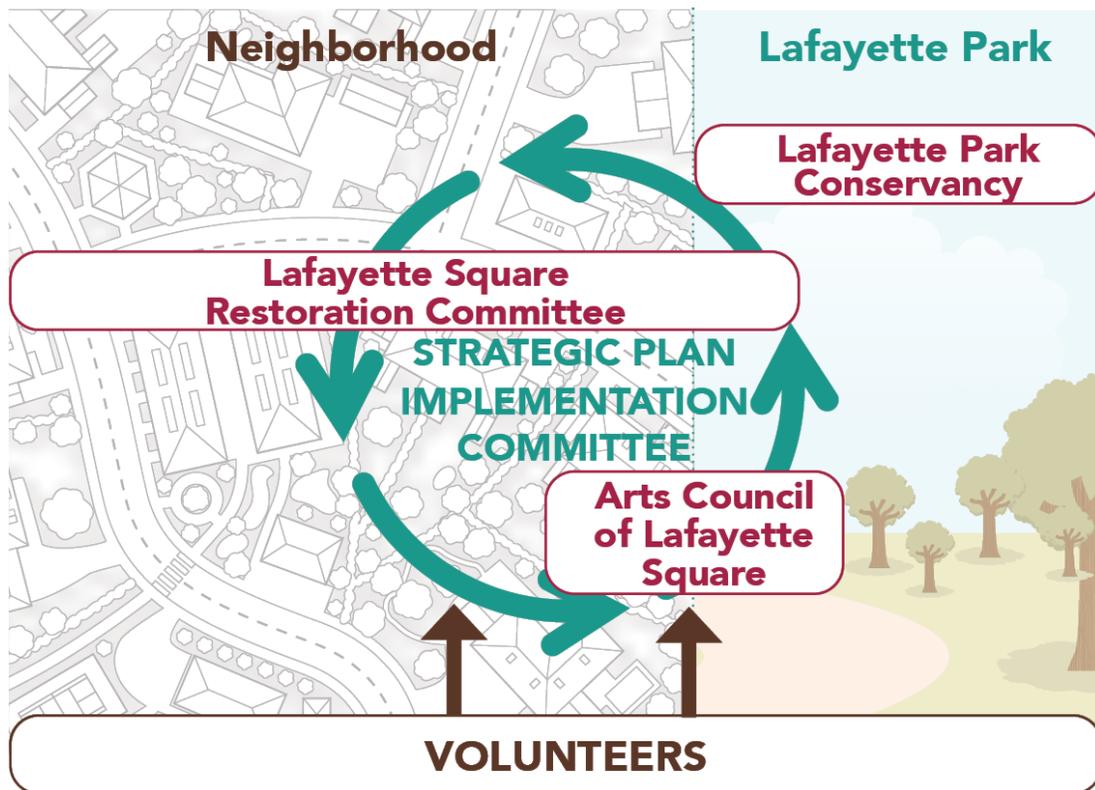
Implementation will require action by all neighborhood organizations and will connect their collective effort.

Role of the Strategic Plan Implementation Committee

A **Strategic Plan Implementation Committee**, depicted by the green arrows in the figure below, will guide implementation and facilitate accountability for the Plan. The Committee will be thoughtfully assembled to reflect the diversity of perspectives in the neighborhood and will include representatives from each of the neighborhood organizations.

The Committee will continue to explore funding strategies culminating in a decision in Year 3 about whether or not to pursue a taxing district. A complete description of membership and the role of the Implementation Committee can be found as an action item under Goal 1.

Figure 2. Role of the Strategic Plan Implementation Committee



STAFFING AND VOLUNTEERS

Volunteers run all of Lafayette Square's neighborhood-based organizations. As demands for service increase, more people are needed to provide services and raise money. The Strategic Plan addresses this challenge by first, improving management of volunteer opportunities so more people are aware of the needs and can respond in ways that work for them and, second, by contracting out or paying for some services.

Services recommended for hire are listed below. The first three: fundraising support, website development, and volunteer coordination, are currently handled by volunteers but it is suggested that firms specializing in these areas be hired to take advantage of their expertise and time available. The final items, asset inventory and capital budgeting, are new functions, also recommended to be hired services.

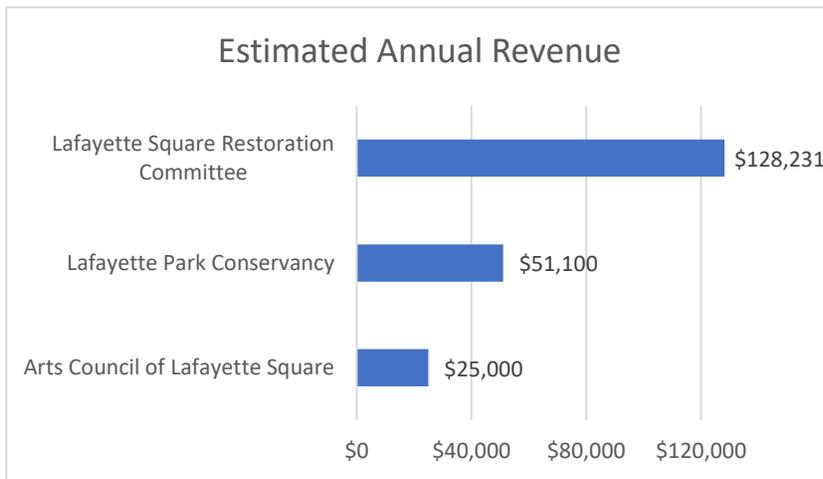
- Fundraising Support
- Website Development
- Part-Time Volunteer Coordinator
- Asset Inventory and Capital Expense Budgeting

While current funding sources cannot support full-time paid staff, these services could be paid for on a contract basis to provide a strong foundation for essential functions. Services could be funded through one organization or shared by more than one.

D. FUNDING

Neighborhood-based organizations in Lafayette Square have formed and thrived to meet the needs of neighborhood residents and maintain the legacy of the neighborhood and its Park. Ongoing support from residents and others allow the LSRC, LPC, and Arts Council to continue their service.

Figure 3. Estimated Annual Revenue, neighborhood based organizations¹



Based on public engagement during the strategic planning process, it is clear that residents appreciate the current level of service in the neighborhood but they want more. To name a few – better lighting, traffic calming, and security measures; more management of neighborhood business; and development activities to fill and keep neighborhood businesses thriving. Feedback from the public regarding funding for additional service indicates willingness to explore new options, including (but not limited to) a taxing district such as a Special Business District or a Community Improvement District.

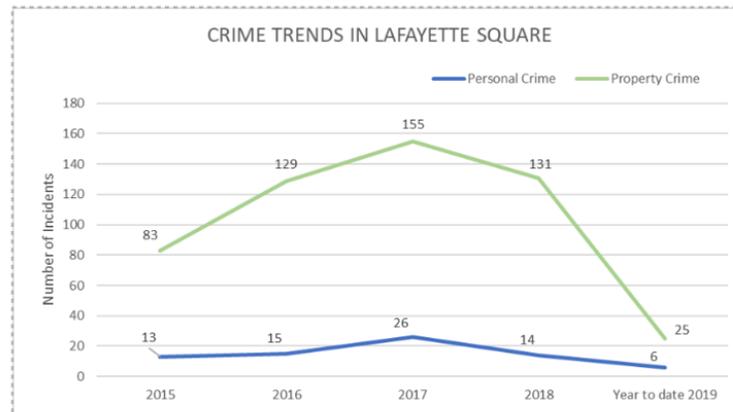
¹¹ Data reported reflects 2018 revenues from Lafayette Square Restoration Committee, 10-year average income for the Lafayette Park Conservancy (2009-2018) and a verbal estimate of annual expenditures provided by Arts Council.

The Strategic Plan continues exploration of potential funding strategies that began during the strategic planning process. The Plan does NOT assume pursuit of a taxing district. Actions in years 1-2 of the Plan call for experimenting with other ways to increase revenue (new events and fundraising for example) while simultaneously gathering information as well as public opinion on use of a taxing district, leading up to a decision in Year 3 regarding funding strategy. If additional revenue strategies are not pursued, the neighborhood will likely struggle to maintain current services and will be very limited in any additional services it is able to provide.

Environmental Scan: Key Findings

Lafayette Square is a thriving neighborhood by many measures. Key indicators like crime, population, and home sales demonstrate stability and strength for the future.

- Crime is down after a worrying increase that peaked in 2017.



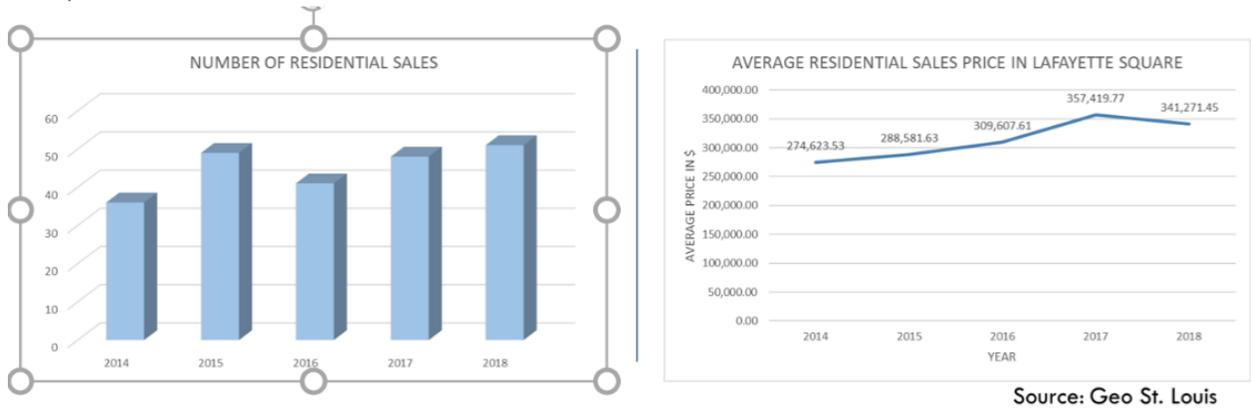
Source: Geo St. Louis

- Lafayette Square's population is stable while many neighborhoods in the City of St. Louis have lost population. Moving forward, it is likely that the neighborhood will follow national, regional, and local trends toward an increasing number of residents age 65 and over.

PERCENT POPULATION CHANGE		
	% Change 2000-2010	% Change 2010-2017
Lafayette Square	+18%	--
St. Louis City	-8.3%	-1.4%
St. Louis MSA	--	-.45%

Source: Census Bureau; American Community Survey

- The number of homes sold and the value of those homes have both increased over the past five years.



- The housing market in Lafayette Square is fairly evenly split between owner occupied units (47%) and renter occupied units (53%). *Source: City of St. Louis Planning and Urban Design Agency*

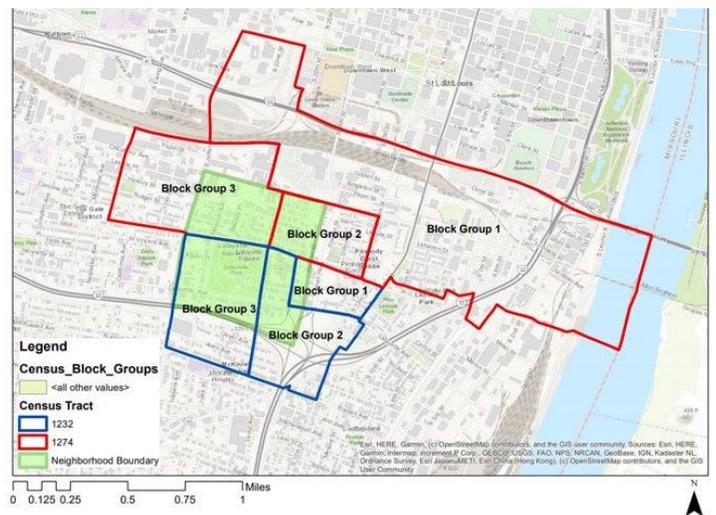
Data Collection Note: Limitations on Population Data in the Environmental Scan

In between decennial data collection years, the U.S. Census collects data at the block group level, but not at the household level. Researchers and agencies including the City of St. Louis Planning and Urban Design Agency, rely on extrapolation of data collected at the block group level to estimate neighborhood data. In some areas, this works quite well, but for Lafayette Square it is problematic because the geographies for Census block groups don't fit neatly in the boundaries of the neighborhood and the surrounding areas differ from Lafayette Square considerably.

Figure 4 shows how the neighborhood boundaries, shaded in green, overlap several block groups that extend into nearby neighborhoods.

While too late for this report, the neighborhood can soon look forward to 2020 Census data that will provide a better understanding of who lives in Lafayette Square today.

Figure 4: Lafayette Square neighborhood boundaries with block overlapping groups.



Strategic Plan Components



I. Our Call-to-Action: Growing the Square. Building Community.

The Call-to-Action will be used in communications about the Strategic Plan to succinctly explain its purpose and rally support.

In the late 1960s, when Lafayette Square’s revival was getting underway, the neighborhood’s call to action was clear: save the homes from literal destruction at the hands of a proposed highway project and develop a neighborhood at the same time. Fifty years later, the homes and commercial buildings have been largely restored and the neighborhood is one of the most popular in the City. What is the driving force for the next phase of Lafayette Square?

Through discussions of the Strategic Plan Advisory Committee and voting at the community workshop, the neighborhood selected “Growing the Square. Building Community” as the call-to-action for its 5-year Strategic Plan.

Growing the Square

Growing the Square captures the idea of maintaining and continually improving the physical place that is Lafayette Square while maintaining the sense of neighborhood. It also refers to neighborhood-based organizations that are growing up - gaining sophistication commensurate with the opportunities and challenges that face them.

Building Community

According to so many residents, people are the neighborhood’s biggest asset; people here often know their neighbors and think of Lafayette Square as their small town in the City; and yet there are divisions and barriers that undermine neighborhood cohesion and lead some to feel less welcome and less connected. Pursuing the neighborhood’s best future calls for bringing people together.

Developing the Call-to-Action

Several options for the Call-to-Action were developed by the Strategic Plan Advisory Committee. Their “top three” were presented to participants at the community workshop.

As they left the workshop, participants voted on their preferred Call-to-Action. “Growing the Square. Building Community” received a significant majority of votes at 78%. Other choices and included “Vibrant. Safe. United” (14%) and “Preserve the Future” (7%).

II. Vision

A vision defines what an organization hopes to be and achieve in the future. It is the end goal and intended to inspire action.

Vision

Lafayette Square will continue to be a beautiful, vibrant, and welcoming neighborhood, committed to celebrating and maintaining its historic heritage while adapting to the diverse needs of today’s residents, businesses neighbors, and visitors.

While the physical attributes of the neighborhood – Lafayette Park, historic homes, and public infrastructure -- are an essential component of quality of life in the Square, it is the people and their willingness to come together that defines how it feels to be in this place. Our vision for the future calls for improving neighborhood character through physical improvements but also acting deliberately to strengthen our social fabric, creating opportunities to gather and work together, bringing in new voices and supporting a new generation of neighborhood leaders.

Figure 2. A visual summary of words survey participants used to describe Lafayette Square in the future.



Developing the Vision

Development of the Strategic Plan’s vision began with input from the community survey which was completed by over 200 residents. On the survey, respondents were asked to complete the sentence, “In 2025 Lafayette Square will be...” Themes to their responses were identified which are depicted in the word cloud to the left – the bigger the word or term, the more it was mentioned in the survey.

Using the themes as a guide, Shockey Consulting drafted a vision statement for the Strategic Plan Advisory Committee to consider. A final version was developed through several conversations and rounds of editing.

III. Guiding Principles

Guiding principles, or values, are the core beliefs that drive decisions. They are the underlying reasons why we do some things and not others; naming them and keeping them in mind supports consistent decision making and focused action.

Community

We value connections to each other, to our local businesses and to our neighborhood as a whole. We are committed to fostering a physical and social environment that supports our “small town in a big city.”

Preservation

We value our historic buildings, our 19th century historic Park, and our neighborhood’s longstanding and ongoing commitment to maintaining its unique sense of place through historic preservation of the highest quality.

A balance of vitality and tranquility

We value the peace and quiet of our neighborhood streets as well as the vibrancy that comes with having restaurants and shops; a park enjoyed by residents and visitors; and safe, walkable streets

Inclusivity

We seek to be a neighborhood where all feel welcome and included, regardless of age, race, wealth, or background. We commit to acting with intention to ensure that diverse voices are not only invited to the table but equipped to meaningfully engage and shape the growth and development of our neighborhood.

Developing the Guiding Principles

An initial draft of the guiding principles was developed by Shockey Consulting based on a combination of community feedback that included survey responses regarding the greatest strength of the neighborhood, individual conversations at community engagement events, and stakeholder interviews with neighborhood leaders.

From there, the Strategic Plan Advisory Committee had several conversations to come to consensus on the principles. Knowing they have to be more than words on a page, the Committee gave a great deal of thought to how they will be operationalized through the Plan and serve as a means of keeping leaders accountable for not only what gets done, but how.

IV. Goals and Objectives Overview

Detailed action steps by goal/objective can be found in the next section, Section V.

Goals	Objectives
1. Strengthen and Improve Coordination of Neighborhood Organizations	<ul style="list-style-type: none"> A. Establish a Strategic Plan Implementation Committee to support and monitor strategic plan implementation. B. Improve coordination between neighborhood organizations, including capital improvements. C. Report budget information to the community regularly. D. Report Strategic Plan progress to the community regularly. E. Establish best practices in accounting and procurement. F. Clarify and communicate the functions of each organization often and consistently. Explain how they relate to each other.
2. Keep Lafayette Square Safe	<ul style="list-style-type: none"> A. Enhance lighting and surveillance in the neighborhood and in Lafayette Park. B. Work effectively with the City of St. Louis Police Department (SLMPD). C. Provide ongoing education to residents on their role in neighborhood safety. D. Conduct an audit to evaluate the performance of the current block captain program and recommend improvements.
3. Encourage Historic Preservation and Improve Neighborhood Character	<ul style="list-style-type: none"> A. Encourage historic preservation and enforce current standards. B. Educate the neighborhood about historic standards; share information about development and enforcement activities in the neighborhood. C. Maintain and improve public infrastructure. D. Keep Lafayette Square clean and beautiful.
4. Bring People Together	<ul style="list-style-type: none"> A. Foster a welcoming neighborhood culture. B. Expand participation and collaboration. C. Support neighborhood communication and events.
5. Support Neighborhood Livability	<ul style="list-style-type: none"> A. Calm traffic. B. Support the neighborhood's business district.

V. ACTION STEPS, BY GOAL/OBJECTIVE

This next section describes goals, objectives, and action steps which collectively comprise the roadmap for reaching the neighborhood’s vision.

Definitions are important to following this roadmap. A goal is the ultimate result the neighborhood plans to reach. Each goal contains objectives, which are strategies for achieving the goal. Action steps identify the specifics of what needs to be done. Context is offered on some items to help the reader understand the impetus for the action items and/or its organizational context. In this document the goals, objectives, strategies, and context are identified as follows.

- GOALS: CAPITALIZED COLORED TEXT
- **A. Objectives (Lettered Bold Text)**
- 1. Actions (Numbered plain text, listed by year of implementation)
- *Context (Black Text, Italics)*
- *Responsible Party or Parties (Grey Text, Italics)*
- **Implementation Year (Bold, blue text, lowercase)**

GOAL 1: STRENGTHEN AND IMPROVE COOPERATION OF NEIGHBORHOOD ORGANIZATIONS

Lafayette Square is served by three organizations: the Lafayette Square Restoration Committee (LSRC), the Lafayette LPC (LPC), and the Arts Council of Lafayette Square (Arts Council). Actions called for in the Strategic Plan are intended to increase understanding of how each organization contributes to the neighborhood and to build trust in neighborhood organizations.

- A. Building on the Strategic Plan Advisory Committee, establish a Strategic Plan Implementation Committee to support and monitor strategic plan implementation.** *LSRC President, in coordination with LPC President, and Arts Council Leadership*

Year 1-2

1. Establish the Strategic Plan Implementation Committee.
 - a. Membership is recommended to include:
 - i. Three representatives of the Lafayette Square Restoration Committee
 - ii. Two representatives of the Lafayette LPC, one of whom is actively serving on the Lafayette Park Implementation Advisory Board
 - iii. One representative of the Arts Council

Developing Goals, Objectives and Action Steps

Goals were developed based on survey feedback regarding assets and challenges in the neighborhood which were considered and refined into goals by the Strategic Plan Advisory Committee.

Action steps incorporate ideas from the Strategic Plan Advisory Committee, suggestions from public meeting attendees, and best practices from other neighborhoods and service providers.

- iv. One representative of the Lafayette Square Business Association
- v. One representative of Lafayette Preparatory Academy
- vi. Four representatives of the community-at-large
- b. Current members of the Strategic Plan Advisory Committee should be considered.
- c. Assemble the committee with diversity in mind considering race, age, gender, tenure in the neighborhood and balancing those who rent their homes with those who are homeowners. Utilize a transparent process for identifying members.
- d. Guidance for the Strategic Plan Implementation Committee is included as Appendix A. Specific tasks are also included in the strategic plan.

Year 3-5

1. Pursue community supported funding plan.

B. Improve coordination between neighborhood organizations. *LSRC President, LPC President, Arts Council, Arts Council Liaison*

Year 1

1. Establish a working group between LSRC and the LPC to develop processes for prioritizing capital improvements and developing 5-year capital improvement plans. *For more detail, see Goal 2: Historic Preservation and Neighborhood Character, Maintain and Improve Infrastructure.*
2. Establish specific mechanisms for ongoing communication and information sharing.
 - a. LSRC, LPC to each appoint an ex-officio board member to serve as a liaison to each of the other organizations. These individuals would attend regular meetings (in a nonvoting capacity) to keep their home organization informed, share updates with each other, and identify ongoing opportunities for coordination.
 - b. Arts Council to appoint a member to serve as a liaison to the other organizations. Information would be exchanged as needed.
 - c. LSRC, LPC Presidents, Arts Council, and Business Association Leadership or their designee meet at least annually to discuss:
 - i. funding priorities for the upcoming year
 - ii. outreach to neighborhood partners
 - iii. opportunities to synchronize and support mutual efforts
 - iv. shared accountability measures and progress towards implementing the Strategic Plan
3. Consider collectively hiring fundraising services to support neighborhood organizations seeking funds through considering planned giving (estates, wills, etc), corporate donors and more.

C. Report budget information to the community regularly. *LSRC President, LPC President, Arts Council*

Year 1 and ongoing

1. Provide annual budget updates to the community. Post reports on web and Facebook pages in easily accessible locations and formats so they are readily available to the public.

D. Report Strategic Plan progress to the community regularly. *Strategic Plan Implementation Committee*

1. The Strategic Plan Implementation Committee will determine fundamental, measurable goals to monitor plan progress in a standard format (scorecard, checklist, etc.) to report progress to the community. Goals should be agreed upon and adopted by the leadership of all neighborhood organizations to link the work of the Implementation Committee to each organization.
 - a. Prepare progress reports annually.
 - i. Whenever possible, describe the reach, efficacy, adoption, and implementation of the Plan with an equity lens, taking into consideration race, socioeconomic status, and rent/own status.
 - b. Distribute updates widely.
 - i. Post on neighborhood websites: lafayettesquare.org and www.lafayettepark.org.
 - ii. Distribute through other publicly available channels including social and print media (Nextdoor, the Marquis, ParkNotes, etc.)

E. Establish best practices in accounting and procurement. *LPC, LSRC, Arts Council*

- a. Conduct an independent annual audit of financial records by a professional accountant or accounting firm.
- b. As a general rule, for purchases greater than \$1,000, obtain three estimates for work to be performed. Cost will not be the sole factor in deciding which vendor to hire, but the estimates will be used to better understand the potential costs.

F. Clarify and communicate the functions of each organization often and consistently. Explain how they relate to each other. *LPC, LSRC, Arts Council*

To people in the neighborhood, having four neighborhood organizations can be confusing, making it difficult to understand and appreciate who is serving Lafayette Square. Every opportunity should be taken to clarify purpose and explain the whole picture of who is serving the Square. In addition, each organization can recognize and celebrate what others are doing – websites can refer to each other, newsletters can feature latest developments from all four organizations, updates can be provided at regular meetings. Though each organization serves a unique and important purpose, each organization and its members should feel like they are part of a larger whole.

1. As the neighborhood’s web presence is redesigned, incorporate information on “who takes care of the Square” and link to content (some of it on separate websites) for LPC, Arts Council and the Business Association.
2. Consider changing the name of the Lafayette Square Restoration Committee to clarify its role in the community today. *Strategic Plan Implementation Committee*

This recommendation is made in response to multiple mentions of confusion about the purpose of the Lafayette Square Restoration Committee based on literal interpretation of its name - The neighborhood organization is more than a committee and while restoration is an ongoing priority, it is not the sole purpose of the neighborhood organization. Considering a name change is in no way meant to undermine the contributions of those who worked so hard to restore Lafayette Square over many years.

Understanding that many in the neighborhood have strong feelings on this issue, the Implementation Committee should proceed thoughtfully and with respect to differing opinions.

- a. Propose a new name or a new nickname.
 - i. Use all neighborhood communication channels to solicit ideas on a name for the neighborhood organization. *[Name ideas suggested by the Strategic Plan Advisory Committee included: Lafayette Square Community, Lafayette Square Community Organization, Lafayette Square Historic Community Organization, Lafayette Square Historic Neighborhood Association, Lafayette Square Historic Organization, Lafayette Square Residents Council (keeps the LSRC acronym), and Lafayette Square Cooperative].*
 - ii. Proposed name/nickname presented to the LSRC membership for a vote.
 - iii. Proposed name/nickname shared with the neighborhood (since many residents are not active LSRC members) via lafayettesquare.org, NextDoor, the Marquis, Facebook, and other prominent channels.

If a formal name change is desired (as opposed to a nickname), the following action steps would recognize the transition and use it to draw attention to volunteer opportunities.

- b. Honor the work of the pioneers who formed the Lafayette Square Restoration Committee and restored Lafayette Square with an official “ceremony” to change the name. Make it its own party or part of a neighborhood association meeting.
- c. Take necessary steps to change the name legally and administratively.
- d. Launch the new name with an outreach campaign that encourages volunteerism and participation.

GOAL 2: KEEP LAFAYETTE SQUARE SAFE

“Walkability and safety are selling points for Lafayette Square. We need to improve safety for pedestrians in the neighborhood.”-Community Workshop Participant

A. Enhance lighting and surveillance in the neighborhood and in Lafayette Park. *LSRC, VP of Capital Improvements, LPC Board, City of Saint Louis*

Year 1

1. (in progress) Explore installation of security cameras: determine locations, obtain costs from multiple vendors, document anticipated benefit, incorporate into 5-year capital improvement plan.
2. Explore installation of improved street and pedestrian lighting. Make sure lighting is consistent with historic character of the neighborhood. Determine locations, obtain costs from multiple vendors, document anticipated benefit, incorporate into 5-year capital improvement plan.

3. Determine how the effectiveness of these measures will be evaluated; for example, a sense of being safe via questionnaire and/or the use of crime data.

Years 3-5

1. Install improvements as funding allows.

B. Work effectively with the City of St. Louis Police Department (SLMPD). *LSRC President, LSRC VP of Safety*

Year 1, and ongoing

1. Continue to evaluate safety needs and fill gaps if possible
 - a. Continue to fund supplemental police patrols to support local businesses (currently provided by the business association Thursday, Friday, Saturday nights)
 - b. Identify costs of extra police patrols to make the neighborhood safer and share with leadership to determine whether additional police services should be hired.
2. Evaluate cost/benefit of the police sub-station to determine whether continued support is warranted.
3. Consider exploring the possibility of collecting (at owner's option) information on home surveillance systems in the neighborhood such as RING, ADT, or SimpliSafe, and sharing with the St. Louis Metropolitan Police Department for use in monitoring crime.
4. Continue to build community with safety events such as National Night Out.
5. Continue to invite SLMPD representative to neighborhood meetings to update the neighborhood on latest crime statistics and enforcement efforts.
6. Identify and distribute contacts in SLMPD reporting safety concerns.

C. Provide ongoing education to residents on their role in neighborhood safety. *LSRC VP for Safety and VP for Community Affairs*

Year 1 and ongoing

1. Conduct annual education campaigns on common sense ways to stay safe. *Ideas that were raised through public engagement include 1) Car Safety: lock doors, keep valuables out of site and 2) Home Safety: lock doors, keep exterior lights on after dark, use Amazon drop-box at Save-A-Lot (1631 South Jefferson Avenue) to avoid leaving packages on porches.*

D. Conduct an audit to evaluate the performance of the current block captain program and recommend improvements. *Strategic Plan Implementation Committee*

Year 1

1. Research perceptions regarding block captain program and recommend improvements.
2. Provide a Block Captain Program Review Report to neighborhood leadership.

Years 2-5

1. Implement improvements to block captain program.

GOAL 3: HISTORIC PRESERVATION AND NEIGHBORHOOD CHARACTER

“In the future, I hope Lafayette Square is still preserving this beautiful neighborhood for the benefit of all.” – Community Survey Participant

The City of St. Louis provides building code enforcement to protect basic safety and welfare. Lafayette Square has additional layers of planning and standards to maintain its historic character in an advisory capacity to the City’s Office of Cultural Resources and its parent, the Historic Preservation Board, which holds ultimate regulatory authority.

It is critical that current activities continue including addressing problem properties; providing assistance and oversight of restoration and new construction projects to assure compliance with historic standards and new construction standards; representing the neighborhood in reference to Historic District Code Standards to the appropriate agencies of the City of St. Louis and; encouraging completion of restoration of all existing historical structures within the Lafayette Square Historic District.

Although the historic code is available through a link on lafayettesquare.org, it is not an easy read. Action steps include ways to offer at-a-glance information on the code that highlight its contents and the availability of the LSRC Development Committee to help interpret the code.

A. Educate the neighborhood about historic standards; share information about development and recent enforcement actions taken by the City of St. Louis in the neighborhood. *LSRC VP for Development*

Year 1

1. Develop interpretive content on the neighborhood website to explain the Lafayette Square Historic District Ordinance.
2. Develop a fact sheet on Lafayette Square Historic District Ordinance.
3. Continue to provide reports to LRSC membership (with notes made public) regarding recent development activity.
4. Consider a method for notifying neighbors of enforcement actions nearby. *One idea: some communities use yard signs that say something like “Development Activity Pending” and a number to call or a website to visit for more information.*

Year 2-5

1. Publish interpretive content for neighborhood website to explain the Lafayette Square Historic District Ordinance.
2. Distribute the fact sheet to realtors and new residents (both owners and renters). *To do this, the neighborhood should have a list of realtors who work frequently in the neighborhood so they can easily distribute material to them via email; likewise, the*

neighborhood should have a contact list of apartment/condo managers. Printing fact sheets and leaving them with realtors and apartment/condo managers would also be beneficial.

3. Publish updates on development activity so they are available to the public as well as LSRC members.
4. Implement method for notifying neighbors regarding nearby enforcement actions.

B. Maintain and improve public infrastructure. *LSRC President and LPC President*

Along with the City of St. Louis, LSRC and LPC maintain significant public infrastructure (see Attachment B, Neighborhood Infrastructure Map) and capital improvements such as sidewalk repair and lighting are high priorities for the neighborhood. Action steps include measures to plan for both maintenance of existing infrastructure and new investments, formalizing processes around decision making, increasing transparency, and offering opportunities for public input.

Years 1-2

1. Develop asset inventories of existing public infrastructure in the neighborhood and in Lafayette Park. Develop an estimate of annual maintenance costs over the next 5 years or projected life of all items. *Examples of public infrastructure include buildings, sidewalks and pathways, the playground, gates, monuments, and statues.*
 - a. (LSRC) Hire an engineering firm to conduct an asset inventory for assets owned and maintained by LSRC and estimate 5-year maintenance costs.
 - b. (LPC) Bring the recommendation of an asset inventory to the Lafayette Park Implementation Advisory Board to discuss whether the City's Parks, Recreation, and Forestry Department either has an inventory or would be willing to support one.
 - i. If the City's Parks Department (or other City agencies) will not be involved, the LPC will consider doing its own or in coordination with the asset inventory by LSRC.

2. Develop a process for making decisions about capital improvement priorities in Lafayette Park and the neighborhood. They are costly and worthy of a holistic approach and deliberate decision-making.

Capital improvements may be new investments like the Truman Fence, or projects that add life or value to existing assets such as the Boat House renovation. The LPC, through its Park Master Plan, and the LSRC, through its strategic planning process, have identified improvements for Lafayette Park and the neighborhood as a whole. Further action is needed to update and coordinate plans for improvements, make decision-making transparent, and allow ongoing public input. Ultimately, the City of St. Louis must approve capital improvements but neighborhood organizations often initiate improvement ideas, fund them in whole or in part, and have good working relationships with City agencies to move projects forward.

- a. LSRC President and LPC President appoint a working group with representatives from the LSRC and the LPC to determine process. The two organizations do not have to have the same process for setting priorities but they should discuss alignment of their decision-making. It is recommended that the process of setting priorities consider the following:
 - decision making criteria such as the purpose of the improvement, who the project benefits, source of funding, consistency with existing plans, safety benefit, etc.
 - Identification of who develops recommendations and who approves

- a schedule for annual updates
- a process for developing cost estimates
- opportunities for public input
- b. Draft a written document explaining the planning process and submit it to applicable governing bodies which could include:
 - i. Strategic Plan Implementation Committee
 - ii. LSRC Board
 - iii. LPC Board
 - iv. Lafayette Park Implementation Advisory Board
- 3. Develop 5-year capital improvement plans for the neighborhood (LSRC) and for Lafayette Park (LPC) based on a process outlined by Working Group.

Initially, it is recommended that annual budget amounts reflect current available dollars. Beginning in Year 4 of the strategic plan, a concept budget could reflect potential spending based on additional funding if approved by the neighborhood.

- a. Consider suggestions made by the public through the strategic planning process particularly lighting improvements, sidewalk improvements, noise reductions, and traffic calming measures, all of which came up repeatedly.
- b. Consider recommendations in the Lafayette Park Master Plan (2005).
- c. Consider recommendations of the Lafayette Square Neighborhood Urban Plan (adopted 2001, updated 2018).
- d. Fine-tune capital improvement process as needed.

Year 4-5

- 1. As funding allows, implement maintenance program and capital improvement plans.
- 2. Review and update plans annually.
- 3. Report progress to the community annually.

C. Keep Lafayette Square clean and beautiful. LSRC VP for Development

Lafayette Square is kept clean and beautiful through basic services like street sweeping, mowing and snow removal provided by the City of St. Louis and through the dedicated work of volunteers. LSRC-led volunteers tend planted areas in the pocket park at Park and Mississippi, in the plaza and fountain in front of Sqwires, medians on Park and Lafayette Avenues, plantings and trees on Truman Parkway, around the neighborhood, and around the Park House. LPC-led volunteers tend planted areas in Lafayette Park, clean and restock the bathroom in the Park, and keep doggie bag stations stocked. A separate group takes care of the neighborhood's Community Garden. All of these activities are expected to continue.

Year 1 (new)

- 1. (new) Consider purchasing additional trash cans. *LPC President*

GOAL 4: BRING PEOPLE TOGETHER

“The neighborhood’s greatest asset is without question, the people who live here. No one ends up in Lafayette Square by accident, without knowing what they are getting into. And this is a good thing.”– Visitor to Engagement Pop-Up, Lafayette Park

Building community is a critical component of the Strategic Plan’s Call to Action. Action steps respond to several community concerns. First, action items respond to an underlying concern about the culture of Lafayette Square, whether all who live and visit the Square feel truly welcome and valued – particularly groups who have not historically participated in neighborhood life: people of color, renters, and those of lower income. Outcomes desired by the neighborhood including more diverse attendance at neighborhood events and more diversity in neighborhood leadership are very much connected to neighborhood culture and could be potential downstream benefits of greater inclusivity.

Action steps also address the tension between the need identified by neighborhood leaders for more volunteers and new leaders and the perspective of some community members that such opportunities are limited to a select group of neighborhood insiders who are reluctant to embrace newcomers.

Actions are organized into three objectives: 1) foster a welcoming neighborhood culture; 2) expanding participation and collaboration and 2) supporting communications and events. Current activities for events and communications are substantial and are expected to continue; all activities will be monitored and assessed for effectiveness.

A. Foster a welcoming neighborhood culture. *Strategic Plan Implementation Committee*

Year 1

1. Understand the experience of all who live in and visit Lafayette Square and identify areas in need of improvement.
 - a) Conduct outreach effort targeted to groups that tend to participate less including renters, residents with lower incomes and residents of color. Learn how they perceive the neighborhood and neighborhood culture, what their priorities are, why they do or don’t participate in neighborhood affairs and how they prefer to communicate. *Outreach will need to be very specific – something like a focus group with intentional recruitment or personal conversations.*
2. Seek training for neighborhood leaders to support their efforts in applying an equity lens to neighborhood work. *Lafayette Square’s current leadership is very interested in supporting greater equity and inclusivity; in most cases, leaders themselves are not people of color. Receiving training from an outside consultant or educator, a common best practice in the private and public sector, can help leaders move thoughtfully from intention to action.*

Affordable trainings are held through local organizations such as the National Conference for Community and Justice of Metropolitan St. Louis (NCCJ St. Louis).

Year 2

1. Informed by outreach to targeted group in Year 1, develop a plan to increase diversity in both overall participation and leadership. *Strategic Plan Implementation Committee*
 - a) Decide how to measure the reach of neighborhood activities with an equity lens, collecting data that can be disaggregated by race, rent/own status, etc. Develop baseline measures.
 - b) Evaluate make-up of current leadership relative to neighborhood population to identify areas where greater diversity is needed. Apply the same equity lens identified above.
 - c) Utilize information gathered (described above) to make recommendations to leadership in a Diversity Report that is shared with the neighborhood.

Year 3-5

1. On an annual basis, repeat measurement of the reach of neighborhood activities and evaluation of representation in neighborhood leadership. Monitor implementation of recommendations in Diversity Report and take further action as needed.

B. Expand participation and collaboration. *Strategic Plan Implementation Committee*

1. Organize volunteer opportunities and recruit volunteers.
 - a) Hire a volunteer coordinator (or two or more individuals to share the role) who will:
 - i. Request volunteer needs from current committees, events and initiatives.
 - ii. Recommend best ways to structure volunteer opportunities suitable to all schedules and interest levels.
 - iii. Determine best ways to make information on volunteering readily available to the neighborhood. Consider an on-line platform as well as print materials for those who are not on-line.
 - iv. Consider ways to recruit volunteers. *Ideas from public meeting: complimentary first-year membership in neighborhood association or free admission to paid events, beer/wine, etc.*
 - v. Identify ways to thank and recognize volunteers so they feel appreciated.
 - vi. Make recommendations to leadership in a Volunteer Plan Report and share with the neighborhood.
2. Support current leaders and cultivate new leadership. *Strategic Plan Implementation Committee*
 - a) Develop a process to identify emerging leaders. Recommended activities include:
 - i. Putting out a call for nominating individuals to vacant positions.
 - ii. Sharing information on leadership opportunities broadly through established communications methods *and* specifically through one-on-one recruitment efforts.
 - iii. Creating mentoring opportunities and inviting participants.
 - b) Connect current and potential leaders to training opportunities through Missouri Main Street, Community Builders Network and others.

3. Welcome new residents and encourage their involvement in the neighborhood. *LSRC, VP for Community Affairs*
 - a) (Continuation of current activity) Host annual New Resident Social.
 - b) Identify a volunteer or two to develop and coordinate welcome activities with the goal of welcoming each new resident and sharing information about the neighborhood.
 - i. Connect them to information on volunteer opportunities and upcoming events.
 - ii. Gather contact information for the Directory and neighborhood communications.
 - iii. Share information on roles and accomplishments of neighborhood organizations to educate and build support for them.

Additional ideas to consider from public meeting: complimentary membership to neighborhood organization for first year, adopt a resident, new resident happy hour.

4. Build and maintain relationships with neighborhood partners. *LSRC, LPC Presidents*
 - a) Identify critical neighborhood partners, including prominent business owners and apartment building owners. *See the list of stakeholders in the public engagement plan for the strategic planning process as a starting point.*
 - b) Consider organizations and groups outside of Lafayette Square boundaries and how those relationships can be built.
 - c) Be aware of partner needs and opportunities for collaboration and involvement.

5. Actively seek to grow membership of neighborhood organizations. *LSRC, LPC, Arts Council*
 - a. Communicate clearly and often the importance of resident participation in these organizations as the primary seat of neighborhood decision making and resource allocation.
 - b. Consider membership campaigns to boost awareness and participation.

C. Support Neighborhood Communications and Events

The neighborhood currently uses multiple methods to communicate news and information including social media (@lafayettesquarestlouis, @lafayetteparkconservancy, and NextDoor), print publications (the Marquis and ParkNotes), Facebook (Lafayette Square page, Lafayette Park page) and websites (Lafayettesquare.org and lafayettepark.org). All should continue.

An evaluation of communications and a comprehensive communications plan is called for in Year 1 to respond to community concerns regarding availability of neighborhood information and a desire to make sure all audiences are being reached. The communications plan is an opportunity to consider not only how information is shared but what information and content is available.

The neighborhood supports many events including the Summer Concert Series (sponsored by the Arts Council), National Night Out, annual Halloween Party, LSRC After-Meeting Socials and more. Twice a year, the neighborhood hosts home tours that generate most of LSRC's revenue. All existing events are expected to continue, including bi-annual home tours. An evaluation in Year 1 and solicitation of event ideas respond to questions from the public about whether the event mix offers something for all residents and whether there could be new events that generate revenue for the neighborhood. The evaluation will also examine the cost/benefit of hosting home tours twice a year and whether there are

enough volunteers to continue that schedule in the future. Any new events are contingent on volunteers stepping forward to help.

Year 1

1. Develop a neighborhood communications plan and adjust communications strategy as needed. *LSRC VP for Community Affairs, LPC Publicity Committee*
 - a) Research how residents receive neighborhood information currently and how people prefer to communicate.
 - b) Develop a communications plan:
 - i. Identify all audiences that need to be reached; determine best ways to reach them, evaluating current and potential communication channels; determine key messages and information that needs to be shared; determine who will implement the communications plan; explore opportunities for LSRC to work with the LPC and Arts Council.
 - ii. Make sure to consider those who are members of neighborhood organizations and those who are not in communications planning.
 - c) Make recommendations in a Draft Communications Plan to leadership. Solicit feedback from the neighborhood on Draft Communications Plan.
 - d) Identify roles and responsibilities in executing the Plan.
 - i. *Recommendation to have a communication liaison to oversee implementation and others identified to draft content by channel (social media liaison, website liaison, etc.).*

Years 2-5

- a) Implement the Communications Plan.
 - b) Monitor and evaluate communications, adjusting as needed.
2. Review and rebuild the neighborhood's web presence to make it more organized and user friendly (communications plan needs to be completed first). *LSRC, VP for Community Affairs*

Year 1

- a) Hire a firm to complete the work (must be paid given amount of work required).
- b) Review current content/develop new content as needed. Determine organization and structure that is easy to use. Website homepage should reflect all neighborhood organizations – serving as a one-stop shop, with links to organization-specific pages or content.
- c) Have the draft site reviewed by neighborhood leaders or a small group of volunteers and invite suggestions.
- d) Develop a plan for website updates identifying who is responsible and whether continued funding is needed.

Years 2-5

- a) Update website as needed.
3. Bring people together through events and similar interests. *LSRC, VP for Community Affairs*

The neighborhood currently hosts a number of events that bring neighbors together, draw those from outside the neighborhood to Lafayette Square and in some cases, most notably the house tours, raise money for the neighborhood.

In addition, Lafayette Square is home to more than a dozen affinity groups of various kinds – Mom’s Club, Ladies Libation League, and Beer Brewers, to name a few. These groups came together organically, and they are separate from the neighborhood organizations but are an important part of the social fabric in Lafayette Square.

Year 1

- a) Evaluate existing events to determine what is working well and what isn’t. Make recommendations regarding improvements and share with the neighborhood for feedback.
 - i. Research satisfaction with event mix among residents. Consider whether the event mix offers something for all Lafayette Square residents.
 - ii. Evaluate cost/benefit of existing events, identify opportunities to supplement revenue.
 - iii. Make recommendations to neighborhood organization leadership in an Event Review Report and share with the neighborhood.

- b) Develop an RFQ process to solicit ideas for new events. Submissions will include detailed event plans including cost, volunteers required, estimated attendance, estimated revenue generated, knowledge of similar events held elsewhere, permits needed, etc.
 - i. Have the neighborhood vote on the top 3 ideas as identified by leadership.
 - ii. Execution of the event will be dependent on volunteers stepping forward to execute.

- c) Support and encourage current affinity groups and the development of others.
 - i. Inventory affinity groups and maintain contacts for each.
 - ii. Connect with them and learn how they can be supported by the neighborhood organization through low-cost measures like meeting space at the Park House, information sharing, recruitment of new members, etc.
 - iii. Publish information on affinity groups (with their permission) on LafayetteSquare.org and elsewhere.

GOAL 5: SUPPORT NEIGHBORHOOD LIVABILITY

As the growth of the neighborhood continues with the development of the northwest quadrant and the essential closure of the Jefferson-64 access for two years, a strain will be placed on the streets in the neighborhood for which planning is essential.

“In the future, I hope Lafayette Square is full of life and new residents; full of more shops and places to eat, and even more kid-friendly.” - Community Survey Participant

A. Traffic calming to keep pedestrians and drivers safe. *LSRC VP for Capital Improvements, LSRC VP for Community Affairs*

Year 1 and ongoing

1. Reconvene the LSRC Traffic Committee to monitor any proposed changes in neighborhood traffic patterns.
 - a. Share information on temporary traffic disruptions with the LSRC VP for Community Affairs so information can be shared with neighborhood residents and businesses.
 - b. Monitor construction projects near the neighborhood and advocate to minimize impact on the neighborhood.

Year 2

2. Prioritize improvements based on the traffic study: obtain costs for priority improvements through multiple vendors, document anticipated benefits, and incorporate into 5-year capital improvement plans for the neighborhood and (as applicable) Lafayette Park.

Year 3-5 *(pending completion of I-44 ramp construction, initial construction of the Chouteau Avenue Corridor Redevelopment Project, and a neighborhood decision on potential new funding sources)*

1. Consider consulting with a traffic engineer on traffic calming measures with emphasis on protecting pedestrian and bicycle movements. The evaluation should explore options such as increasing the number of crosswalks, slowing the speed of cars, better enforcement of running red lights, and funding options, and impact to the Gateway Cup bike race held in Lafayette Square annually (common traffic calming measures such as permanent installation of speed bumps or bump-outs would interfere with the race). *The City of St. Louis has an on-call contract with several engineering firms for consulting on traffic calming measures. Requests are made by aldermen to the Board of Public Services and could be paid through ward funds.*
2. Install improvements as funds allow.

B. Support the neighborhood's business district. *LSRC VP of Business Affairs, LSBA Leadership*

Year 1 (and ongoing)

1. Encourage residents to buy local.
2. Encourage businesses to seek sponsorships in exchange for promotion on neighborhood communications and event advertising.
3. Continue to seek input from businesses and make needs known to neighborhood leadership

Years 4-5 (if new funding is identified)

1. Market Lafayette Square as a destination.
2. Attract new businesses; keep current businesses.

THANK YOU

Completion of the draft plan was very much a team effort and there are many the project team would like to thank.

To the **Strategic Plan Advisory Committee**: thank you for many hours sharing information on your neighborhood, discussing and debating all aspects of the plan, and for showing up with such enthusiasm to community engagement events. And for at least looking like you were having a good time doing it all. We hope this Plan lives up to your expectations and inspires you for your next phase of community service.

Thanks to the **Lafayette Square Restoration Committee** for funding this effort and especially to Emily O'Brien and to Matt Negri, presidents of the Lafayette Square Restoration Committee over the course of plan development - you capably led the Advisory Committee and you were so generous with your time and insight into the neighborhood you love.

Thanks to the **Lafayette Park Conservancy**, particularly Wardwell Buckner, President, and Tom Dahms who served on the Advisory Committee and provided a vital link between the strategic planning effort and the Park Conservancy. The neighborhood is fortunate to have such passionate advocates for the Park. Both of you provided thoughtful guidance and productive ways to renew cooperation between neighborhood groups and the Plan is better for your contributions. Thanks to the **Arts Council of Lafayette Square**, specifically Donna Korando. Your candid assessment of current conditions and willingness to forge a common future are an asset to the neighborhood.

Thanks to Linda Weiner, who did much of the leg work needed to put this planning process into motion. Thank you Linda – your baby has arrived! I know you'll nurture it and encourage others to do the same. Thanks to Karishma Furtado – your willingness to be a voice for people of color and your counsel on how the neighborhood can live up to its desire to be more equitable will make your neighborhood more inclusive and welcoming to all. And thanks to Rachel Witt- your professional experience paired with your neighborhood perspective were so valuable to the Plan, particularly recommendations around funding.

Last but not most of all, to the **residents and business owners of Lafayette Square** – thank you so much for stopping to talk to us at our pop-ups, for sharing your ideas and letting us pet your dogs, for attending the community workshop, and for completing our survey. Your love of the neighborhood and hopes for the future have inspired neighborhood leaders to dig deep and respond to your needs as best they can. And they would love your help so please consider volunteering!

APPENDIX A

STRATEGIC PLAN IMPLEMENTATION COMMITTEE GUIDANCE

PROJECT EXPENSES				EVALUATE POTENTIAL REVENUES		
	What are our maintenance costs?	What are our capital improvement priorities? What do they cost?	What services do we need? What can we do ourselves? What can we contract or hire?	Could we raise money from new events to supplement home tour revenue?	What is the potential from corporate giving, estate giving, grants? What needs to be done to reach that potential?	If we pursued a taxing district, how should it be structured? How much should we tax? What about affordability for residents with lower incomes? How does it change existing organizations?
Year 1	Asset inventory, LPC and LSRC	Develop CIP Plan Process, LPC and LSRC	Seek a volunteer coordinator and develop a volunteer plan	Review current event mix; consider new ways to make money on current events	Seek guidance from professional fundraising firm and/or Missouri Main Street to assess fundraising potential and make a plan; include membership structure and costs	Continue to evaluate best methods; fine-tune revenue estimates and structure; make plans to provide assistance for lower/fixed income and estimate costs
	Estimate maintenance costs, LPC and LSRC	Estimate costs for high priority items from strategic planning process	Hire website design firm	RFQ for new events	(LPC) Fence campaign...monitor and see how it goes	Consider governance issues: what will the role of LSRC/LPC/Arts Council relative to taxing district (if chosen)
Year 2		Develop (separate) 5-year CIP Plans including cost estimates, LPC and LSRC; seek public comment on draft plans	Experiment with new volunteer plan, ad-hoc hiring to support key tasks	Try new events (as volunteers allow)	Implement Fundraising Plan (consider hiring outside help on a limited basis)	If interest remains: develop 2-3 funding packages: expenses + revenue; seek public input
Year 3	Monitor and adjust mainenance plans	Update capital improvement plans as needed	Evaluate unmet staffing needs and how they can be met	Evaluate cost/benefit of new events	Evaluate progress of fundraising plan	If a taxing district, draft petition and seek approval

Appendix B

Neighborhood & Park Infrastructure

Lafayette Square Restoration Committee

- ① Park House
- ② Pocket Park
- ③ Plaza & Fountain (Front of SqWires Restaurant)
- ④ Community Garden
- ⑤ Parking Lot (18th St & Chouteau Ave)
- ⑥ Medians
- ⑦ Entrance Features
- ⑧ Police Sub-Station
- ⑨ Historic Street Signage
- ⌈⌋ Truman Fence

Lafayette Park Conservancy

- ① Boat House (Kern Pavilion)
- ② Revolutionary War Guns
- ③ Washington Monument
- ④ 1876 Music Stand
- ⑤ Gates
- ⑥ Bandstand
- ⑦ Playground
- ⑧ Benton Statue
- ⑨ Grotto Bridge & Pathways
- ⌈⌋ Park Fence

The Role of the City

The City of St. Louis provides basic services such as mowing grass in Lafayette Park and neighborhood trash pick-up, but has very limited funds for capital improvements.

6th and 7th Ward Aldermen have contributed ward funds to some infrastructure projects.



APPENDIX C

Summary of Community Feedback, Draft Strategic Plan

Shockey Consulting thanks the Strategic Plan Advisory Committee, who was fully responsible this outreach effort, for providing their data to include in this report.

Feedback Period

- Open call for feedback in Marquis and on [Nextdoor](#) for 6 months
- Park-based pulse survey up for 1 month
 - 65 neighbors took some or all of the feedback survey
 - ~20-25 respondents to each question



Most Important Plan Goal

- Supporting neighborhood livability (72.7%)
- Bringing people together (13.6%)
- Improving safety (4.5%)
- Encouraging historic preservation (4.5%)
- Strengthening neighborhood orgs (4.5%)

Hire Out Fundraising or Volunteer Support?

- Fundraising (78.9%)
- Volunteer Management (21.1%)

Update the LRSC Name?

- Don't feel strongly (54.5%)
- Yes (36.4%)
- No (9.1%)

Have You Ever Felt Unwelcome?

- No (61.5%)
- Yes (38.5%)

How Should We Meet Neighborhood Needs?

- Explore taxing options (38.1%)
- Other [monetize the park; seek sponsorships for fundraising events; not taxing options; explore fundraising options with professional assistance; some of all of the above] (23.8%)
- More Fundraisers (23.8%)
- Increase volunteerism (9.5%)
- I don't have an opinion (4.8%)

What Defines the Neighborhood?

- Community (52.4%)
- Vitality + Tranquility (23.8%)
- Inclusivity (14.3%)
- Preservation (9.5%)

How Do You Want to Stay Involved?

- Volunteer on Implementation Committee (5 people)
- Attend launch event (15)
- Attend monthly meeting (13)
- Volunteer elsewhere (12)

*I have seen the park used and loved more, by more people than ever during the pandemic! I now appreciate the, as yet untapped potential, that Lafayette Square Park has to continue to develop as a **unique oasis and sanctuary for the human spirit!** Let's all work together to cultivate the dream!*

*I am considering moving to the area if possible, in the future, so I have a **vested interest in the park being maintained and open.***

*Being outside has made the covid experience manageable. Being in Lafayette Square Park makes me happy. I am new to St. Louis, new to Missouri; moved here at the beginning of the lock down. **This place has been a refuge for me, mentally.***

*Every day I look out my window and see what a resource and **refuge this park has been for so many different people***

*Seeing neighbors on daily walks, watching the new crop of ducks and geese grow up, **visiting our wonderful small businesses** like Four Muddy Paws, Sqwires and 33 Wine Shop.*

*The **feeling of community**, our beautiful park for walking, **neighbors who say hi from a distance.***

*The other day I heard a group of musicians playing chamber music in the park on a golden autumn afternoon. Never seen this in over a decade. **We are only just beginning to tap the possibilities** we have for building community, humanity and civility with this park!*

WHAT HAS COVID MADE YOU APPRECIATE ABOUT LAFAYETTE SQUARE?