



The Page Avenue Great Streets Initiative consisted of a visioning process, which included numerous outreach and engagement efforts conducted by the consultant team in the hopes to reach as many members of the Community as possible. The purpose of this open and transparent process was for the consultant team to work with the steering committee, residents, business owners, community leaders, and elected officials in order to develop a consensus vision for the Project Area on Page Avenue. Described in further detail herein this section, this process consisted of stakeholder interviews, regular committee meetings, an online survey, a community walk audit, on-site exhibits of the project, and open public meetings. Throughout this visioning process, community members were given the opportunity to provide input through direct conversation, facilitated discussion, and keypad polling exercises. The following pages are a summary of this process and all of the engagement efforts.



PHOTOGRAPH FROM THE FIRST PUBLIC MEETING

SCOPE OF WORK FOR THE PLANNING PROCESS

The planning process for the Page Avenue Great Streets Initiative began in January of 2013, and was concluded at the end of June 2013. The intense six (6) month planning and engagement process involved a vast effort on behalf of many individuals with the East-West Gateway Council of Governments, Beyond Housing, and the consultant team. Furthermore, all of the members of the Project Steering Committee gave an immense amount of personal time in order to assist the team with guidance throughout the planning process, and to this end, the consultant team owes them a great deal of thanks.

“We need an all inclusive plan!”

-Resident, Attendee of Community Meeting

In summary, the planning process consisted of five (5) key tasks which were structured around a series of meetings with the Project Steering Committee and the public. The intention of this process structure was to allow for a reiterative process, in which multiple entities were participating in the evolution of the plan. In a simple example of this, the consultant team was able to meet with the Project Steering Committee to show the attendees the “plan options” prior to the public meeting, which would allow the consultant team to make informed modifications and updates necessary to ensure that the final “plan options” were moving in the right direction.

Another notable aspect of the planning process for the Page Avenue Great Streets Initiative was driven by the Project Sponsor. At the same time as this planning process was underway, Beyond Housing was conducting two (2) alternate planning processes as part of the “Pagedale Determined” process. These included a Transit-Oriented Development Plan for the Rock Road Metrolink Station and a Healthy Corridor Project for Ferguson Avenue. Within the aggregate of these three processes, there was a great deal of synergy around the St. Vincent Greenway, and thus lots of opportunity for Page Avenue to assume a major role in the future of that project.

Further building the strength of this reiterative planning process, the consultant conducted an immense amount of outreach for the project, which is described later in this section. Much of this outreach work was founded on the existing social network which was established over the last thirteen years by the Project Sponsor. With that network already in place, the consultant team was able to utilize Beyond Housing's database of neighborhood residents, local business owners, and municipal leadership to maximize the outreach efforts and increase the transparency and inclusiveness of the planning process.

With this in mind, the East-West Gateway Council of Governments and Beyond Housing charged the consultant team to develop a vision for Page Avenue which would address issues, explore ideas, and achieve goals of the committee, stakeholders, and community members. This vision was to be rooted in the needs and desires of the Pagedale Community, guided by the leadership of the committee and forged in the aspirational principles of the Great Streets Initiative.

Furthermore, this process was structured to provide the community & committee with a series of alternate futures for the Page Avenue corridor, in order to facilitate discussions and assist in decision making. This aspect of the scope of work allowed the consultant team to investigate multiple aspects of the community's desires simultaneously, while honing in on the appropriate project direction.

In order to address this charge, the consultant team was contracted to complete the five basic tasks of the scope of work. These tasks included (1) the necessary management and administrative tasks, (2) the engagement & collaborative tasks, (3) the assessments & reviews of the existing on-the-ground conditions tasks including traffic, utilities, and character, (4) the analysis of the market & land use tasks, and (5) the project development tasks necessary to complete the work. These five tasks are briefly described here for the purposes of project record:

NOTE: Further information on the schedule of the community engagement & collaboration tasks of work, as well as a detailed summary of discussions and feedback provided by the various participants of those meetings, is described later in this section.

SCOPE OF WORK

TASK 1.0 PROJECT KICK-OFF / MANAGEMENT / ADMINISTRATION

This task entailed all of the daily management and administrative tasks necessary to complete the project including: Kick-Off Meeting; Base-line Data & Background Information; Creation of Project Basemaps; Review of all of the work-to-date; Council Review Work-Sessions; and routine Project Administrative tasks.

TASK 2.0 COMMUNITY ENGAGEMENT & COLLABORATION

This task entailed all of the community events and coordination between the project team and the various constituents of the planning process, including: Project Steering Committee Meetings; the Online Survey; Stakeholder Interviews; the Community Walk & Mobility Audit; the Community Design Charrettes; the On-Site Exhibits; Ongoing Stakeholder Engagement; and Capacity Building.

TASK 3.0 EXAMINATION / ANALYSIS OF EXISTING CONDITIONS

This task entailed all of the reviews and assessments of the built environment and traffic conditions of Page Avenue, including: On-Site Right-of-Way Survey; Context Analysis; History & Community Character; Utilities & Infrastructure; Roadway & Traffic Capacity Analysis; and the Urban Design Analysis.

TASK 4.0 MARKET / LAND USE ANALYSIS

This task entailed all of the real estate and market studies for the project area and the surrounding community including: a Corridor Real Estate Market Study; a Corridor Market Strategy; Corridor Development Feasibility Analysis; and an Enhancement Strategy for the broader neighborhood.

TASK 5.0 DETAILED PLAN

This task entailed all of the project development tasks, including: Community Vision & Project Goals; Plan Options; the Preferred Plan; the Detailed Street Plan; Implementation Phasing & Strategy; Opinion of Probable Costs; and the Draft and Final Plan Documents.



PHOTOGRAPH FROM THE COMMUNITY WALK & MOBILITY AUDIT

98% of the attendees said that they enjoyed the public meetings as part of this planning process.

-Keypad Polling Results

SCHEDULE OF EVENTS FOR THE PLANNING PROCESS

As critical to the planning process, the community engagement & collaboration tasks formed the backbone of the project schedule. The following schedule of events applied to these tasks:

Project Kick-Off Meeting

Tuesday, Jan 22, 2013 (10:30 AM)

Initial Stakeholder Interviews

Thursday, Feb 21, 2013 – Monday, Feb 25, 2013

Project Steering Committee Meeting #1

Tuesday, Feb 27, 2013 (5:30 PM)

Launch Online Survey

Launched Wednesday, Mar 6, 2013

Community Walk & Mobility Audit

Saturday, Mar 2, 2013 (9:00 am)

Project Steering Committee Meeting #2

Tuesday, Mar 26, 2013 (5:30 pm)

Great Streets Community Design Charrette

Tuesday, Apr 9, 2013 (5:30 pm)

On-Site Exhibit of Project Materials & Surveys

Saturday, Apr 13, 2013 (11:00 am)

On-Site Exhibit of Project Materials & Surveys

Saturday, Apr 27, 2013 (11:00 am)

Close Online Survey

Monday, Apr 29, 2013

Follow-Up Stakeholder Interviews

Monday, Apr 29, 2013 - Thursday, May 2, 2013

Project Steering Committee Meeting #3

Tuesday, Apr 30, 2013 (5:30 pm)

Great Streets Community Design Charrette

Thursday, May 8, 2013 (5:30 pm)

Capacity Building Workshop

Thursday, Jun 13, 2013 (9:00 am)

Final Report

Friday, June 28, 2013



PHOTOGRAPH FROM THE SECOND COMMITTEE MEETING

OVERVIEW OF THE COMMUNITY ENGAGEMENT PROCESS

Between January and May of 2013, the Page Avenue Great Streets project team implemented a public engagement program designed to elicit meaningful stakeholder and community involvement in the Great Streets planning process. Team members used a variety of outreach, communications and engagement tactics to facilitate constructive exchanges of information and ideas between the public and the project's decision makers. Community residents and stakeholders were given multiple opportunities to provide their input into the planning process and to share their project interests, concerns, and aspirations. A summary of the engagement program's objectives, activities, and outcomes is presented here:

Adherence to Title VI of the Civil Rights Act of 1964

In accordance with the East-West Gateway Council of Government's public engagement policies, the Great Streets team complied with all federal and state laws, regulations, orders, and directives regarding non-discrimination in federally assisted programs. Public outreach, marketing, and involvement efforts, including the development of promotional materials and the hosting of public events, were conducted in accordance with Title VI of the Civil Rights Act of

1964. The project team worked closely with East-West Gateway throughout the planning process to make sure that environmental justice requirements concerning minority and low-income persons were adequately and appropriately addressed.

Among the specific actions that were to ensure Title VI compliance were statements on all public meeting notices regarding the Act and the availability of special accommodations for the public if needed. Also, as part of the outreach process, the team reviewed demographic data from the 2010 U.S. Census to identify minority populations that may have needed special targeting. Though they did not find any that met the 5% population threshold in Pagedale's mostly African American community, they mailed public meeting notices to all who lived or operated a business within a half-mile of the design corridor. In this way, they worked to ensure that everyone had access to project information and involvement opportunities. They also placed door hanger announcements of the public meetings at each residence and business within a quarter-mile of the design corridor. Lastly, Title VI brochures explaining citizens' rights and protections were distributed to all attendees of the public meetings.

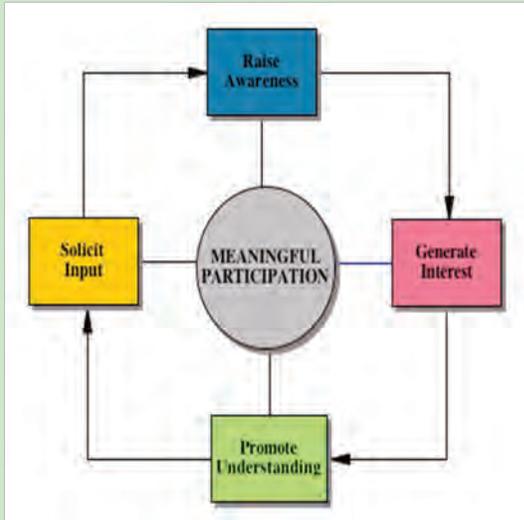


DIAGRAM OF COMMUNITY ENGAGEMENT STRATEGY

Goals & Objectives of the Engagement Process

The central aim of the public engagement program was to obtain meaningful participation in the planning process by Pagedale stakeholders and constituents. Accomplishing this required that stakeholders and the public have an appreciation of planning parameters as well as an understanding of major project decisions and their implications. More specifically, meaningful participation was most likely to occur when the involvement program increased project awareness among stakeholders and the public; stimulated people’s interest in plan activities and findings; deepened comprehension of the plan and its eventual outcomes; and solicited constructive public input. These objectives are described in greater detail on the following pages.

Raising Awareness

Expanding the community’s awareness of Pagedale’s improvement efforts required the project team to provide clear, accurate, and easily attainable information on the plan’s purpose, activities, and desired outcomes. To achieve this, the project team: 1) worked closely with Beyond Housing and East-West Gateway to deliver reliable, timely project information to the public and area stakeholders; 2) held regular planning and coordination meetings, ensuring the accuracy of information communiqués; and 3) partnered with area businesses and institutions to disseminate project information and maximize the project’s community exposure.

Generating Interest

While public information and awareness activities broadened the community’s knowledge of the project, they did not, by themselves, guarantee the public’s interest in the planning process. Getting people to care about the project meant first helping them to understand how it would impact their quality of life. By focusing on the outcomes that mattered most to people like economic growth, improved street and sidewalk conditions, new retail and housing, better transit access, community beautification, and more green space, the team shaped a project identity that helped to firmly establish the project’s relevance.

When asked “Which of the following best describes you?” community survey respondents said...

71.1% *said they live very close to Page Avenue*

18.1% *said they were just passing through Page Avenue*

9.0% *said they work on Page Avenue*

5.4% *said they own a business on Page Avenue*

4.8% *said they do not live near Page Avenue*



PHOTOGRAPH FROM THE COMMUNITY WALK & MOBILITY AUDIT



PHOTOGRAPH FROM THE PROJECT KICK-OFF MEETING

Promoting Understanding

Once Pagedale constituents were interested in the project, the team intensified its explanation of project issues as well as deepened its understanding of stakeholders' values, needs and priorities. Through stakeholder and committee meetings and community charrettes, the team facilitated learning and sharing around key plan components, including assessments of the public realm; traffic and parking conditions and capacity; utility conditions and feasibility; land use; pedestrian circulation / community mobility; and bus and bike routes.

Soliciting Input

The project team's work to educate the community about the Great Streets planning initiative prepared the public to give meaningful input into the planning process. Informed stakeholders, including civic and business interests, elected officials, educational and faith based leaders, and neighborhood residents, provided project feedback that was helpful and insightful. Through stakeholder and committee meetings, community charrettes, an online and paper survey, public comment forms, email messaging, and other touch points, the team received valuable information from the community.

When asked

"How would you describe your race?"
Community survey respondents said...

86.0% said they were
Black | African American

6.7% said they were
White

2.8% said they were
American Indian or Alaskan Native

0.6% said they were
Asian

3.9% declined to answer

Stakeholder Involvement:

- Stakeholder Interviews & Follow-Up Interviews
- Three Project Steering Committee Meetings
- Community Walk & Mobility Audit

Public Involvement:

- March – May Online & Paper Public Survey
- April Community Charrette / Workshop
- May Community Charrette / Workshop
- On-Site Exhibits of Project Materials & Surveys

GOAL:

Meaningful Public & Stakeholder Involvement

Technical Review & Capacity Building:

- Technical Review Meetings
- Capacity Building Workshop

Community Outreach:

- Direct Mail & Door Hangers
- Street Teams
- Flyer & Poster Dissemination
- Project Webpage
- Telephone Calls
- E-Blasts

DIAGRAM OF THE FOCUS AREAS FOR COMMUNITY ENGAGEMENT

SUMMARY OF THE ENGAGEMENT APPROACH & PROCESS

To advance its public engagement goals and objectives, the project team developed a four-part engagement approach that consisted of stakeholder involvement, public involvement, technical review and capacity building, and community outreach. Though distinct in terms of their target audience or means of connection, these engagement focus areas were not only inter-related, they were also simultaneously executed to promote a high level of community awareness and participation. For each, a series of activities was undertaken to facilitate the success of the public engagement program. These activities, and the engagement focus areas they support, are shown above.

Viewed in its totality, the public engagement program was designed to provide community stakeholders and residents with multiple points of entry into the planning process. In this way, the project team was able to assure accessibility, which helped to maintain open lines of communication with the public and maximize project participation.

COMMUNITY ENGAGEMENT FINDINGS: A PLAN TO GET STARTED

Before conducting any outreach, engagement, or communications activities, the project team developed a Public Engagement Plan (which is included as the appendices of this report) that explained the logic and methods of the community engagement program. This document presented the range of activities the project team planned to undertake to engage stakeholders and affected publics in the design process and decision-making.

This plan also outlined the goals and objectives of the involvement process; identified key stakeholder groups; and clarified the specific communication strategies, meeting schedules, and expected outcomes of the engagement process. In February (of 2013), East-West Gateway and Beyond Housing approved the plan, and the project team began to execute its core components in alignment with the broader design process. Shown on the following pages, the Stakeholder and Public Involvement Plan included stakeholder involvement activities, public involvement activities, technical review & capacity building activities, and community outreach activities:

STAKEHOLDER INVOLVEMENT ACTIVITIES

Stakeholder Interviews & Follow-Up Interviews

Beyond Housing developed a list of stakeholders for the project team to interview in individual and small group settings. The first round of these confidential meetings was held from February 21, 2013, to February 24, 2013. During this time frame, the team conducted 11 interviews with 21 individuals, including local business owners, property owners, residents, elected officials, and non-profit leaders. These one-hour interviews gave team members the opportunity to learn about important community issues and to gather ideas that would assist in plan development. The second round of stakeholder follow-up interviews was held from April 29, 2013, to May 2, 2013. As with the first round, these meetings were confidential and helped the project team to focus on the most critical issues and ideas for the community. Members of the Project Steering Committee took the insights that emerged from these meetings and prioritized them, which helped the project team to assess its planned improvements. The tables below provide a brief review of stakeholders' and Committee members' top priorities. A summary list of consensus issues and ideas is shown in the appendix of this report.

Project Steering Committee Meetings

In addition to conducting stakeholder interviews, the project team facilitated three (3) Project Steering Committee meetings. Beyond Housing established the 16-person Committee so that team members could engage community stakeholders throughout the planning process. The team held 90-minute planning and update sessions with Committee members between February and May of 2013. Because of the depth and breadth of the content covered during these meetings, no synopsis has been provided in this document. A full summary of each meeting is, however, presented in the appendix of this report.



PHOTOGRAPH FROM A STAKEHOLDER INTERVIEW

When asked "In what age range do you belong" community survey respondents said...

5.9% said they were 21 and under

18.9% said they were 22 to 34

17.3% said they were 35 to 44

17.8% said they were 45 to 54

18.4% said they were 55 to 64

20.5% said they were 65 and over

1.1% declined to answer



PHOTOGRAPH OF INFORMATIONAL SIGNAGE CONSTRUCTED BY BEYOND HOUS-

Community Walk & Mobility Audit

On March 2, 2013, the project team performed a community walk and mobility audit that involved nearly 20 area stakeholders and residents in identifying mobility challenges and opportunities along Page Avenue. In general, the audit involved an introduction to the Great Streets concept, a walk along Page Avenue, and a debrief session following the walk. At the conclusion of the Community Walk, participants reconvened at Beyond Housing’s offices to discuss their findings and concerns regarding the existing conditions of the corridor. They also suggested improvements that would enhance the walking and biking experience along Page Avenue. Findings from this activity assisted team members, decision makers, and stakeholders in determining ways to improve walking and bicycling conditions along Page. The project team compiled the audit results into a summary document which is included in the appendix of this report.

PUBLIC INVOLVEMENT ACTIVITIES

Online & Paper Survey

Between March and May of 2013, the project team administered 198 community surveys electronically and in person. The purpose of the survey was to obtain community input on Page Avenue’s strengths, challenges, and needed improvements within the project’s target area. The survey, which used mostly Likert-scaled and multiple-choice questions, also gave respondents an opportunity to share their redevelopment aspirations for the community at-large, including their desires for expanded retail and housing options, greater access to transit, and street and sidewalk improvements. To maximize participation, the survey was advertised through door hangers, direct mail, the project’s web page, and general word-of-mouth. A full report of the survey’s findings are included as an appendix in this report.

Community Design Charrettes

Two times during the planning process, the project team presented its work to the Pagedale Community and public-at-large via interactive workshops or community design charrettes. These workshops consisted of a public presentation followed by facilitated small group discussions that elicited community feedback, helped build consensus, and advanced the corridor’s design. Following each charrette, the project team summarized the public’s comments in reports that were shared with the project sponsor and Steering Committee. These reports are included as appendices to this report.

On-Site Exhibits of Project Materials & Surveys

On the Saturdays following the first community charette, the project team displayed boards and information from the events at the Save-A-Lot. These staffed exhibits helped to generate public interest in the planning process and provided opportunities for soliciting additional feedback. While on site, team members discussed the project with community members, conducted in-person surveys, and responded to public comments and questions. An additional on-site exhibit to update community members will be conducted in July when the project is completed.

TECHNICAL REVIEW & CAPACITY BUILDING ACTIVITIES

To help ensure a smooth transition from Great Streets planning to project implementation, the Page Avenue team engaged municipal officials, utility representatives, and state agency staff in its planning efforts both early in the process and at critical decision-making points. Meetings with the City of Pagedale, the Missouri Department of Transportation (MoDOT), and others were conducted along with the team's various stakeholder involvement activities. Additionally, the team scheduled a capacity building workshop at the project's end for representatives of the above-mentioned organizations as well as other stakeholders charged with plan implementation.

Technical Review Meetings

Throughout the planning process, the project team coordinated technical reviews of its corridor findings with key stakeholders, including the City of Pagedale, MoDOT, the Metropolitan St. Louis Sewer District (MSD), and Metro. Since Page Avenue is a MoDOT Supplemental Route (Missouri Route D), team members worked to ensure that all traffic analyses and proposed plans conformed to MoDOT processes and were approved by the agency. Additionally, the project team engaged the City of Pagedale, MSD, and Metro to confirm key technical constraints as well as identify specific planning opportunities.

Capacity Building Workshop

In June, at the end of the planning process, the project team met with the plan's sponsors – Beyond Housing and East-West Gateway – as well as other critical stakeholders to transition to Great Streets' implementation phase. During this meeting, team members: 1) reviewed potential phasing, funding and bundling of the identified work; 2) disclosed cost estimates; and 3) discussed the critical linkages between work segments and project phasing. A key outcome from this meeting was the agreement between parties regarding the geographic location and scope of work for the Page Avenue Streetscape Phase II Improvements slated within the St. Louis Transportation Improvement Program for fiscal years 2014 through 2017. This coordination was important to ensure the strategic allocation of funds.



PHOTOGRAPH FROM THE THIRD PROJECT STEERING COMMITTEE MEETING

When asked “Which of the following describes your household income?” community survey respondents said...

35.7% said 0\$ to \$24,999

27.5% said \$25,000 to \$49,000

12.6% said \$50,000 to \$74,000

4.4% said \$75,000 to \$99,000

3.8% said \$100,000 or more

15.9% declined to answer

Outreach Tactics	Reach / Distribution
Direct Mail	(1) For April charrette, mail announcements sent to every household and business within a ½ mile radius of the target area (2) For May charrette, mail announcements sent to April meeting attendees and stakeholders in Beyond Housing's database (3) Total of 1,525 charrette postcards mailed to area residents and stakeholders
Door Hangers	(1) For April and May charrettes, door hanger announcements placed at every household and business within a ¼ mile radius of the target area by paid street teams (2) Total of 1,600 door hangers distributed at roughly 800 locations
Targeted Canvassing	(1) For April charrette, street teams canvassed high foot traffic destinations along Page, including Save-A-Lot, Rosie Shields Senior Center and Prince Beauty Supply
Telephone Outreach	(1) Four rounds of phone calls / attendance appeals made to Beyond Housing's database of nearly 100 community members and leaders (2) Total of 380 live calls made to community members
Posters & Flyers	(1) Flyers and posters disseminated to 14 major businesses and institutions along Page Avenue in the project area, including places like Cross BBQ, Prince Beauty Supply, A&N Auto Sales, Miami Grill, Popeye's and Family Dollar (2) Total of 500 flyers and 50 posters distributed
Web-Based Outreach	(1) Meeting announcements for the April and May charrettes placed on the Great Streets page of Beyond Housing's website
E-Blasts	(1) Email announcements for the May meeting sent to April meeting attendees and stakeholders in Beyond Housing's database

COMPREHENSIVE LIST OF OUTREACH ACTIVITIES & DISTRIBUTION

COMMUNITY OUTREACH ACTIVITIES

The project team's community outreach activities were largely undertaken to drive stakeholder and public participation in the April and May community charrettes. Working together, team members and Beyond Housing staff conducted a variety of communications and outreach tactics preceding both public meetings. A comprehensive summary of the results of these activities can be found in the Public Engagement Summary Report, which is included in the appendices of this report.

These activities included direct mailers, door hangers, targeted canvassing, telephone outreach, posters and flyers, web-based outreach, and e-blasts. A brief summary of outreach efforts is provided in the table on this page.

In addition to these activities, the project sponsor (Beyond Housing) also send out emails to over 1500 individuals on the 24:1 and Pagedale Determined call lists; as well as, constructed a road sign along Page Avenue to draw attention to the project and planning process.

CONCLUSIONS REGARDING THE COMMUNITY OUTREACH EFFORTS

In the six-month Great Streets planning period, the Page Avenue project team designed and executed a robust public engagement program that generated meaningful stakeholder and community involvement in the planning process. With assistance from Beyond Housing's staff members and supportive community stakeholders, team members involved hundreds of people in planning the future of Pagedale. Taken together, participants' collective efforts have greatly contributed to the emergence of a stronger, more vibrant community.

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