A Place for All People

/// St. Louis Park
MINNESOTA

Experience VISION 3.0 in the Park

CONTENTS

AN OPEN LETTER TO THE ST. LOUIS PARK CITY COUNCIL,

October 2017

DEAR COUNCIL MEMBERS,

When we started Vision 3.0 earlier this spring, your challenge to us was clear: to engage residents who may not typically participate in a project like this, *to make sure every voice was heard.*

We are pleased to present you with the Vision 3.0 results – insights generated from 4,602 comments from over 800 residents about how people feel about St. Louis Park and what their hopes are for the future. As you'll read in the coming pages, they represent a broad cross-section of ages, life stages, ethnicities, and opinions.

In August, you asked what we learned from Vision 3.0 that can be used to improve inclusivity in future community engagements. The Vision 3.0 Steering Committee and my team agree that the following initiatives made a difference in reaching a broad cross section of St. Louis Park residents:

Neighbors asking neighbors – The most diverse, in-depth, and informative conversations came from the over 30 neighborhood meetings that took place during Vision 3.0. Candor emerges from trust. And trust exists between neighbors.

Go where people gather – The city staff and steering committee took chalkboards to places where people gathered – libraries, festivals, grocery stores, etc. The boards displayed a simple question, "What's your 1 wish for St. Louis Park's future?" and passersby were encouraged to write their ideas. Although this was a low impact form of engagement, i.e. it didn't require a lot of time or extensive conversations, it showed the city's willingness to go to places where residents gather, widening the input for a process like Vision 3.0.

Direct, specific outreach – To reach very specific populations, i.e. renters, people working multiple jobs, etc., we had to find people who could and would help us, and then make it easy for them to say "Yes". This was dogged work, but increased input from populations that may have otherwise been left out.

And now a few closing thoughts as Vision 3.0 is passed on to you:

Hardware _and_ software – Cities are sustainable when their "hardware" (physical assets like the buildings, parks, and paths) and its "software" (residents' emotional and social connections) work together. Looking back on the previous two visioning initiatives in St. Louis Park, Vision 1.0 reflected the community's desire for "hardware" – a city center or "downtown" type of mixed-use development where people could gather, and then Vision 2.0 reflected residents' desire for infrastructure to connect those physical places. Now, in Vision 3.0, residents emphasize the community's "software", brainstorming ways that they can be more engaged with and connected to each other. This is a healthy progression and also part of St. Louis Park's history, of being open and inclusive to all.

Increasing costs and complexity – The Steering Committee and my team foresee futures where federal government investment in basic services (education, elder care, health and social issues) will continue to decrease, leaving states and cities with the difficult of job of addressing more complex and diverse issues with less funding. One example: Americans are living longer, which is expected to increase demands on cities with aging populations, like St. Louis Park. Forward-looking cities will have to anticipate how they will address these trends. We expect that resilient cities will create more partnerships, feature more cross-sector collaboration, and work less in silos.

Overall, we feel that St. Louis Park has clearly demonstrated – through Vision 1.0, 2.0, and now 3.0 – that it is open to residents' input, and their input is put to good use.

Thank you for the opportunity to assist with this important project.

Rebecca Ryan   Lisa Loniello   Stephanie Ricketts

NEXT Generation Consulting, Inc.

Madison, WI

A VISION FOR ALL

Every ten years or so, the city of St. Louis Park launches an ambitious grassroots effort to ask residents about their hopes and dreams for the future of St. Louis Park. The city's intention is to create a place so special that people want to make it their lifelong home.

> You can read more about Visions 1.0 and 2.0 and their successes in "The History of Visioning in St. Louis Park" on pages 42–44.

In 2017, the City Council launched its third effort, Vision 3.0, with a special challenge – *to hear from those who may not normally engage with the city – specifically people of color.* Vision 3.0 staff, volunteers and consultants gathered 4,602 responses through a variety of methods as shown in the figure below.

ONE WISH CHALKBOARDS
374

NEXTDOOR WEEKLY QUESTION
313

ONLINE SURVEY
1,209

NEIGHBORHOOD MEETINGS
2,052

FACEBOOK LIVE TOWN HALL MEETINGS
231

TOWN HALL MEETINGS AT CITY HALL
299

FACEBOOK WEEKLY QUESTION
56

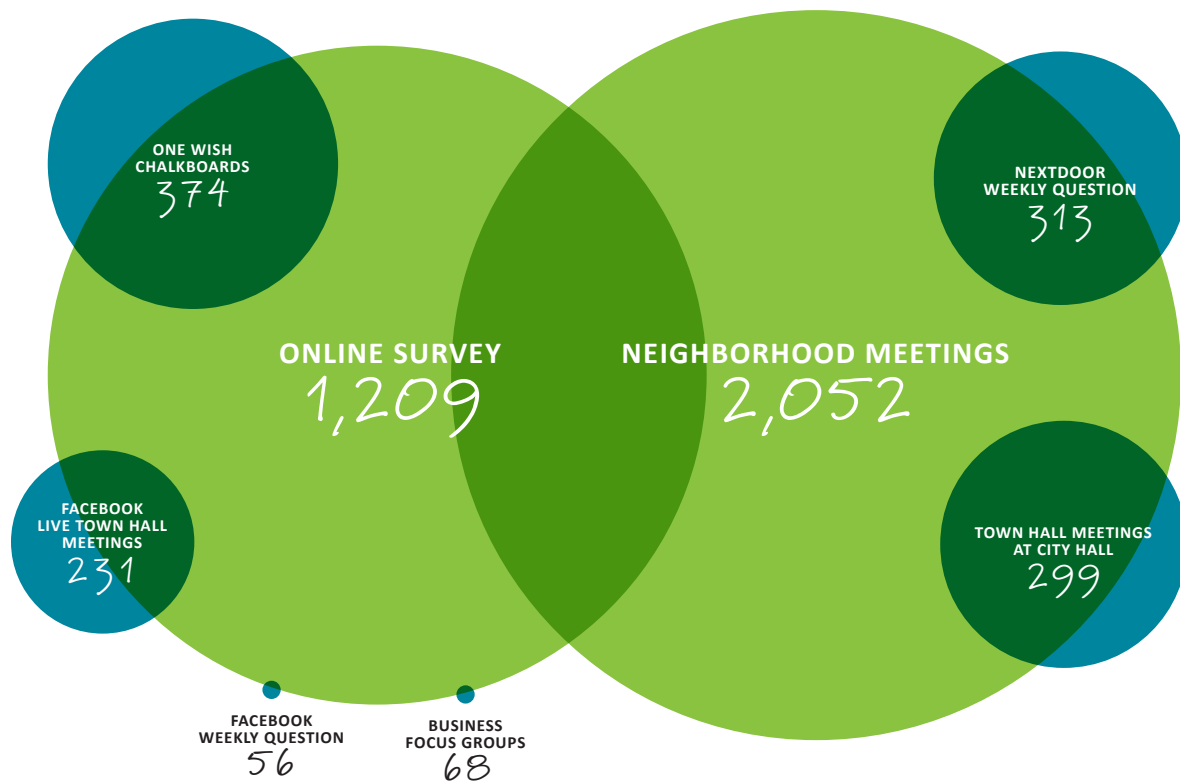**BUSINESS FOCUS GROUPS**
68

FIGURE 1: VISION 3.0 ENGAGEMENT MEASURED BY RESPONSES PER METHOD

PARTICIPANTS' DIVERSITY

Residents contributed ideas through a variety of channels, but Neighborhood Meetings –facilitated by community volunteers – generated the largest number of responses (2,052) and the highest levels of diversity among participants (32.26%) as Table 1 below shows.

Table 1: Residents' Reported Race at Neighborhood Meetings Compared to St. Louis Park's Overall Population		
Race	**Vision 3.0 Participants**	**St. Louis Park Census[1]**
White or Caucasian	67.74%	83.3%
Black or African American	15.05%	7.5%
Hispanic or Latino	7.80%	4.3%
Two or more races	3.76%	3.1%
Asian	3.23%	3.8%
Other Race	1.34%	N/A
American Indian or Alaska Native	0.81%	0.5%
Native Hawaiian or Other Pacific Islander	0.27%	0.1%

Table 1 also demonstrates an undersampling of White or Caucasians compared to census data and an oversampling of Black or African Americans and Hispanic or Latinos. There was a modest oversampling of those of two or more races, American Indian or Alaska Natives and Native Hawaiian or Other Pacific Islander.

1   July 2016 census data retrieved from https://www.census.gov/quickfacts/fact/table/stlouisparkcityminnesota,US/PST045216

Vision 3.0 reached across the age spectrum and achieved relatively balanced participation among all age cohorts as Figure 2 shows[2].

No Age Given

9.2%
75 years and over

12.3%
65-74 years

19.9%
55-64 years

14.1%
45-54 years

13.9%
12-17 years

3.9%
18-24 years

12.0%
25-34 years
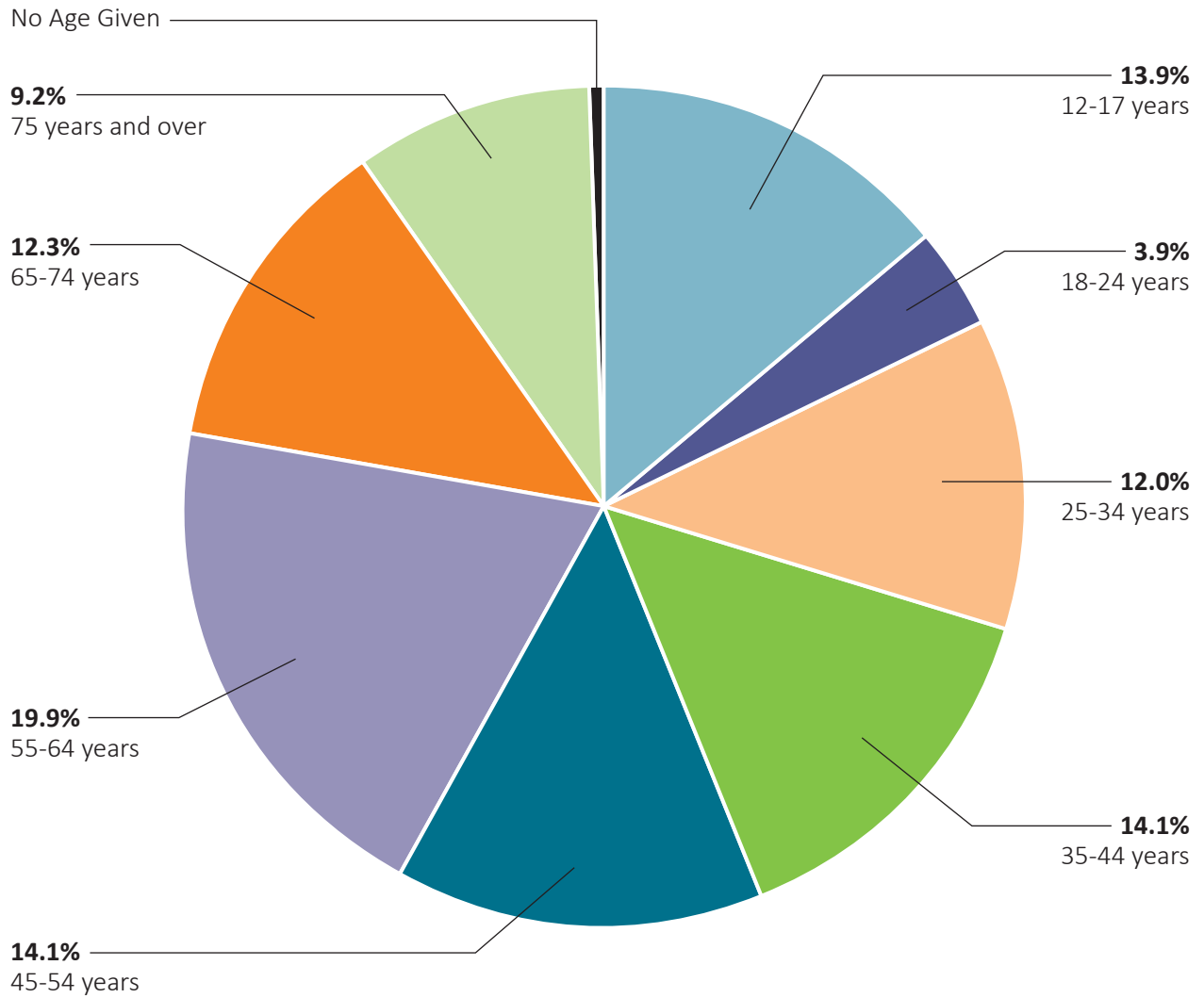
14.1%
35-44 years

FIGURE 2: PARTICIPATION IN NEIGHBORHOOD MEETINGS BY AGE

2   Demographic cards were optional and were completed by nearly half of all Vision 3.0 participants.

Although there was balanced participation among most age brackets, compared to 2010 census data there was over-representation among those aged 45-64 and those over age 65, as Table 2 below shows.

Table 2: Residents' Reported Age at Neighborhood Meetings Compared to St. Louis Park's Overall Population		
Age	**Vision 3.0 Participants**	**St. Louis Park Census[3]**
Under 18 years	13.9%	18.8%
18-24 years	3.9%	8.7%
25-44	26.1%	37.7%
45-64	34.0%	20.2%
65 years +	21.5%	14.7%

Table 3 shows a slight oversampling of women and undersampling of men compared to 2010 census results.

Table 3: Residents' Reported Gender at Neighborhood Meetings Compared to St. Louis Park's Overall Population		
Gender	**Vision 3.0 Participants**	**St. Louis Park Census[3]**
Female	56.56%	52.2%
Male	36.61%	47.8%
Other	1.09%	N/A
None indicated	5.74%	N/A

3   2010 Census data is the most up to date information that can be collected on the age of St. Louis Park Residents.
Available at: https://www.census.gov/quickfacts/fact/table/stlouisparkcityminnesota,US/PST045216
and also: https://en.wikipedia.org/wiki/St._Louis_Park,_Minnesota, retrieved Sept. 20, 2017.

In addition, those who completed demographic cards – whether at neighborhood meetings or town hall meetings – represented nearly every neighborhood in the city as Figure 3 demonstrates.

PARTICIPANTS BY NEIGHBORHOOD PROVIDING DEMOGRAPHIC INFORMATION

Shelard Park **1**

Westdale **0**

Kilmer Pond **1**

Crest-view **1**

Westwood Hills **6**

Pennsylvania Park **3**

Eliot **9**

Blackstone **4**

Cedarhurst **5**

Lake Forest **11**

Willow Park **29**

Eliot View **1**

Birchwood **22**

Cedar Manor **7**

Bronx Park **4**

Fern Hill **49**

Texa Tonka **19**

Cobblecrest **14**

Oak Hill **19**

Lenox **22**

Sorensen **12**

Triangle **6**

Minikahda Oaks **8**

Minne-haha **1**

Aquila **34**

Wolfe Park **12**

Amhurst **0**

South Oak Hill **1**

Elmwood **16**

Minikahda Vista **15**

Meadowbrook **7**

Brooklawns **9**

Creekside **4**

Brookside **4**

Browndale **15**

Number of Participants

- 0-4
- 5-12
- 13-19
- 20-29
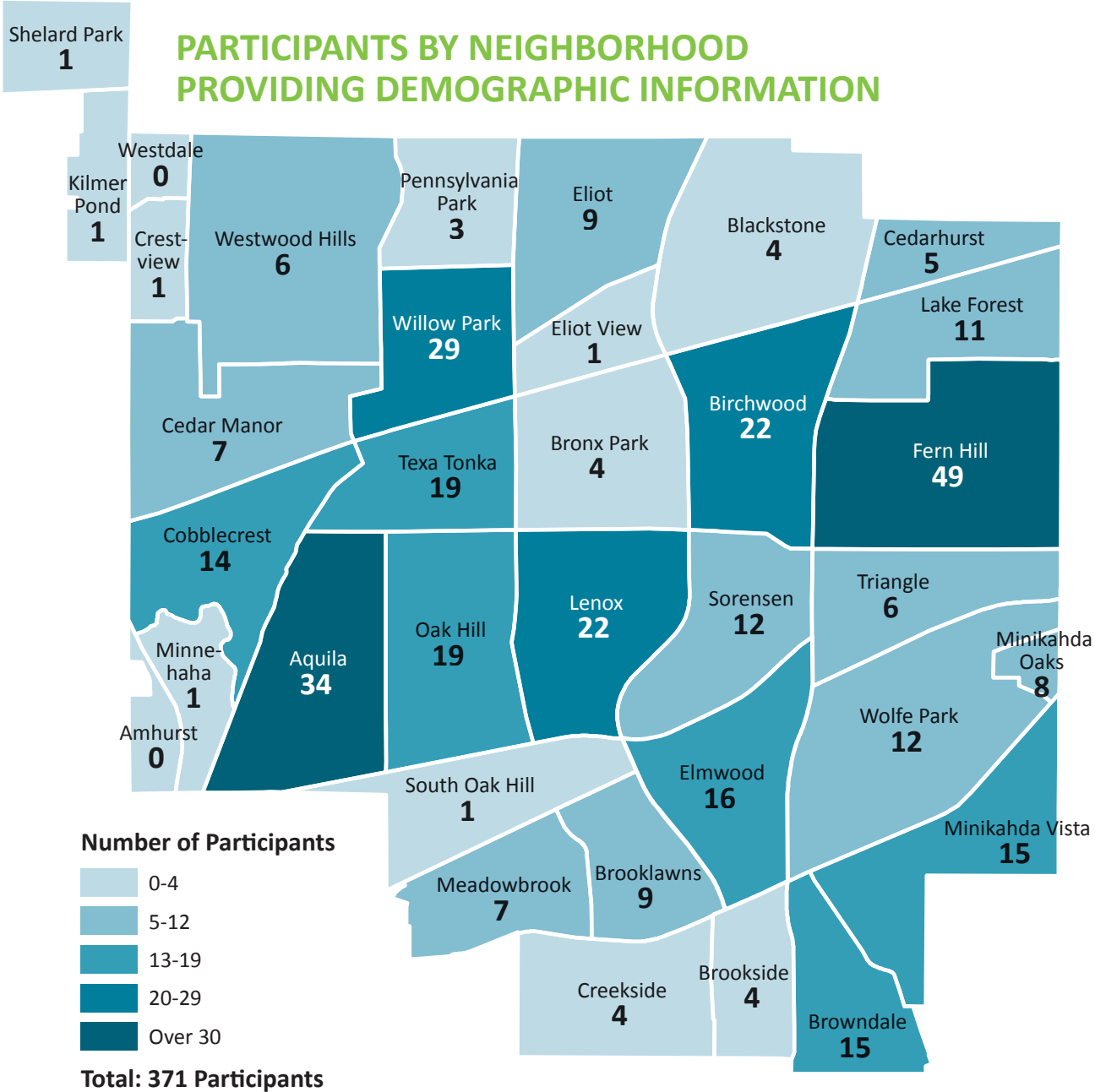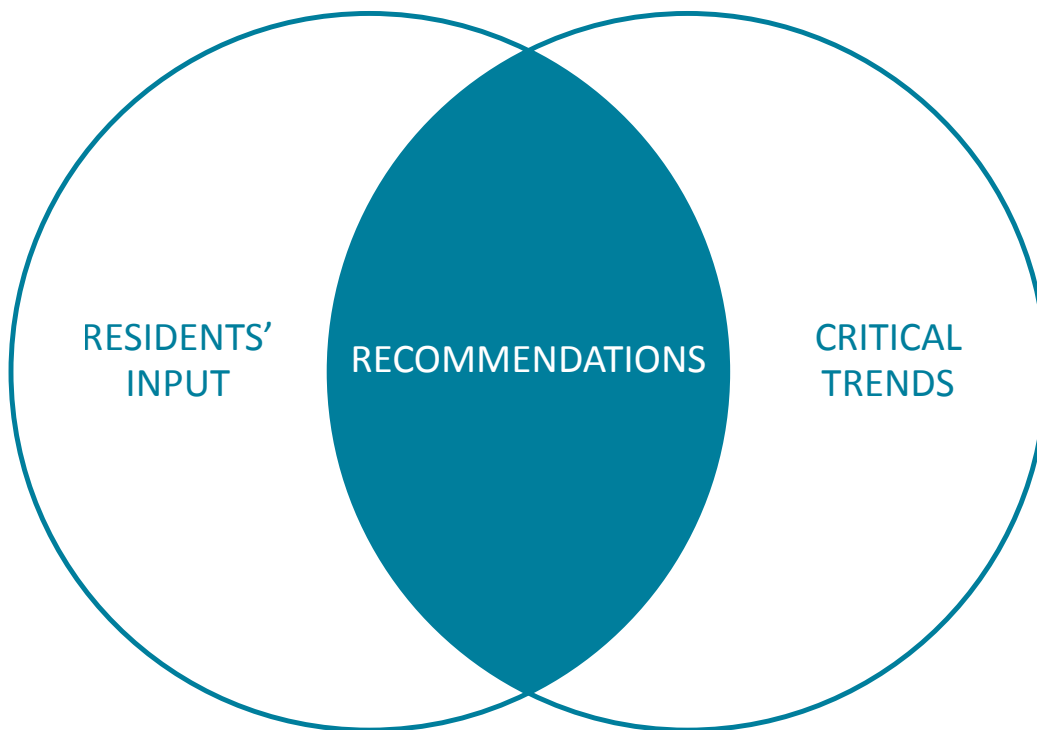- Over 30

Total: 371 Participants

FIGURE 3: RESIDENTS' REPORTED NEIGHBORHOODS. THE DARKER THE BLUE IS, THE GREATER THE CONCENTRATION OF RESPONDENTS.

HOW TO READ THIS DOCUMENT

Neighborhood meetings generated the largest number of comments (2,052) from the most diverse groups (32.26% of participants were people of color) and therefore drive most of the insights in this document unless noted. A summary of insight from all sources of engagement is in the Appendix.

This document has three major sections:

> Part 1 is a summary of the five values residents expressed during Vision 3.0.

> Part 2 is a summary of four trends likely to impact St. Louis Park in the future, as determined by the Steering Committee, City Council and city department leaders.

> Part 3 includes a series of recommendations that can guide St. Louis Park in the future, built from a combination of residents' values and future trends, as the graphic below indicates.

RESIDENTS' INPUT   RECOMMENDATIONS   CRITICAL TRENDS

PART 1: WHAT DO RESIDENTS VALUE?

Overall, residents enjoy living in St. Louis Park and want to remain in the city. This reflects well on St. Louis Park's first visioning process in 1995, which was launched to create a "community of choice for a lifetime."[4]

Residents who participated in Vision 3.0 in 2017 understand that St. Louis Park is changing – and for the most part, they welcome those changes, e.g. light rail, ongoing development, and progressive investments in sustainability, parks, and trails. What's more, they trust the city and feel proud of how it is managed. They want to see St. Louis Park continue to be a leader among its peers.

"WHEN I THINK ABOUT MY COMMUNITY OR NEIGHBORHOOD, I FEEL…"

When asked, "When I think about my community/ neighborhood, I feel…." 85% of respondents offered positive or affirming words like "grateful" and "safe." In the online survey, when asked the same question, the most popular words were: safe, happy, proud, and good as Figure 4 shows.

FIGURE 4: WORD CLOUD OF RESPONSES GENERATED BY ONLINE SURVEY.

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4   Vision St. Louis Park Book of Dreams 2006, accessed on August 20, 2017: http://www.mobiusmodel.com/downloads/1SLPBookDreams.pdf

FIVE VALUES

Neighborhood meetings generated the most responses from the most diverse participants. The top themes from neighborhood meetings (shown in Table 4 below) were also reflected across the continuum of other inputs, e.g. online survey, town hall meetings, etc. A summary of input from each method of engagement is included in the Appendix.

Table 4: Major Themes from Neighborhood Meetings[5]	
Major Themes – What Do Residents Value?	**Percent of Meeting Mentions**
Equity and inclusion for all, e.g. race, age, etc.	68.42%
Social connections to each other and to the community	39.47%
Housing – affordability and character	34.22%
Transit and mobility	28.95%
Care for the natural environment	28.95%

5 "Major themes" were determined at the conclusion of each Neighborhood Meeting, after residents talked with each other about what they valued in their community and what they'd like the community to stop doing, start doing, or keep doing in the future. A total of 38 neighborhood meetings were conducted during Vision 3.0. Looking at Table 4, "Equity and Inclusion" was a theme at over 68% of neighborhood meetings; "Social Connections" was a theme at over 39% of meetings, and so forth.

VALUE #1: Equity and Inclusion

Over two-thirds of all Neighborhood Meetings valued ongoing efforts towards equity and inclusion for all – this includes race, age, economic class, life stage, and more. Responses and ideas ranged from the general to the specific as the following quotes demonstrate:

"[We want more] intentional conversations about racial equity and diversity."

"Racial equity – a forum for learning in the community... city and school should do this together (and) bring in our faith groups to help their groups with racial equity."

"Add a teen center."

"Senior Center."

"More programs for kids (all kids including immigrant/people of color) – summer sports and afterschool/homework help."

Many participants noted St. Louis Park's historical strength in welcoming all people.

One Neighborhood Meeting group noted:

"The history or SLP, the inclusivity – our city welcomed Jewish residents when many other areas did not."

RESIDENTS HAVE DIFFERENT EXPERIENCES OF ST. LOUIS PARK, DEPENDING ON THEIR RACE AND AGE

Overall, people are happy living in St. Louis Park. But there are two groups – people of color and senior citizens – who have concerns about their place and their future in St. Louis Park.

People of color feel differently than whites do about their community. For example, when asked, "When I think about my neighborhood/community, I feel…" 42% of people of color attending Neighborhood Meetings were more likely to use words including disconnected, sad, lonely or isolated, cold, frustrated, secluded, nervous, depressed, neglected or unsupported as Figure 5 shows.

By comparison, 79% of white survey respondents used positive words when responding to the same question (see Figure 4 on page 9).
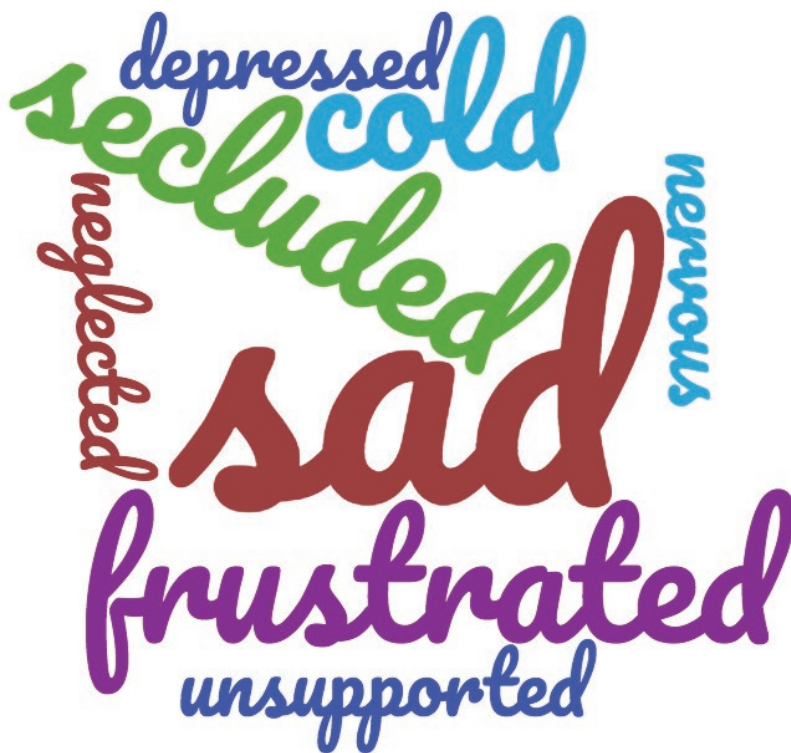
FIGURE 5: WORD CLOUD OF RESPONSES GENERATED BY PEOPLE OF COLOR AT NEIGHBORHOOD MEETINGS WHEN ASKED, "WHEN I THINK ABOUT MY NEIGHBORHOOD/COMMUNITY I FEEL…"

Many older residents are also concerned about the future. At Town Hall meetings and in online surveys, they indicate that they would like to stay in St. Louis Park, but affordability is a concern. Increasing property taxes on fixed incomes may be difficult. They also report a preference for intergenerational activities.

The growth in St. Louis Park – among people of color (Figure 6) and among older citizens – are two trends that the entire Minneapolis-St. Paul metro is facing:

> *"The region's population is projected to grow by 824,000 in coming decades. By 2040, people of color will comprise 40% of the region; senior citizens, 21 percent."*[6]
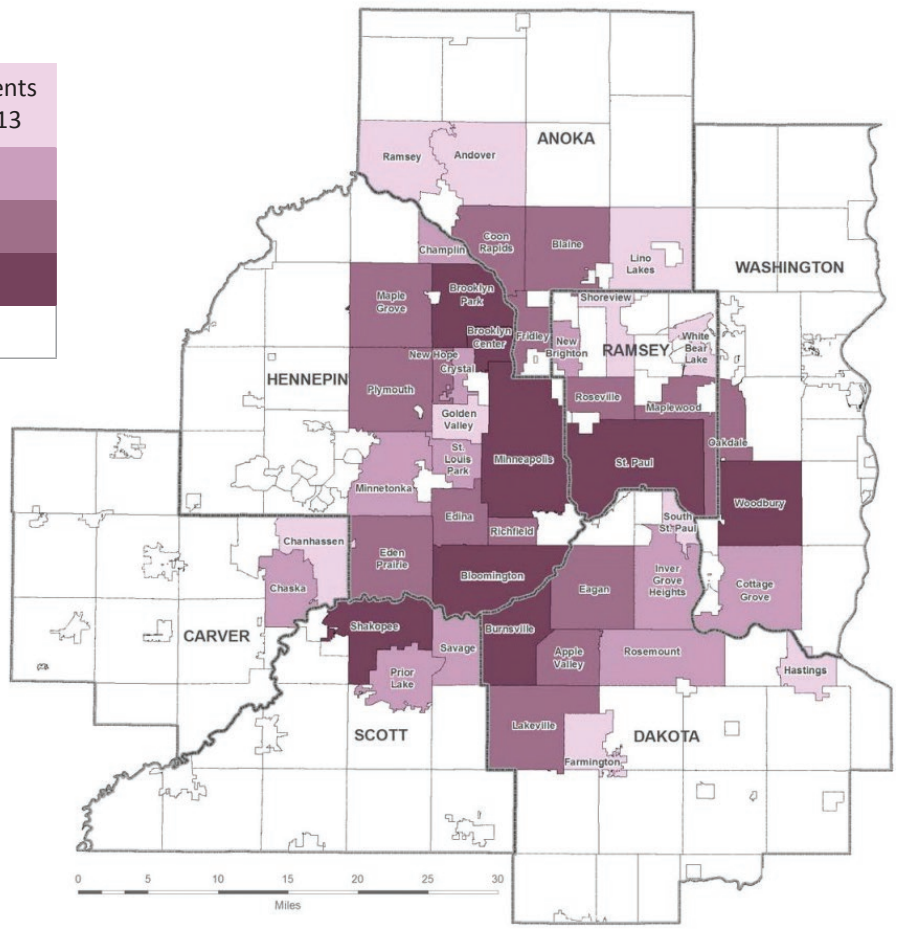
FIGURE 6: NET INCREASE IN RESIDENTS OF COLOR FROM 2000 TO 2013 BY CITY.

Source: Metropolitan Council staff calculations based on Council's 2013 Annual Population Estimates and U.S. Census Bureau, 2000 Census, and 2011-2013 American Community Survey. Accessed July 11, 2017: https://metrocouncil.org/getattachment/bfc72287-2b88-49e0-96ea-2fa2ee2eb0d2/.aspx

Legend:
- Added fewer than 2,000 residents of color between 2000 and 2013
- 2,000 to 3,999
- 4,000 to 7,999
- 8,000 or more
- No data available

6   *A Growing and Changing Twin Cities Region: Regional Forecast to 2040*, Metropolitan Council, February 2014. Accessed August 20, 2017: https://metrocouncil.org/METC/files/6a/6a8c417a-4a85-4216-99e1-43016bef725c.pdf

VALUE #2: Social Connections

Looking back, the first visioning project in the mid-1990s was focused on creating gathering places. As a result of that first visioning process, places including the Rec Center/Aquatic Center, Wolfe Park, the Amphitheatre, and Excelsior & Grand were built.

Now over 20 years later, residents in 2017 are asking for activities and events that will bring them together and help them connect to each other. At almost 40% of Neighborhood Meetings, residents said things like:

"Farmers market. Do more. We love it!"

"(We are) proud that (the city) is willing to spend money on community. Could there be volunteer opportunities to leverage talents of community members?"

"Continue neighborhood groups."

"More activities — movie nights, exercise classes, community gardens, programs that help to include different cultural groups in the area. Adopt an adult."

"[I wish] that we had more 'accidental' gathering spaces."

"(Our major theme is) Connectedness — both socially and physically — to the city, to our neighbors and to amenities."

Specifically, residents want more places where they can connect, e.g. farmers markets and indoor walking areas, and they want more events where they can meet and engage with each other.

WHAT'S YOUR 1 WISH FOR ST. LOUIS PARK'S FUTURE?

Throughout the Vision 3.0 project, "One Wish" chalkboards were distributed throughout the community so that residents could write their "one wish" for the future of St. Louis Park. Of all 374 ideas contributed, one out of four related to "public amenities" – places and ways that residents could connect to the city and to each other, as Table 5 on the following page shows.

FIGURE 7: A "ONE WISH" CHALKBOARD AT A CHILDREN FIRST EVENT. PHOTO COURTESY OF VISION 3.0 STEERING COMMITTEE MEMBER RACHEL HARRIS.

Table 5: Residents' responses (n=374) to "What's your 1 wish for St. Louis Park's future?" as recorded on chalkboards

"What's your 1 wish for St. Louis Park's future?"	Percent of Responses
Public amenities that can be enjoyed by all residents, e.g. parks, open spaces, events, markets, pools, public recreation facilities	25.94%
Transit and mobility, e.g. pedestrian safety, traffic, light rail	15.51%
Retail, e.g. restaurants, unique shops, farmers markets	12.57%
Housing, e.g. affordability, apartments, development	12.57%
City services and policies, e.g. energy, leadership, parks	11.49%
Other ideas	5.88%
Race, ethnicity and inclusion	5.35%

VALUE #3: Housing — Affordability and Character

Almost two-thirds of all neighborhood meetings developed major themes about housing and transportation, addressed by the next two values.

"AFFORDABLE HOUSING" MEANS DIFFERENT THINGS TO DIFFERENT PEOPLE

Although the term "affordable housing" was mentioned often, its meaning is different depending on one's perspective:

> Seniors – or those nearing retirement – worry that they won't be able to pay the city's property taxes on a fixed income and therefore may not be able to afford to stay in St. Louis Park. They could sell their homes, but perceive a lack of affordable housing suited for seniors in St. Louis Park.

> Residents who moved into small bungalows in St. Louis Park are ready to "move up" into larger homes, but don't feel they can afford a larger house in St. Louis Park.

> The working poor – especially those who have their children in St. Louis Park schools and don't want to disrupt their education – are getting priced out of once-affordable housing.

> Longtime residents express concern that their children – who've grown up and moved away to other cities and now want to come back to St. Louis Park – can't afford starter homes in St. Louis Park.

Although there is consensus that more affordable housing is needed, there is also vocal opposition by some residents to multi-story "high density" development. Many residents also expressed concern about teardowns and "McMansions". Overall, residents want to preserve the character of St. Louis Park's traditional single-family homes and ensure that housing continues to be affordable for many people.

The issue of affordable housing is not unique to St. Louis Park. City Councils in Minneapolis, St. Paul, and other first and second-ring suburbs are studying the issue and the working together to devise strategies. For its part, St. Louis Park is gaining affordable units in some of the new development projects and working with other communities on a regional approach.

VALUE #4: Transit & Mobility

Residents value getting around town easily and safely. This was the fourth most popular value stated by residents during Vision 3.0. Residents focused on the following:

1. **Bike safety,** especially the ability to ride safely in traffic.

2. **Pedestrian safety and walkability** on sidewalks, in crosswalks, and in parks at dusk or nighttime.

3. **Bus routes and frequency.** This issue was more prevalent among people of color, who noted that public transportation feels inadequate to those who don't work typical 9-5 jobs (and may have several jobs), or those who shop outside of St. Louis Park.

VALUE #5: Care & Enjoyment of the Natural Environment

Beginning in 2007 with Vision 2.0, St. Louis Park set an ambitious target: **"To be a leader in environmental stewardship. We will increase environmental consciousness and responsibility in all areas of city business."**[7] Today, ten years later the city has dedicated staff focused solely on this effort.

Nearly thirty percent (29.85%) of all neighborhood meetings generated a major theme about protecting and preserving the city's natural habitat. Town Hall meetings, online surveys, and One Wish chalkboards reinforced this value, citing parks, green spaces, and environmental stewardship in their Top 5. From taking care of the water in their lakes to supporting community gardens, residents of St. Louis Park are committed to green space.

7 Vision St. Louis Park Book of Dreams

PART 2: TOP FOUR TRENDS FACING ST. LOUIS PARK

This section is based on a trends sorting exercise completed by two groups independently: the Vision 3.0 Steering Committee (in March 2017) and the City Council and city department leaders (in May 2017).

HOW WERE THESE TRENDS IDENTIFIED?

Both groups completed the following activity, independently of each other.

1. Groups broke into four teams, each team addressing one of the following four trend categories: (1) resource trends; (2) technology trends; (3) demographic trends; and (4) governance trends.

2. Each trend team was asked to review the trends associated with their team, as published in the Alliance for Innovation's report, "The Next Big Things: the Future of Local Government."[8]

3. Teams then played a tabletop game where they sorted each trend in their category based on two questions:

    > How much **impact** (low, medium, high) will this trend have on St. Louis Park in the future?

    > How **certain** are we (uncertain, moderately certain, completely certain) that this trend will impact St. Louis Park in the future?

4. After identifying which trends were both "high certainty" and "high impact", teams then ranked them on a scale from zero (not ready) to ten (totally ready), based on their understanding St. Louis Park's readiness.

5. After both groups completed the trend sorting exercise independently, the consultant reviewed both groups' responses. The four trends outlined in this section were identified by both groups to be high impact, high certainty, and low (zero to four) readiness.

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8   Learn more and download a copy of the full report at: http://transformgov.org/en/Page/101074/The_Next_Big_Things

TREND #1: Declining Federal Government Effectiveness

> "The main political challenge of the next decade will be fixing government."
>
> *– John Micklewait and Adrian Wooldridge, The Fourth Revolution*

The "layer cake" of government that most city leaders and residents grew up in – where the federal government has money, states have power, and cities have problems – has been cut into pieces.

Our federal government is facing critical long-term budget shortfalls, many states have become ideological battlegrounds, and cities…well, cities still have challenges. As one member of the Vision 3.0 Steering Committee summarized:

> "As the federal government ends funding for programs, it doesn't eliminate the federal requirements, so the city has to absorb more costs to meet legal requirements."

In the future, St. Louis Park should not look to the federal government for policy leadership or funding for critical local issues.

TREND #2: Elder Expense

Many countries and states are facing a "Baby Boomer bulge," when the share of citizens over age 65 begins to increase. St. Louis Park is also facing this trend, as shown on page 13. This creates three spinoff effects:

1. It puts immediate and direct pressure on local governments, which are expected to pay pension benefits to retiring public employees.

2. It creates additional federal and local budget pressure. In the U.S. for example, if there are no significant changes to entitlement spending (Social Security, Medicare and Medicaid), those entitlements will consume the entire federal budget by 2030.

3. Generational conflict – When social security was invented in the U.S., there were 14 employees supporting every retiree. Back then, people lived fewer years post-retirement, so the total amount of benefits paid was manageable. Fast forward to today when there are only two workers in the U.S. supporting every retiree…and retirees live longer. It adds up. The expense of supporting a large, retired population could spell generational conflict, more dramatic changes to retirement ages, and/or restructuring of entitlements.

> **Between 2005 and 2035, the population of Minnesotans over age 65 will more than double due to greater longevity. By contrast, the population under age 65 will grow by only 10%. As a result, the age composition of all parts of the state, including St. Louis Park, will be much older in 2035.**
>
> **Between 2005 and 2009, the median age in St. Louis Park was estimated at 35.5 years, compared to 36.5 years for the United States as a whole, with 13.6% of St. Louis Park residents over age 65 and 7.1% under age 5.[9]**

9 Source: STRATIS HEALTH – WWW.CULTURECARECONNECTION.ORG 2 CITY REPORT: ST. LOUIS PARK
   Sources: Metropolitan Council Community Profiles, http://stats.metc.state.mn.us/profile/Default.aspx; U.S. Census Bureau, 2005-2009
   American Community Survey, http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml

TREND #3: Climate Change

Climate change is expected to be a pernicious and unpredictable threat to all cities, including St. Louis Park.

In St. Louis Park and the Midwest overall, increasing volumes of rain and higher temperatures are predicted. More stormwater will create demands on St. Louis Park's infrastructure and higher overall temperatures may impact our people, parks, and our city in unexpected ways.

Climate change is a trend that St. Louis Park has historically taken very seriously, including its commitment to sustainability and zero waste. But it's also a trend that is unpredictable in its impact, requiring the city to remain vigilant and proactive.

TREND #4: The Changing Middle Class

America's middle class has been getting squeezed since the 1970s.[10] The U.S. Commerce Department defines "middle-class families" as:

> **"…defined by their aspirations more than their income […] middle-class families aspire to home ownership, a car, college education for their children, health and retirement security and occasional family vacations.[11]**

Because the costs of these middle class aspirations have outpaced wage growth[12], many Americans are getting squeezed out of the middle class and falling into poverty. Although St. Louis Park does not have the same levels of poverty as some of its peers in the Twin Cities metro, some neighboring communities are experiencing higher concentrations of poverty. This trend on the middle class should be carefully monitored for two reasons:

1. In their book, *The Spirit Level,* public health researchers Richard G. Wilkinson and Kate Pickett documented a series of correlations between a strong middle class and public health. Greater income equality (in other words, a strong middle class) is correlated to better health and social outcomes, e.g. lower rates of drug abuse, higher rates of education, lower rates of imprisonment, and greater social mobility. On the other hand, when there is less equality, e.g. more poverty or greater wealth disparities, social and health outcomes are negatively impacted.

2. The Met Council reports "Research on concentrated poverty suggests it may have an overarching impact on residents – even those who are not themselves low-income – such as reducing potential economic mobility."[13]

Maintaining St. Louis Park's strong middle class will correlate to better economic and public health outcomes for the city.

10 Annual Report of the White House Task Force on the Middle Class, 2010, accessed on August 23, 2017: https://obamawhitehouse.archives. gov/sites/default/files/microsites/100226-annual-report-middle-class.pdf and "Most Americans are no longer middle class", Minnesota Public Radio, December 10, 2015, accessed on August 23, 2017: https://www.mprnews.org/story/2015/12/09/npr-middle-class

11 Annual Report of the White House Task Force on the Middle Class, p. 10

12 Ibid, p. 11

13 POVERTY ENDURES: POVERTY RATE FELL SLIGHTLY, BUT AREAS OF CONCENTRATED POVERTY EXPANDS , March 1, 2017, accessed on August 23, 2017: https://metrocouncil.org/News-Events/Communities/News-Articles/Poverty-endures-poverty-rate-fell-slightly,-but-a.aspx

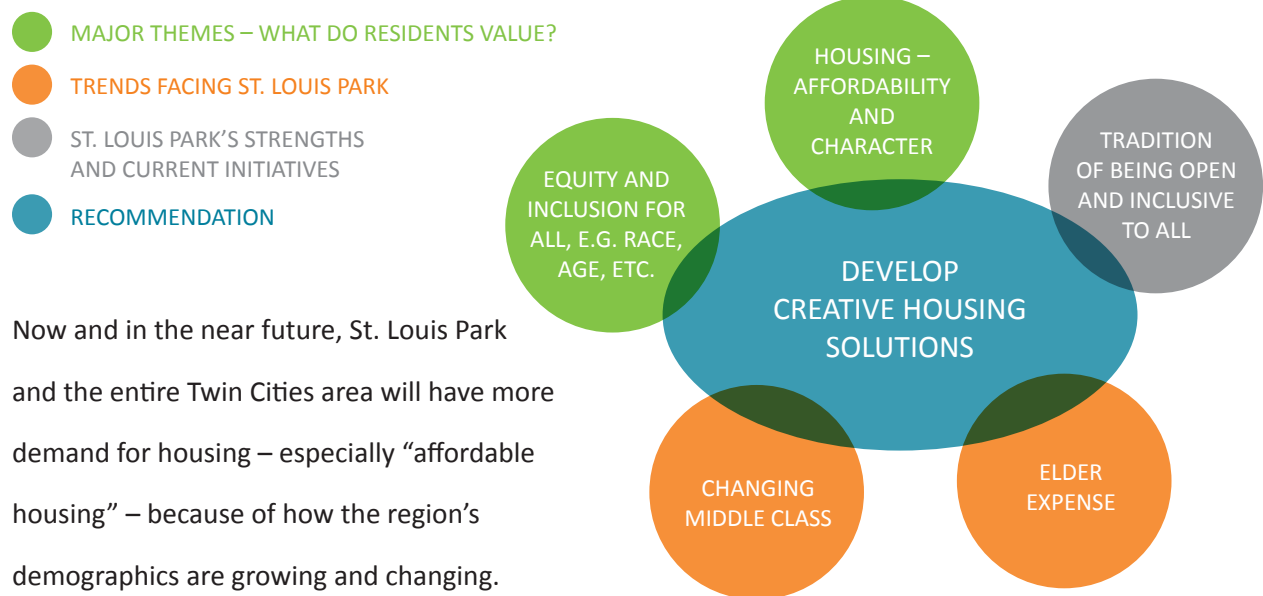# PART 3: FIVE RECOMMENDATIONS FOR ST. LOUIS PARK'S FUTURE

In parts one and two, we summarized resident input during Vision 3.0 and identified four trends that community leaders feel will be important to the city's future. In this section, we blend residents' input and the trends to form a series of recommendations.

RESIDENT VALUE

STRENGTH

RECOMMENDATION
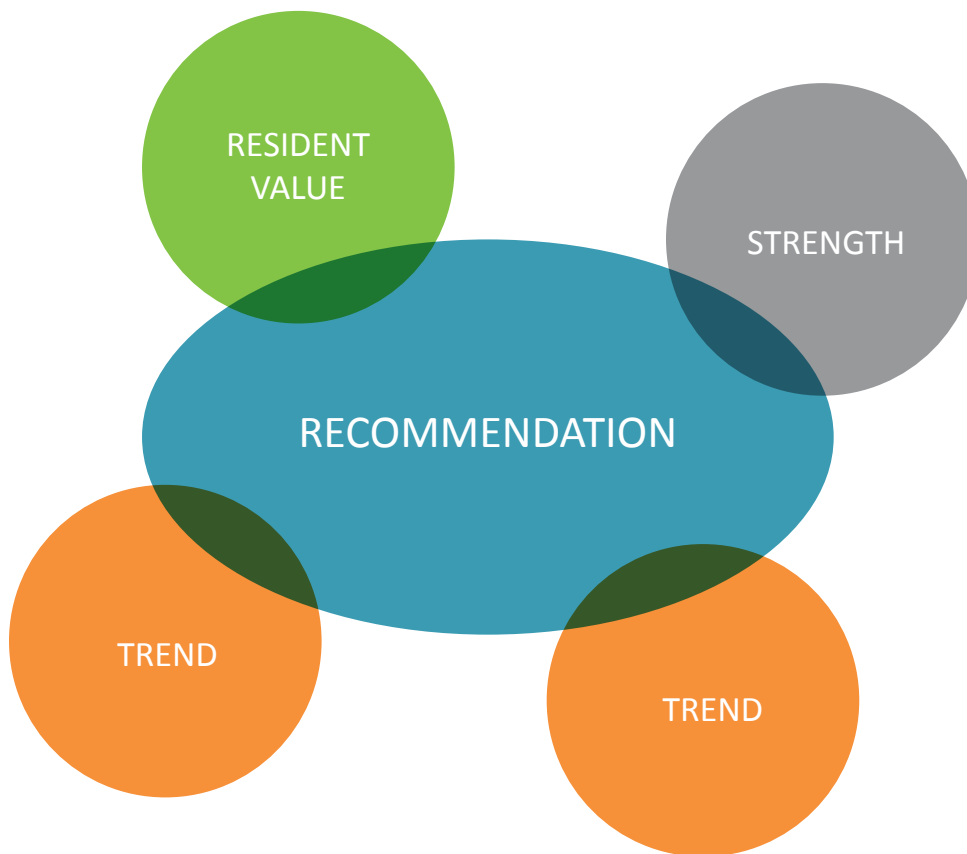
TREND

TREND

The following recommendations meet these criteria:

> They respond to residents' wishes for the future of St. Louis Park.

> They are proactive about addressing critical trends facing the city.

> They build on St. Louis Park's strengths and current initiatives.

RECOMMENDATION #1: Develop Creative Housing Solutions

● MAJOR THEMES – WHAT DO RESIDENTS VALUE?

● TRENDS FACING ST. LOUIS PARK

● ST. LOUIS PARK'S STRENGTHS AND CURRENT INITIATIVES

● RECOMMENDATION

HOUSING – AFFORDABILITY AND CHARACTER

TRADITION OF BEING OPEN AND INCLUSIVE TO ALL

EQUITY AND INCLUSION FOR ALL, E.G. RACE, AGE, ETC.

DEVELOP CREATIVE HOUSING SOLUTIONS

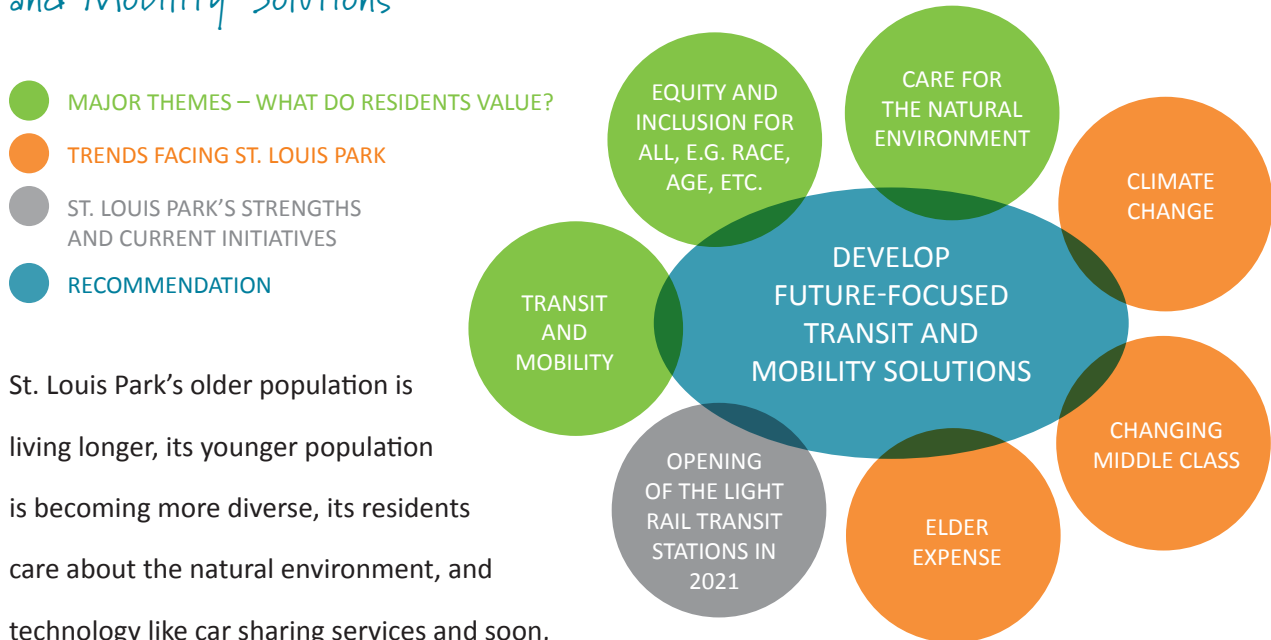CHANGING MIDDLE CLASS

ELDER EXPENSE

Now and in the near future, St. Louis Park and the entire Twin Cities area will have more demand for housing – especially "affordable housing" – because of how the region's demographics are growing and changing.

In simple economic terms, the demand for housing is greater than the supply – because the region is growing, because St. Louis Park has a reputation as a good community to live in and therefore attracts new residents, and because residents are living longer.

As the city moves forward, it should note that the Vision 3.0 process showed that "affordable housing" means different things – and will require different solutions – for the following groups:

> Seniors who want to stay in their current single family homes past retirement but worry about being able to afford taxes on fixed incomes. This group also expressed concern during Town Hall meetings that even if they sell their current home at a profit, there are few affordable, age-appropriate options for them to buy or rent. National and Minnesota trends show that America's elderly are living longer which will extend their years of retirement and create different housing demands.

> Those who can't afford market rate housing.

> First-time homebuyers – usually young people or young couples – experience a limited supply of single family homes that are "affordable" compared to similar (or newer) homes in other areas.

> Current residents of traditional 1940s and 1950s-era homes who want to "move up" into larger homes, but feel that there are limited (and therefore expensive) options.

RECOMMENDATION #2: Develop Future-Focused Transit and Mobility Solutions

● MAJOR THEMES – WHAT DO RESIDENTS VALUE?

● TRENDS FACING ST. LOUIS PARK

● ST. LOUIS PARK'S STRENGTHS AND CURRENT INITIATIVES

● RECOMMENDATION

EQUITY AND INCLUSION FOR ALL, E.G. RACE, AGE, ETC.

CARE FOR THE NATURAL ENVIRONMENT

CLIMATE CHANGE

TRANSIT AND MOBILITY

DEVELOP FUTURE-FOCUSED TRANSIT AND MOBILITY SOLUTIONS

CHANGING MIDDLE CLASS

OPENING OF THE LIGHT RAIL TRANSIT STATIONS IN 2021

ELDER EXPENSE

St. Louis Park's older population is living longer, its younger population is becoming more diverse, its residents care about the natural environment, and technology like car sharing services and soon, autonomous cars, are on the rise. The traditional transportation system – and mindset – that relies primarily on single owner-occupied vehicles will change in the coming years.

The city is already in the process of planning for light rail stations, and connections from those stations to other parts of town. The following resident-driven ideas can help the city expand that planning and address its changing demographics:

1. Increasing safety in crosswalks, especially in areas with a lot of traffic.

2. Increased park lighting to make parks feel safer after dark.

3. More north-south and east-west mass transit options, e.g. circulator buses that run between the west part of town (where kids live) and the Rec Center.

4. Consider bike sharing, e.g. extending Nice Ride to St. Louis Park.

Residents made dozens of recommendations related to specific intersections or streets that city staff could sort by those in process or in queue.

RECOMMENDATION #3: Continue to Lead in Environmental Stewardship and Ensure Access to Green Space for Future Generations

🟢 MAJOR THEMES – WHAT DO RESIDENTS VALUE?

🟠 TRENDS FACING ST. LOUIS PARK

⚫ ST. LOUIS PARK'S STRENGTHS AND CURRENT INITIATIVES

🔵 RECOMMENDATION

SOCIAL CONNECTIONS TO EACH OTHER AND TO THE COMMUNITY

CARE FOR THE NATURAL ENVIRONMENT

CLIMATE CHANGE

CONTINUE TO LEAD IN ENVIRONMENTAL STEWARDSHIP AND ENSURE ACCESS TO GREEN SPACE FOR FUTURE GENERATIONS

INCREASING DENSITY[14]

PARKS

CLIMATE ACTION AND SUSTAINABILITY INITIATIVES
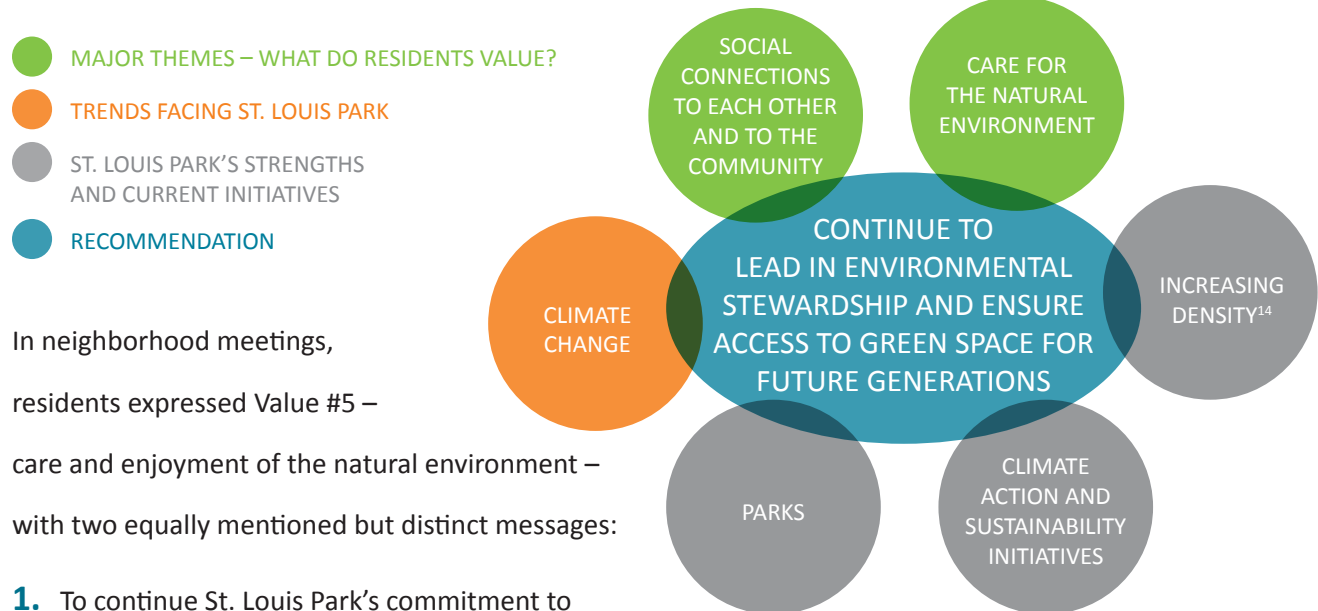
In neighborhood meetings, residents expressed Value #5 – care and enjoyment of the natural environment – with two equally mentioned but distinct messages:
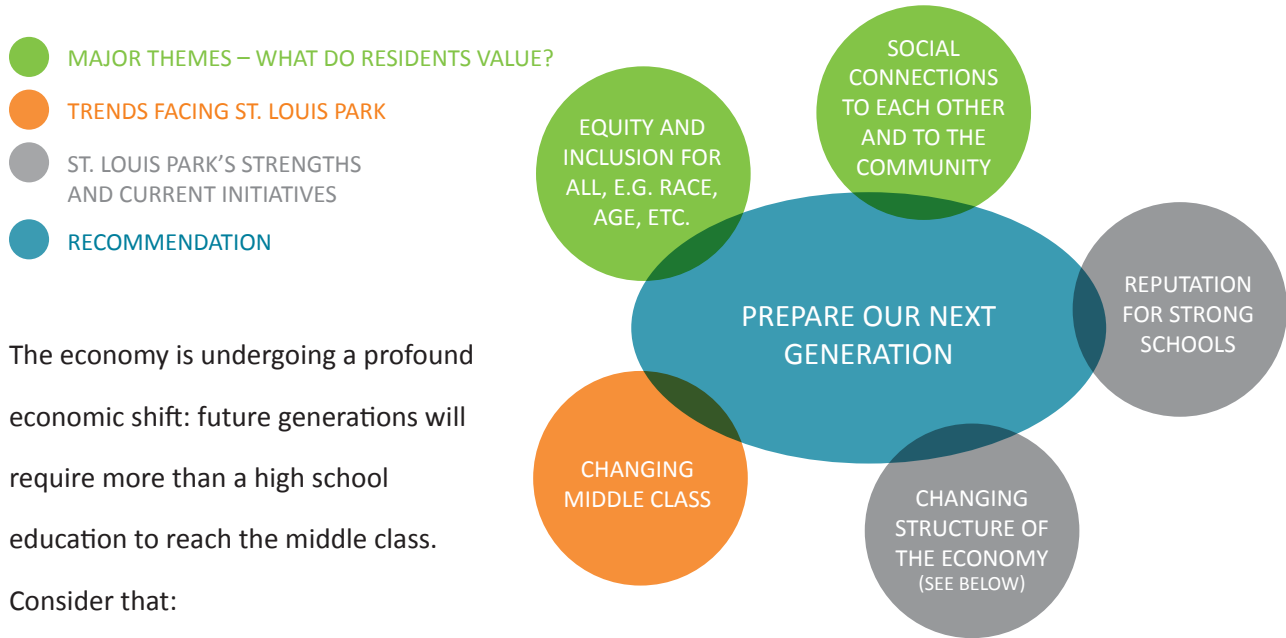
1. To continue St. Louis Park's commitment to sustainability and climate change mitigation and adaptation. For example, neighbors shared their wishes for continued reduction in CO_2 emissions, maintaining bee gardens (natural pollinators that maintain healthy and diverse ecosystems), and support for the city's sustainability efforts.

2. To maintain and preserve residents' access to green space, parks, and the natural environment.

The Vision 3.0 Steering Committee recommends that the St. Louis Park Plan be reviewed to account for the increased density currently under development, to ensure that future residents – especially those who don't live in single family homes but choose to live in multi-family or more dense housing developments – have the same access to parks that current residents do.

The Vision 3.0 Steering Committee also brainstormed ideas about how to use the parks for more community gatherings (to respond to residents #2 value, more connections to each other) and/or how to showcase the parks to expose all residents to their proximity to public parks. As one steering committee member noted, "Most people have no idea how close they are to a park!"

14 Although this was not listed as a trend that the city staff or steering committee are concerned about, it is nonetheless a trend which has implications for the city's future residents.

RECOMMENDATION #4: Prepare our Next Generation

● MAJOR THEMES – WHAT DO RESIDENTS VALUE?

● TRENDS FACING ST. LOUIS PARK

● ST. LOUIS PARK'S STRENGTHS AND CURRENT INITIATIVES

● RECOMMENDATION

SOCIAL CONNECTIONS TO EACH OTHER AND TO THE COMMUNITY

EQUITY AND INCLUSION FOR ALL, E.G. RACE, AGE, ETC.

PREPARE OUR NEXT GENERATION

REPUTATION FOR STRONG SCHOOLS

CHANGING MIDDLE CLASS

CHANGING STRUCTURE OF THE ECONOMY (SEE BELOW)

The economy is undergoing a profound economic shift: future generations will require more than a high school education to reach the middle class. Consider that:

> By 2020 two thirds of all jobs will require some sort of postsecondary education – that is not a four-year liberal arts education, but some amount of postsecondary education.

> Seventy percent of all jobs in Minnesota will require postsecondary education. That's 7 percentage points higher than the national average.

St. Louis Park prides itself on the percentage of students who complete high school, and while this is a noble outcome, students competing for future jobs and opportunities must also attain a post secondary degree or credential.

Skeptics may wonder, "Why are we talking about schools when Vision 3.0 is a city initiative? Aren't schools and cities separate?" The answer is Yes, and No.

Yes, cities have no jurisdiction over schools. Public and private schools are independent of the city council, the city budget, or any city oversight. On the other hand, cities are strongly impacted by the reputation of their schools.

Although the St. Louis Park schools are currently helping the city's reputation as a desirable place to live, residents who participated in Vision 3.0 expressed concern that the community's youth feel included and valued (Value 1: Equity and Inclusion for all) and trends show that the city's changing demographics (a growing older population without children in schools) must be addressed.

The following ideas address residents' values and also recognize that St. Louis Park's "brand" as a city is based in part on the strength of its schools and educational attainment:

> Support St. Louis Park's public schools by committing to and preparing all students to obtain a post secondary degree or credential, and communicate the importance of this goal to city residents and businesses.

> Address bus service to and from Normandale and other two-year colleges.

> Work with Twin West, Rotary, St. Louis Park High School internship advisory committee, and/or other partners to provide internships and work experience to high school students throughout the year, to expose them to careers and local government.

> Support the civic mission of schools to prepare informed and involved citizens.

RECOMMENDATION #5: Commit to Being a Leader in Racial Equity and Inclusion

● MAJOR THEMES – WHAT DO RESIDENTS VALUE?

● TRENDS FACING ST. LOUIS PARK

● ST. LOUIS PARK'S STRENGTHS AND CURRENT INITIATIVES

● RECOMMENDATION

SOCIAL CONNECTIONS TO EACH OTHER AND TO THE COMMUNITY

CHANGING MIDDLE CLASS

COMMIT TO BEING A LEADER IN RACIAL EQUITY AND INCLUSION

EQUITY AND INCLUSION FOR ALL, E.G. RACE, AGE, ETC.

EFFORTS TO IMPROVE ACCESSIBILITY AND RESPONSIVENESS TO ALL

"The best thing going on right now, in my view, is the renewed, increased focus on racial justice: Increased opportunities for both dialogue and action through the Human Rights Commission and the new Allies group, and – especially – articulated support for this priority from Mayor Spano and other community leaders."
– Vision 3.0 participant

The intention of this recommendation is to create an ecosystem in St. Louis Park where diversity is expected and inclusion and equity are a way of life.

St. Louis Park has proven that it can take on large, systemic issues. In 2007, when "sustainability" was still a buzzword among a small niche of eco-warriors, St. Louis Park accepted residents' challenge and became a leader in sustainability practices and outcomes. In 2017, residents make a similar challenge: to graduate the city's discussion about racial equity and inclusion to measurable, systemic outcomes.

The City Council and city staff are already working to address the city's equity and inclusion, e.g. the City Council and staff are completing a one-year curriculum designed to help city officials understand race, equity and privilege. Additionally, the City is in the process of hiring a Racial Equity Coordinator to further the City's commitment to equity and inclusion.

The following recommendations extend that momentum outward to the community, inward to staffing and committee structures, and throughout the city's day-to-day business:

> Offer equity and inclusion training to city committees and boards; neighborhood leaders, i.e. block captains or others; nonprofit organizations, i.e. Friends of the Arts; business leaders; and other key stakeholders. The goal is for a broad cross-section of community leaders and influencers to experience similar training and awareness, so they can support and encourage each other and work together to make St. Louis Park more inclusive.

> Support the work of the Multicultural Advisory Commission and the city's Human Resources team's efforts at citywide equity and inclusion.

> Work with community partners, including the Multicultural Advisory Commission, to make diversity and inclusion a priority in all components of city business. Vision 3.0 was an excellent example of the City Council intentionally appointing diverse representatives from a broad cross-section of the community, which greatly increased participation and input.

> Hire a Racial Equity Coordinator, to assist the city in making this a community-wide value.

> Create community festivals that celebrate the community's diversity, from food to dance to music. This will help make the city's implicit diversity visible and it also responds to residents' desires for more opportunities to connect with each other.

THANK YOUs

So much energy and so many hours went into this project. We are most grateful to residents of St. Louis Park who participated in Vision 3.0. In addition, the following folks made this project possible. Our thanks to:

THE VISION 3.0 STEERING COMMITTEE was selected by the City

Council to make sure the project was responsive to community needs and resulted in future-focused and actionable recommendations. In addition to providing guidance, steering committee members hosted and facilitated community meetings, attended town hall meetings, and/or hosted One Wish Chalkboards in the community.

FIGURE 9: VISION 3.0 STEERING COMMITTEE (L TO R): LARRY NORTH, RACHEL HARRIS, JULIE SWEITZER, LISA GENIS, MATT FLORY, GEORGE HAGEMANN, JUSTIN GRAYS. NOT PICTURED: LYNETTE DUMALAG, AMAYA FOKUO.

THE ST. LOUIS PARK CITY COUNCIL invested resources and pushed

the consultants and staff to reach farther and deeper into the community to ensure all residents –
especially those who may not normally participate in a process like this – were engaged. Their support
and consistent encouragement helped make this process the most inclusive and widespread visioning
process to date. Thanks to:

> Jake Spano, Mayor

> Steve Hallfin, At Large A

> Thom Miller, At Large B

> Susan Sanger, Ward 1

> Anne Mavity, Ward 2

> Gregg Lindberg, Ward 3

> Tim Brausen, Ward 4

FIGURE 10: ST. LOUIS PARK CITY COUNCIL.

OUR VISION 3.0 FACILITATORS attended trainings, convened meetings, reported their results and were ambassadors for this ambitious effort. Many, many thanks to:

Sagal Abdirahman; John Wheeler; Bruce Browning; Carol Bungert; Gabriel Rios; Sara Maaske;

Nene Matey Keke; Jonathan Shaver; Dale Tatarek; Fatuma Irshat; Dan Olson; Sue Grey; Meta Webb;

Terry Ruttger; Jennifer Chenoweth; Anna Mae; John Wheeler; Katie Walechka; Claudia Johnston-Madison;

Jamie Marshall; Christina Woodlee; Curtis Wilson; Julie Rappaport; Noelle Racette; Susan Niz;

Bridget Rathsack; Marcy Joseph; Terry Gips; Rhoda Quick; Jim Beneke; Julie Sweitzer; Lisa Greene;

Lisa Genis; Tiffany Hoffmann; Catherine Johnson; Lisa Peilen; Amy Beilke; Juli Rasmussen; Lisa Pannell;

Meg McCormick; David Pacheco; Hannah Sekaran; Jeanne Wolfe; Alex Draeger; Marty Lee; Carrie Jennissen;

Steven Hansen; Bob Chatfield; Jennie Edstrom; Shannon Farrell; Tom Green; Azzahya Williams; John Shevlin;

Seka Kovacevic; Catherine Doyle-Burris; Angelica Lee; Olaf Jorgenson; Judith Moore; Liz Feeney;

Amy McTavish; Suzanne Stang; Dustin DeBoer; Matt Flory; John McHugh; Brian Shekleton; Elizabeth Stroder.

FIGURE 11: VISION 3.0 FACILITATOR TRAINING, FEBRUARY 2017.

Meg McMonigal, Principal Planner for the City of St. Louis Park, was the city's project manager for Vision 3.0 effort. Meg coordinated dozens of meetings, answered hundreds of citizen and committee emails, organized all steering committee meetings, and was the main contact for the consultants, City Council and city staff.

Jacqueline Larson, Communications and Marketing Manager for the City of St. Louis Park, managed all of the communications and outreach for the Vision 3.0 project. She and her staff created the title and logo and conducted the outreach for the process. This included notifications on the city's website; posts on Facebook, Twitter and NextDoor; a ParkAlert Citizen Notification; ParkTV announcements; Park Perspective Newsletter articles; producing a Peachjar flyer for the school electronic backpacks; creating a Constant Contact list for email blasts and much, much more.

COMMUNICATIONS & OUTREACH COMMITTEE

The following city staff worked with Jacqueline's group, Meg McMonigal, and local volunteers on communications and outreach:

> Afton Martens, JCPP Coordinator

> Breanna Freedman, Community Liaison

> Jack Sullivan, Senior Engineering Project Manager

> Jason Bredenberg, Property Maintenance Inspector

> Jason West, Recreation Superintendent

> Julie Grove, Economic Development Specialist

> Kala Fisher, Solid Waste Program Coordinator

> Laura Smith, Wellness & Volunteer Coordinator

> Nate Rosa, Recreation Supervisor

> Sean Walther, Planning and Zoning Supervisor

Tom Harmening is St. Louis Park's City Manager. At the direction of the City Council, Tom provides leadership, direction, and guidance to all city departments. Tom was appointed City Manger in 2004 and has helped execute all of the city's previous visioning projects.

APPENDIX

Table 6: Resident Contributions by Format and Number of Responses	
How Did Residents Contribute?	**Responses**
Neighborhood Meetings	2,052
Online Survey	1,209
"One Wish" Chalkboards	374
NextDoor Weekly Question	313
Town Hall Meetings at City Hall	299
Facebook Live Town Hall Meetings	231
Facebook Weekly Question	56
Business Focus Groups	68
Total	**4,602**

HOW DID RESIDENTS PARTICIPATE – MORE DETAIL

Residents had many options to offer their perspective to Vision 3.0:

1. Neighborhood meetings – 397[15] residents attended 38 neighborhood meetings hosted by 65 trained volunteers. These meeting generated 2,052 comments and ideas.

2. Facebook Live meetings were attended by 63 people, generated 231 comments, had 2,800 views, and reached 8,193 people.

3. The city distributed a "Question of the Week" on Facebook and NextDoor.com. "Questions of the week" generated 313 responses on NextDoor and 56 Facebook responses.

4. Town hall meetings at city hall included 75 participants and generated 299 ideas and comments.

5. "One Wish Chalkboards" – chalkboards that asked, "What's your 1 wish for St. Louis Park's future?" – visited 20 community locations and events, from the Mayor's State of the City meeting to Parktacular, and generated 374 comments.

6. Several special meetings with the business community, the Meadowbrook Collaborative, and others were hosted, to ensure the broadest possible reach.

7. A community survey – both electronic and hard copy – was completed by 180 residents and generated 1,209 comments.

15 More people may have attended these meetings, but 397 people completed optional demographic cards.

TABLES OF THEMES BY PARTICIPATION

Table 7: Town Hall Meetings (February and March 2017)

Community Input Themes	# of comments	% of total comments
Future-focused housing, e.g. affordability, housing types, character	61	20.40%
Building community through events and locations, e.g. green space, parks, lakes, restaurants, retail, splash pad, etc.	53	17.73%
Being open and inclusive, e.g. children, senior citizens, religious differences, etc.	50	16.72%
Safe transit, e.g. streets, streetlights, traffic, trails, walkability, light rail	33	11.04%
Other (uncategorized)	45	10.70%
City services, e.g. water, police, fire, safety, energy, city staff	30	10.03%
Racial equity	27	9.03%
Total	**299**	

Table 8: Facebook Live Town Hall Meetings (March and April 2017)

Community Input Themes	# of comments	% of total comments
Building community through events and locations, e.g. green space, parks, lakes, restaurants, retail, splash pad, etc.	77	33.19%
Other (uncategorized, including responses to warm-up questions, i.e. "How long have you lived in St. Louis Park," "What brought you here?" "What do people say when they hear you live in St. Louis Park?")	73	31.90%
Safe transit, e.g. streets, streetlights, traffic, trails, walkability, light rail	31	13.36%
Housing, e.g. affordability, multi-family housing (pro and con), single-family homes, residential character	22	9.48%
Being open and inclusive, e.g. children, senior citizens, religious differences, etc.	17	7.33%
City services, e.g. water, police, fire, safety, energy, city staff	7	3.02%
Racial equity	4	1.72%
Total	**231**	

Table 9: Weekly Question Facebook & Next Door[16]

Community Input Themes	# of comments	% of total comments
Building community through events and locations, e.g. green space, parks, lakes, restaurants, retail, splash pad, etc.	84	22.76%
General comments (including responses to questions like "What is your ideal day in St. Louis Park?" See page 41 "A Best Day in the Park" for a compilation of residents' responses.)	72	19.51%
Other (uncategorized)	69	18.69%
Housing, e.g. affordability, multi-family housing (pro and con), single-family homes, residential character, curb-side appeal	51	13.82%
Being open and inclusive, e.g. children, senior citizens, religious differences, etc.	37	10.03%
Safe transit, e.g. streets, streetlights, traffic, trails, walkability, light rail	35	9.48%
City services, e.g. water, police, fire, safety, energy, city staff	13	3.63%
Racial equity	8	3.52%
Total	**369**	

Table 10: Major Themes from Neighborhood Meetings[17]

Major Themes – What Do Residents Value?	Percent of Meeting Mentions
Equity and inclusion for all, e.g. race, age, etc.	68.42%
Social connections to each other and to the community	39.47%
Housing – affordability and character	34.22%
Transit and mobility	28.95%
Care for the natural environment	28.95%

16 The same questions were asked on both Facebook and NextDoor, so we have combined the responses here. Facebook generated 56 comments and NextDoor generated 313 comments.

17 "Major themes" were determined at the conclusion of each Neighborhood Meeting, after residents talked with each other about what they valued in their community and what they'd like the community to stop doing, start doing, or keep doing in the future. A total of 38 neighborhood meetings were conducted during Vision 3.0. Looking at Table 4, "Equity and Inclusion" was a theme at over 68% of neighborhood meetings; "Social Connections" was a theme at over 39% of meetings, and so forth.

Table 11: Residents' responses (n=374) to "What's your 1 wish for St. Louis Park's future?" as recorded on chalkboards

"What's your 1 wish for St. Louis Park's future?"	Percent of Responses
Public amenities that can be enjoyed by all residents, e.g. parks, open spaces, events, markets, pools, public recreation facilities	25.94%
Transit and mobility, e.g. pedestrian safety, traffic, light rail	15.51%
Retail, e.g. restaurants, unique shops, farmers markets	12.57%
Housing, e.g. affordability, apartments, development	12.57%
City services and policies, e.g. energy, leadership, parks	11.49%
Other ideas	5.88%
Race, ethnicity and inclusion	5.35%

A BEST DAY IN THE PARK

START the day with something tasty from Honey and Rye Bakehouse Hop on a bike or stroll over to Bass Lake Park and enjoy it's beautiful walking and biking trails Cool off in the pool at the Rec Center Bike over the Wok in the Park or Best of India for a tasty lunch Burn off that lunch by biking over to the Westwood Hills Nature Center for some hiking and nature programming Switch gears by heading to Excelsior and Grand for some late afternoon shopping Enjoy a happy hour brew over at Steel Toe Brewing Wander over to McCoy's Public House for dinner **END** the night at Park Tavern for bowling and merriment

BEST DAY in SLP!

Residents crowdsourced response to a question posted on social media, "Imagine you had a guest visiting from out of town and you could share your favorite things? What would be your best day in St. Louis Park?"

THE HISTORY OF VISIONING IN ST. LOUIS PARK

Since 1995, residents' input has been the inspiration for many projects implemented by the city, school district and chamber of commerce.

VISION 1.0 – 1994/1995

In the mid-1990s, St. Louis Park undertook its first visioning process.[18] The original vision – "A Community of Choice for a Lifetime" – was based on the premise that the city of St. Louis Park had two choices: wait for things to happen, or make things happen.

At the time, citizens were concerned about a lack of a "downtown" and wanted more sidewalks and bike paths, among other things. Over the next ten years, the city went to work building the Rec Center/Aquatic Center, Wolfe Park, the Amphitheatre, Excelsior & Grand, St. Louis Park parks and trails plan, housing opportunities, stronger neighborhoods and made a decisive move toward determining its own destiny.

VISION 2.0 – 2006/2007

A decade later St. Louis Park launched its second community visioning initiative and used the Appreciative Inquiry process to interview over 1,000 residents. Vision 2.0's goal was to position St. Louis Park for the opportunities of the 21st century. After the community interviews were completed, eight themes emerged and action teams were formed to address them: the environment; transportation; sidewalks and trails; gathering places; community events; housing; arts and culture; and diversity.

18   Vision St. Louis Park Book of Dreams 2006 and Report to the Community on Vision St. Louis Park accessed on July 10, 2017:
      https://www.stlouispark.org/home/showdocument?id=1102 and http://www.mobiusmodel.com/downloads/1SLPBookDreams.pdf

The Vision 2.0 action teams included participants from throughout the community who worked for six months to put together goals, action steps, timelines and suggestions for additional partnerships. The City Council adopted these four strategic directions at the action teams' suggestion:

1. St. Louis Park is committed to being a connected and engaged community.

2. St. Louis Park is committed to being a leader in environmental stewardship. We will increase environmental consciousness and responsibility in all areas of city business.

3. St. Louis Park is committed to providing well-maintained and diverse housing options.

4. St. Louis Park is committed to promoting and integrating arts, culture, and community aesthetics in all city initiatives, including implementation where appropriate.

ENVIRONMENT

ARTS & CULTURE

TRANSPORTATION

DIVERSITY

8
TEAMS

GATHERING PLACES

COMMUNITY EVENTS

HOUSING

SIDEWALKS & TRAILS

VISION 3.0 — 2017

Building on the legacy of the city's first two visioning projects, Vision 3.0 was launched in early 2017 to focus on St. Louis Park's next 20 years. The City Council was clear: Vision 3.0 must engage as many citizens as possible, especially those who may feel marginalized or might not normally attend city meetings. As a result, hundreds of St. Louis Park residents – from school-aged children to seniors, from renters to business owners to immigrants – shared their ideas for St. Louis Park's future. A sustained publicity effort – through social media, cable TV and even yard signs! – encouraged involvement.

FIGURE 8: VISION 3.0 YARD SIGNS: "WE BELIEVE: CITIES ARE FOR PEOPLE, CONVERSATIONS MATTER, THE FUTURE IS OURS TO CREATE."

What is YOUR vision for St. Louis Park?

St. Louis Park

MINNESOTA

Experience **VISION 3.0** *in the Park*

THE NEXT GENERATION CONSULTING TEAM WAS PRIVILEGED TO SERVE AS VISION 3.0 CONSULTANTS AND WORK WITH THE CITIZENS, STEERING COMMITTEE, COUNCIL, AND STAFF OF ST. LOUIS PARK. YOU HAVE A VERY GOOD THING GOING IN THE PARK, AND YOUR CITIZENS' WILLINGNESS TO COME TOGETHER TO CONTINUE TO BE A GREAT PLACE FOR ALL PEOPLE IS INSPIRING. PLEASE REACH OUT ANYTIME:

NEXT GENERATION CONSULTING, LLC

1882 E. MAIN STREET, SUITE 204

MADISON, WI 53704

888.922.9595

REBECCARYAN.COM

PHOTO, L TO R: STEPHANIE RICKETTS, LISA LONIELLO, AND REBECCA RYAN