UNIVERSITY CITY
COMMUNITY VISION 2040
THINK-TANK REPORT - MISSOURI, USA

March 2022

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COMMUNITY VISION 2040 THINK-TANK REPORT

USA

March 2022

This report summarizes the outcomes of the 'University City Community Vision 2040 Think-Tank' held on March 10 and 12, 2022. Thirty residents participated in the Think-Tank and developed the scenarios presented in this report. This report has been produced as part of the University City Community Vision 2040 project which aims to develop a new community vision that will guide City decision-making looking out to 2040.

This report and the associated data analysis are available on the project portal:
https://lab2.future-iq.com/university-citys-community-visioning-project/

Report Prepared by:

future→iQ®

Create **Future Intelligence**®

Think-Tank Hosted by:

City of University City

TABLE OF CONTENTS

HOW TO READ THIS REPORT

This report lays out the findings from each key step in the process. Overall, the process moved from background exploration and analysis, through to building a range of future possible directions for University City. This work represents robust 'future gazing' where community stakeholders considered possible directions and the impacts and consequences of those directions. The process, and the report, then drill down deeper into what people saw as the optimal or preferred future. This understanding helps lay the groundwork for figuring out 'how we get there'. This vision for University City will be important to help guide the City's upcoming comprehensive planning process.

UNIVERSITY CITY COMMUNITY VISION 2040

Steps in the process	Sections of the report
Information gathering on community concerns, hopes and dreams for the future of University City.	Community Survey and Community Listening Sessions (Chapters 2 & 3)
Introduce the Think-Tank process and the goals for the process.	Think-Tank Workshop (Chapter 4)
Identify macro trends shaping the future of University City.	Forces Shaping the Future – Macro Trends (Chapter 5)
Assessment of University City's strengths and weaknesses.	Community Assessment – Strengths and Weaknesses (Chapter 6)
Identify key drivers and clusters of drivers shaping the future of University City.	Key Drivers Identification and Identifying Scenario Shaping Clusters of Drivers; Cluster Map Development (Chapters 7 - 9)
Create plausible future scenarios for University City.	Creating the Scenario Framework (Chapter 10)
Identify Expected, Least Desired, and Preferred Futures for University City; Identify Next Steps in the process.	Expected, Least Desired, and Preferred Futures (Chapter 11)

1.0   INTRODUCTION

University City is an inner-ring suburb on the western boundary of St. Louis, Missouri. The City is considered a residential community with a diverse population of 35,065 (2020 Census).

The community began the visioning process for University City in mid-2021, with the hopes that the impacts of the COVID-19 pandemic would subside by the fall so that the community could come together in-person for its Think-Tank on October. When that didn't happen, the visioning process was adjusted to engage the community virtually before the Think-Tank. The community came together with enthusiasm and commitment to the process. Countless hours were contributed to the Community Survey, Listening Sessions, and Task Force meetings. The Think-Tank that took place on March 10 and 12, 2022, was the culmination of the dedication and commitment that this community had to the visioning process and its future.

The University City visioning and planning process aims to provide a response to the following questions:

- What should University City become?

- What makes University City unique and how can the City use these characteristics to prepare for the future?

- How will community stakeholder preferences fit into this vision?

This scenario-based Think-Tank report summarizes University City's visioning workshop that took place on March 10 and 12, 2022. The Think-Tank is a key step in the City's Community Vision 2040 project that will guide the comprehensive planning process beginning later this year. The components of the visioning work thus far are described below.

- **University City Vision 2040 Community Survey:** An extensive survey was completed by 494 University City residents. The survey aimed to understand resident perspectives on current trends in the City, as well as their aspirations for the future.

- **Community Listening Sessions:** Four one-hour virtual Listening Sessions were held at various times on November 8-10, 2021. The sessions were open to the public and sought to gather resident perspectives on current issues in the City, as well as their aspirations for the future.

- **Scenario-Based Think-Tank Workshop:** The in-person scenario-based Think-Tank workshop held on March 10 and 12, 2022, provided an important opportunity to engage University City residents in a critical dialogue about the future and impacts of changing dynamics in the City.

- **Think-Tank Participant Heatmaps:** Think-Tank participants completed heatmaps at the end of the Think-Tank to express their Expected, Preferred, and Least Desirable future scenario for University City. The results are examined in this report.

2.0 COMMUNITY ENGAGEMENT – KEY STEPS

A key feature of University City's visioning process has been the focus on community engagement. The engagement process thus far has been conducted over a 9-month period from August 2021-March 2022. A Task Force consisting of community members was formed to help guide the process. Each step in the engagement process has built on the previous step to narrow the lens of focus and bring clarity to the community's vision. The data-driven visioning process has helped University City community members to discover clear topics of alignment regarding their future vision.
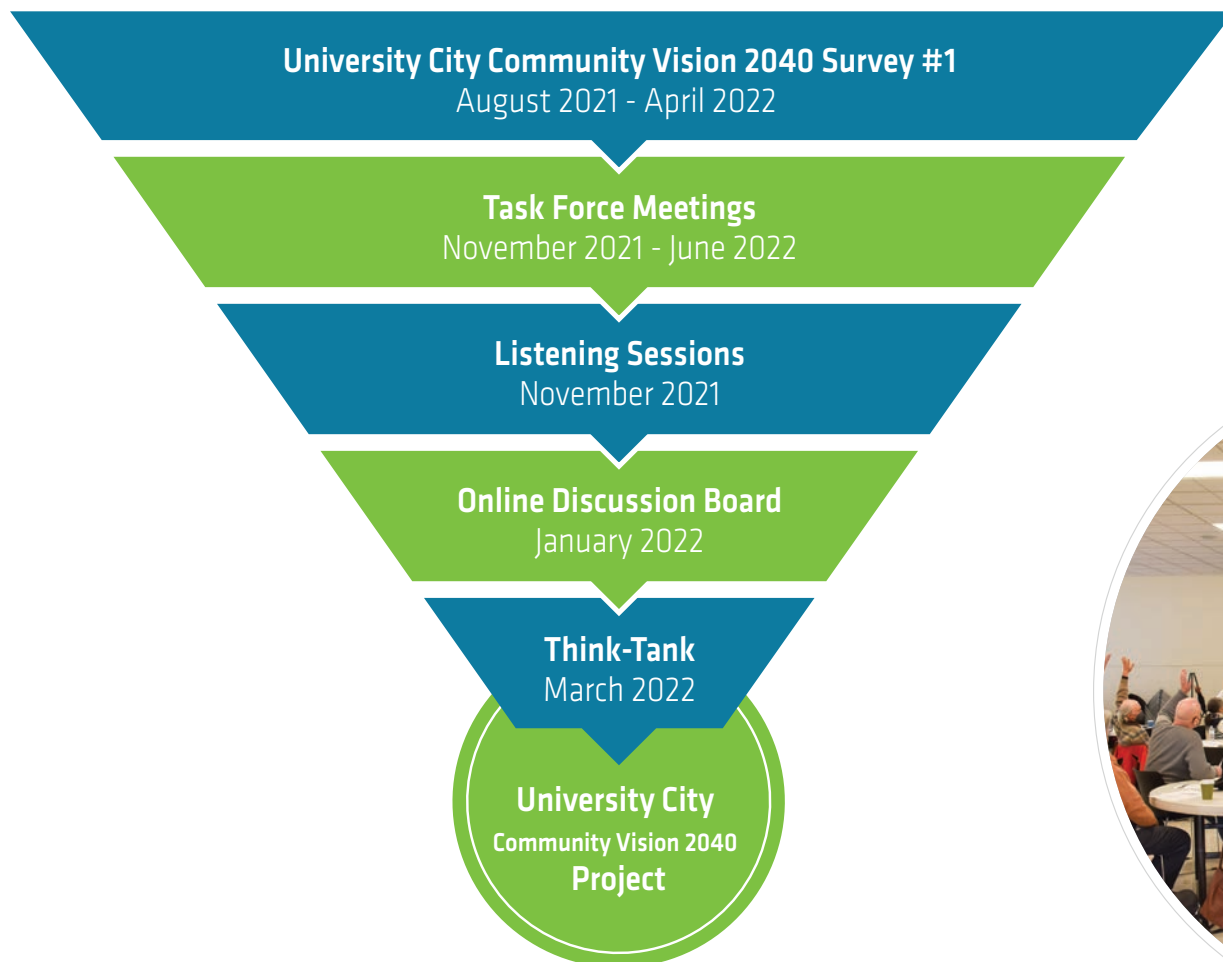
> The community of University City has embraced the Community Vision 2040 project with enthusiasm and dedication. The resulting vision is a testament to the time and effort community members put into the visioning process.

Vision and Values Community Engagement Process – to date

University City Community Vision 2040 Survey #1
August 2021 - April 2022

Task Force Meetings
November 2021 - June 2022

Listening Sessions
November 2021

Online Discussion Board
January 2022

Think-Tank
March 2022

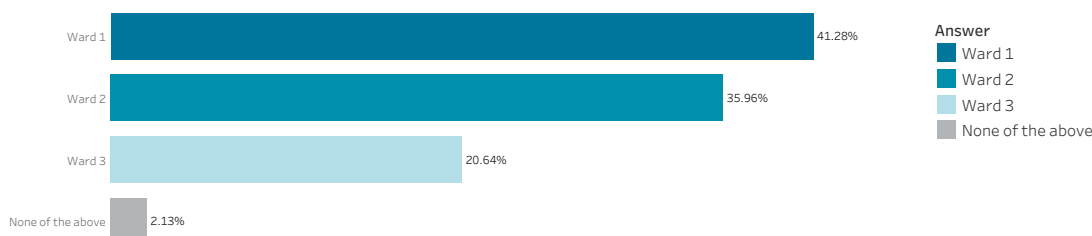**University City Community Vision 2040 Project**

3.0 COMMUNITY SURVEY RESULTS – KEY STAKEHOLDER INPUT

Prior to the Think-Tank, a community survey was conducted to gather insight into the community's perceptions of trends influencing their future, including the most significant perceived opportunities and challenges facing University City. At the time of the Think-Tank, 494 community stakeholders had responded to the survey. Below are the compiled results of the survey, as of March 12, 2022. The community survey is currently still running and results will be posted on the project portal at *https://lab2.future-iq.com/university-citys-community-visioning-project/*.
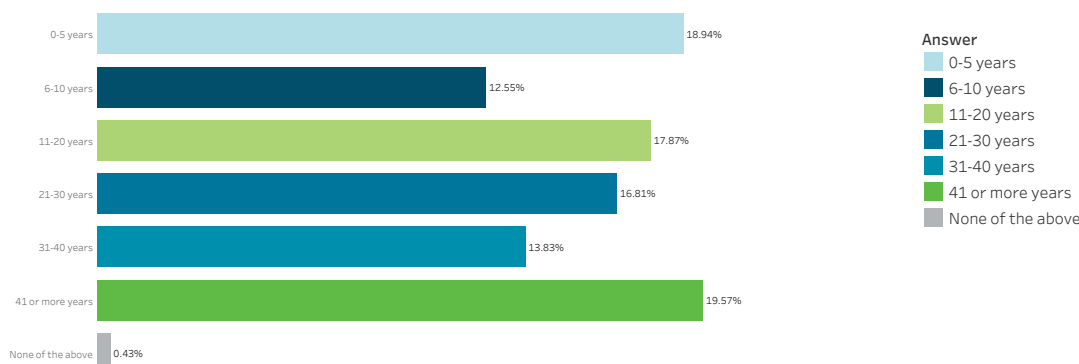
3.1 PROFILE INFORMATION

Respondent profile information is available on the project portal and includes information such as age, race, zip code, how people relate to University City, group affiliation, and interest areas. The two aspects highlighted at the Think-Tank centered around what Ward respondents lived in and how long respondents have lived or worked in University City.

What Ward to you live in?

Ward	Percentage
Ward 1	41.28%
Ward 2	35.96%
Ward 3	20.64%
None of the above	2.13%

Answer
- Ward 1
- Ward 2
- Ward 3
- None of the above

How long have you lived and/or worked in University City?

Timeframe	Percentage
0-5 years	18.94%
6-10 years	12.55%
11-20 years	17.87%
21-30 years	16.81%
31-40 years	13.83%
41 or more years	19.57%
None of the above	0.43%

Answer
- 0-5 years
- 6-10 years
- 11-20 years
- 21-30 years
- 31-40 years
- 41 or more years
- None of the above

DATA INSIGHTS:

- It was noted that 41% of survey respondents lived in Ward 1, with 36% in Ward 2 and 21% in Ward 3. Think-Tank participants discussed ways to increase Ward 3 participation in the visioning process over the coming months.

- With respect to length of time living or working in U-City, representation was fairly even across the timeframes.

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3.2   IMPORTANCE OF A SHARED VISION

Survey respondents were asked to respond to a question about the importance of having a shared vision when making decisions for University City.

How important is it to consider the shared vision when MAKING DECISIONS for University City?
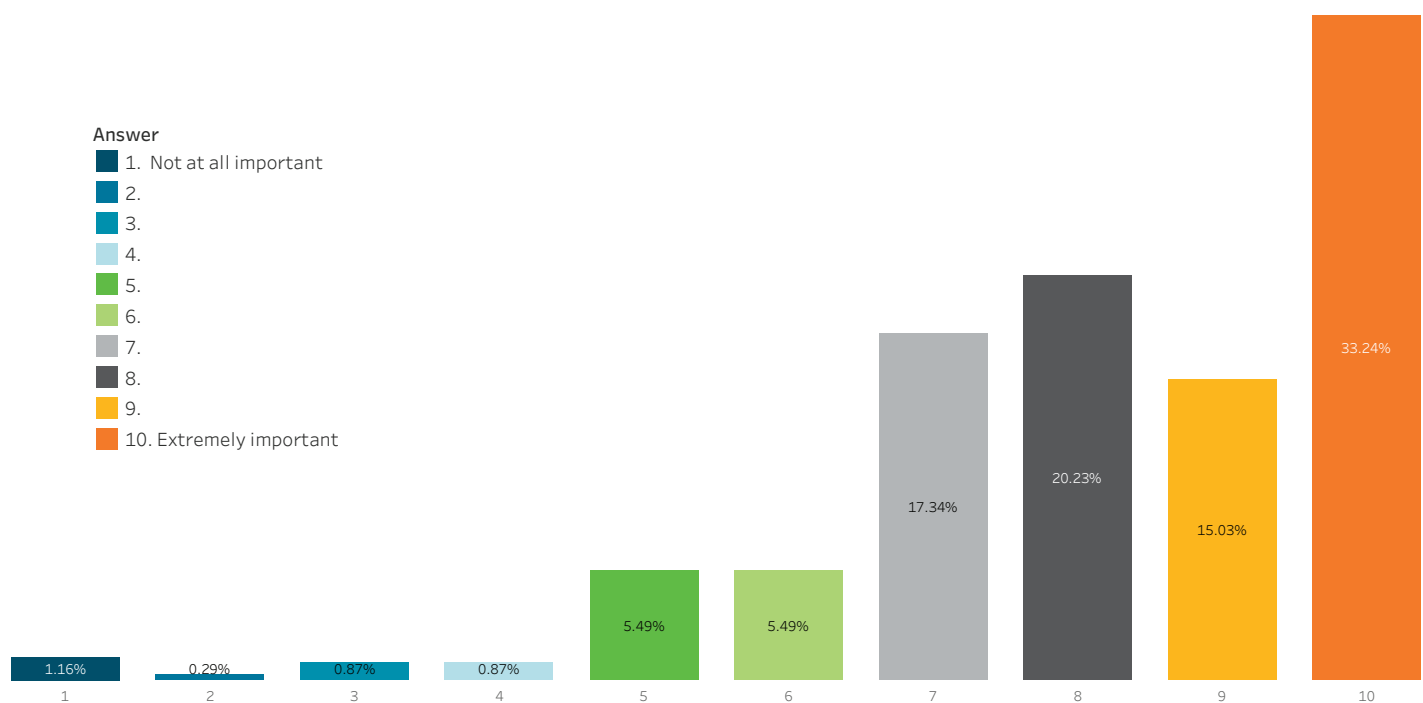*(Scale 1 = Not at all important; 10 = Extremely important)*

A vision that works helps a community to reach for goals above and beyond what normally might be expected, to discover possibilities that were not apparent before. (*Community Visioning Handbook*, Maine State Planning Office)

Answer
- 1. Not at all important
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10. Extremely important

| Answer	%
1	1.16%
2	0.29%
3	0.87%
4	0.87%
5	5.49%
6	5.49%
7	17.34%
8	20.23%
9	15.03%
10	33.24%

DATA INSIGHTS:

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- An overwhelming majority of survey respondents felt it was important to have a shared vision when making decisions for University City.
- A shared vision will build collaboration and cohesion as community members plan for their future looking out to 2040.

3.3   VIEWS OF THE FUTURE – OPPORTUNITIES FOR UNIVERSITY CITY

In order to gauge where University City should focus its efforts in leveraging resources, survey respondents were asked to describe in narrative form what they believed are the biggest opportunities for University City over the next 5-10 years. Olive Boulevard corridor development, economic development, University City's vibrant culture and diversity, and school district improvement ranked as the City's biggest opportunities.

What do you believe are the biggest opportunities facing University City in the next 5-10 years?
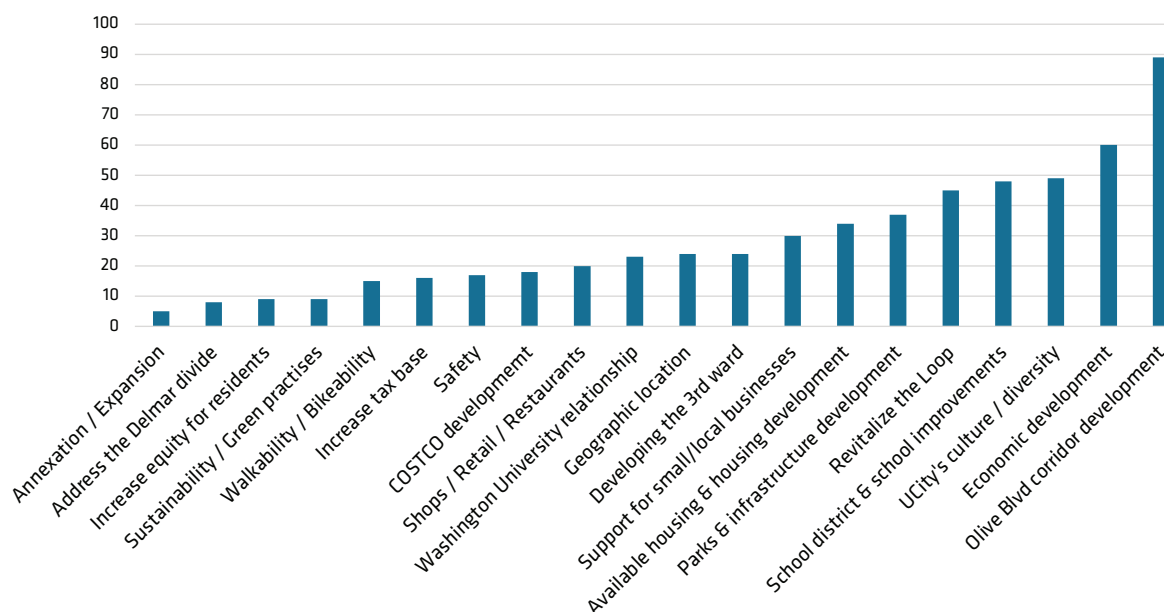
The community responses below indicate some of the respondents' perspectives on the biggest opportunities for University City:

- *"Racial segregation and discrimination is the biggest problem in our region. University City is uniquely positioned to deal with these issues and thus become a center and model for the region."*
- *"Increase revenues from economic growth, increase community programs and identity, and increase the positive trends in U-City schools."*
- *"Redevelopment along Olive Boulevard. Increase home ownership especially in the 3rd Ward, and increase cooperation with WashU and their faculty and staff expertise."*
- *"The Loop, our youth, our diversity."*

DATA INSIGHTS:

- Olive Boulevard corridor development is seen as the greatest opportunity for University City. It is also seen as one of the City's biggest challenges, making it a 'future-splitting question' for the community.
- 'Economic development,' 'U-City's culture and diversity,' the 'School district and school improvements,' and 'Revitalize the Loop' were seen as key opportunities.

3.4   VIEWS OF THE FUTURE – CHALLENGES FOR UNIVERSITY CITY

As a measure where community members considered themselves unprepared or challenged by future impacts, survey respondents were asked to cite in narrative form, what they believe are the biggest challenges facing University City over the next 5-10 years. Initial results show the school system, safety and crime, lack of tax revenues, and unequitable economic development as the City's greatest challenges.

What do you think are the biggest challenges facing University City in the next 5-10 years?
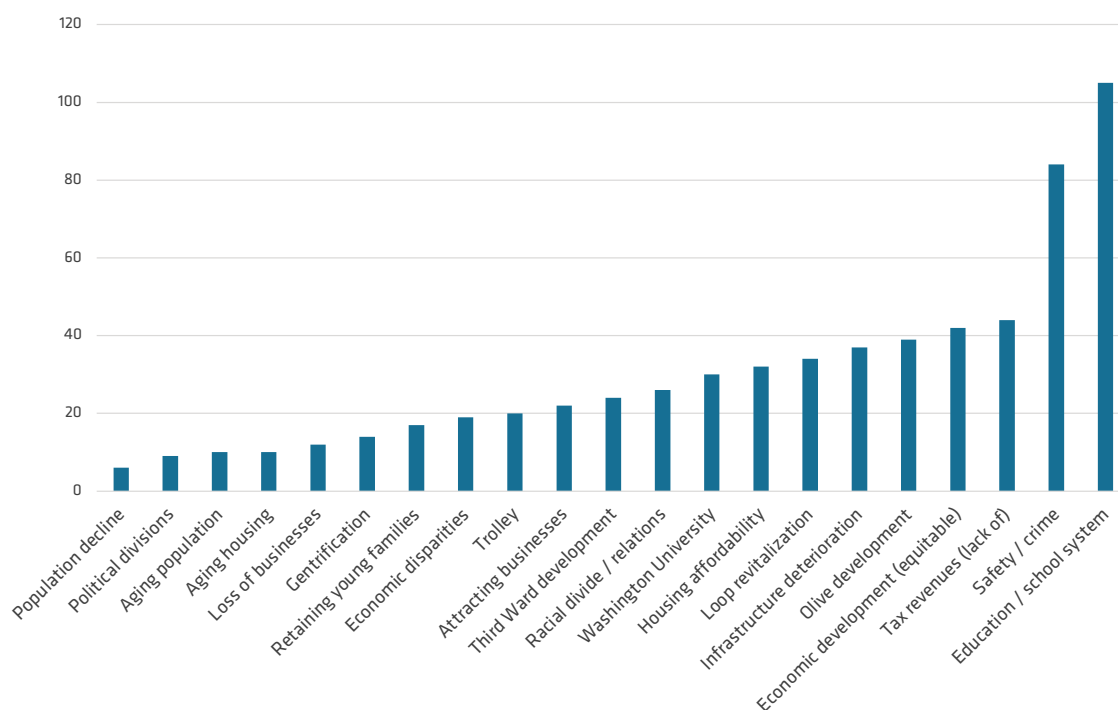
The community responses below indicate some of the respondents' perspectives on the biggest opportunities for University City:

- *"Making sound decisions surrounding the development Costco will bring to Olive."*
- *"Improving the perception of safety and the school district. Maintaining the quality of our aging housing stock – particularly North of Olive."*
- *"Income inequality, public schools, aging population."*
- *"Aging infrastructure, roads, sidewalks, etc. especially in the 3rd Ward."*

DATA INSIGHTS:

- Education and the school system were seen as both challenges and opportunities for University City. How and when improvements and partnership building takes place are seen as critical to the future for University City.
- Addressing perceived challenges to the community will take both strong and sensitive leadership in order to address issues in the community.
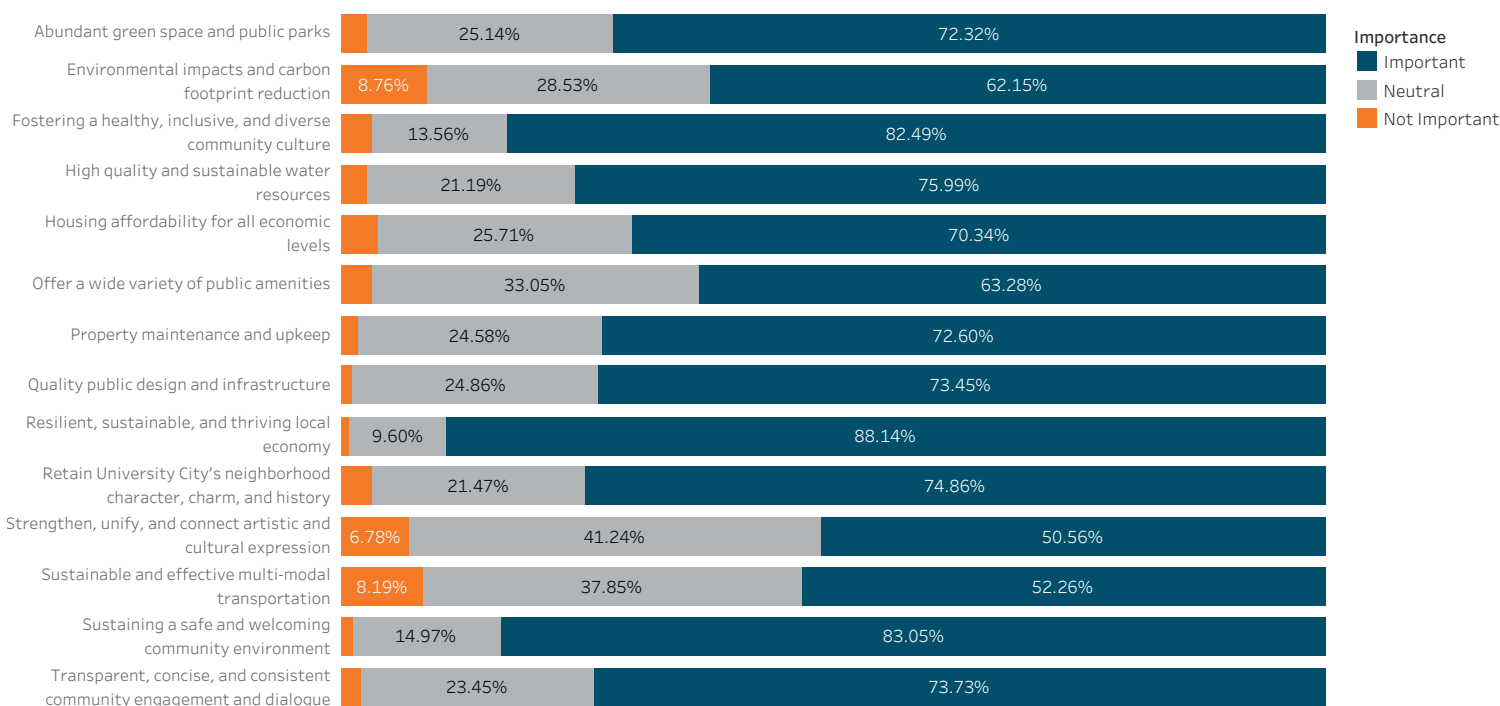
3.5 FACTORS OF INFLUENCE

Looking to the future, survey respondents were asked two questions related to factors that are likely to impact University City over the next 10 years.

3.5.1 IMPORTANCE OF FACTORS

To gauge the relative importance of certain factors and their impact on University City over the next 10 years, survey respondents were asked to rank fourteen factors identified as important to the future of University City.
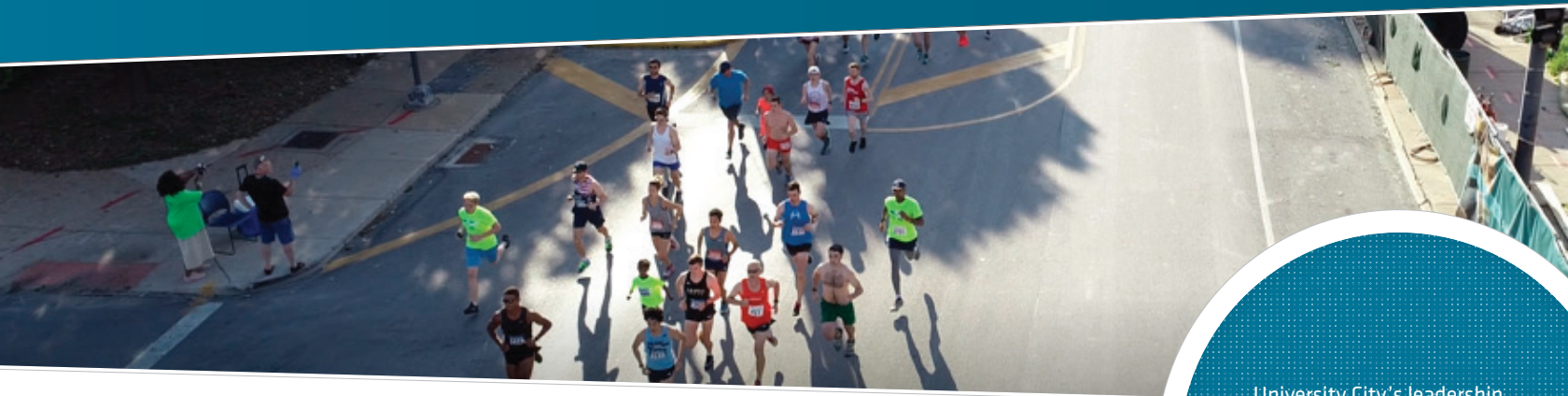
How important do you think these issues and topics are in terms of the future of University City over the next 10 years? *(Scale: 1 = Not at all important; 10 = Critically important)*

Factor	Not Important	Neutral	Important
Abundant green space and public parks		25.14%	72.32%
Environmental impacts and carbon footprint reduction	8.76%	28.53%	62.15%
Fostering a healthy, inclusive, and diverse community culture		13.56%	82.49%
High quality and sustainable water resources		21.19%	75.99%
Housing affordability for all economic levels		25.71%	70.34%
Offer a wide variety of public amenities		33.05%	63.28%
Property maintenance and upkeep		24.58%	72.60%
Quality public design and infrastructure		24.86%	73.45%
Resilient, sustainable, and thriving local economy		9.60%	88.14%
Retain University City's neighborhood character, charm, and history		21.47%	74.86%
Strengthen, unify, and connect artistic and cultural expression	6.78%	41.24%	50.56%
Sustainable and effective multi-modal transportation	8.19%	37.85%	52.26%
Sustaining a safe and welcoming community environment		14.97%	83.05%
Transparent, concise, and consistent community engagement and dialogue		23.45%	73.73%

Importance: ■ Important ■ Neutral ■ Not Important

DATA INSIGHTS:

- 'Resilient, sustainable, and thriving local economy,' 'Fostering a healthy, inclusive, and diverse community culture,' and 'Sustaining a safe and welcoming community environment' were seen as the most important topics in terms of the future of University City.

- 'Strengthen, unify, and connect artistic and cultural expression,' and 'Sustainable and effective multi-modal transportation' were seen as the least important topics in terms of the future of University City.
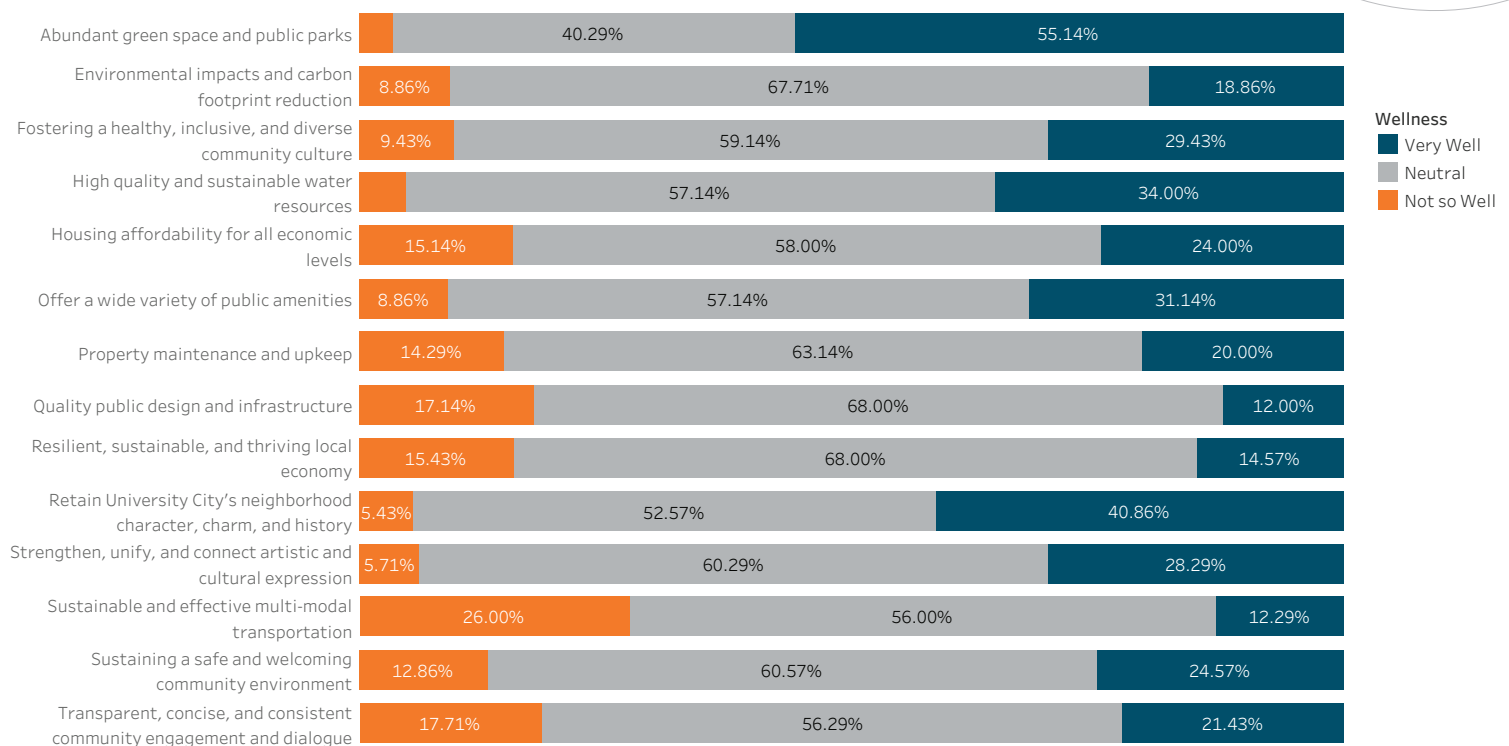
3.5.2 HOW WELL IS UNIVERSITY CITY DOING ON THESE TOPICS

To assess how well University City is doing on these topics, respondents were asked how well they thought University City is currently doing on each of these issues.

How well do you think University City is currently doing on each of these issues?
(Scale: 1 = Not well at all; 10 = Extremely well)

Wellness
- Very Well
- Neutral
- Not so Well

Topic	Not so Well	Neutral	Very Well
Abundant green space and public parks		40.29%	55.14%
Environmental impacts and carbon footprint reduction	8.86%	67.71%	18.86%
Fostering a healthy, inclusive, and diverse community culture	9.43%	59.14%	29.43%
High quality and sustainable water resources		57.14%	34.00%
Housing affordability for all economic levels	15.14%	58.00%	24.00%
Offer a wide variety of public amenities	8.86%	57.14%	31.14%
Property maintenance and upkeep	14.29%	63.14%	20.00%
Quality public design and infrastructure	17.14%	68.00%	12.00%
Resilient, sustainable, and thriving local economy	15.43%	68.00%	14.57%
Retain University City's neighborhood character, charm, and history	5.43%	52.57%	40.86%
Strengthen, unify, and connect artistic and cultural expression	5.71%	60.29%	28.29%
Sustainable and effective multi-modal transportation	26.00%	56.00%	12.29%
Sustaining a safe and welcoming community environment	12.86%	60.57%	24.57%
Transparent, concise, and consistent community engagement and dialogue	17.71%	56.29%	21.43%

DATA INSIGHTS:

- University City was seen to be doing very well on 'Abundant green space and public parks'. This was followed by 'Retain University City's neighborhood character, charm and history.'

- University City was seen to be doing less well 'Sustainable and effective multi-modal transportation' and 'Transparent, concise, and consistent community engagement and dialogue.'

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4.0   COMMUNITY LISTENING SESSIONS

The pandemic had a significant impact on the start of this visioning project. The delta and omicron variants required the in-person Think-Tank originally scheduled for October 2021 to be postponed to March 2022. To keep the project momentum going, four virtual community Listening Sessions were held November 8-10. Two were held during the day, and two in the evening to accommodate varying resident schedules.

These virtual facilitated groups sought to gather community input on concerns and aspirations for the future of University City. The meetings were public and open to anyone who wanted to attend. All of the sessions followed the same format and explored the following topics and questions:

- What are the key trends and drivers impacting University City?

- With respect to economic development, what is the sweet spot for University City?

- With respect to visioning and redevelopment, how do you maximize the opportunity to shape the fabric of the community to set up future generations for success?

- What are your future aspirations for University City?

Summaries of the Community Listening Sessions may be found on the project portal at *https://lab2. future-iq.com/university-citys-community-visioning-project/*

5.0   THINK-TANK WORKSHOP

University City's Future Think-Tank Workshop was conducted on March 10 and 12, 2022, at Jackson Park Elementary School and the Heman Park Community Center. The workshop explored how University City could change by 2040 and consisted of:

- A review of global trends and the impact of these trends on the University City community

- Assessment of the community's strengths and weaknesses

- Formulation of the different plausible scenario 'spaces' and development of detailed narratives and descriptions of each scenario

- Examination of the impact and consequences of each scenario on various aspects of community and economic development in University City

- Identification of the preferred future and critical action steps to achieve the preferred future

The Think-Tank began with an in-depth presentation on future trends and global conditions before moving on to conduct scenario planning for University City. Future iQ's scenario planning process provides a methodology from which to explore plausible futures and takes into consideration the implications of various future scenarios. The process aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making

- Identify and understand the key influences, trends, and dynamics that will shape the University City looking out to 2040

- Create and describe four plausible long-term scenarios for the City

- Begin exploring alignment around a shared future vision

The scenarios developed during this Future Think-Tank workshop and outlined in this report are important to provide a framework to discuss future possible outcomes and implications for the University City. Workshop deliberations can assist in identifying key actions for the City and how various groups might best contribute to future developments.

> Scenario planning provides a way to explore various plausible futures and consider the implications and consequences of different future pathways. This adds a richness and depth to the discussions about preferred future, and a consideration of the intended and unintended consequences.

6.0 FORCES SHAPING THE FUTURE – MACRO TRENDS

At the Future Think-Tank, participants explored the forces of change shaping the future of University City, including three key areas of emerging macro trends and forces of change. Perceptions around the nature of impact of these trends, both in terms of size and timing of impact, were explored to gauge how important participants consider the trends. Participants discussed the emerging trends on global, regional and local scales, and related them directly to University City in terms of how well prepared they considered themselves.

Specifically, the key trend areas included:

- Demographics, population and mass urbanization

- Energy, food, water and climate change

- Technology and the speed of change

Of particular relevance to the discussion on trends is the speed and scale of change occurring. Newly developed innovations are being implemented globally and locally at all scales, thereby changing the face of industries and society in a rapid and profound way. Manufacturing is at the forefront of this transformation, but other industries are also quickly developing such as agriculture, health care, biomedical research, infrastructure, energy, transportation and mobility, shipping and logistics, food services, hospitality, financial services, and retail.
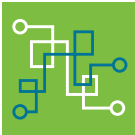
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FUTURE INSIGHTS:

- The emerging macro trends represent both 'headwinds' and 'tailwinds' for the future of University City. Being able to capture the opportunities offered by the necessity of equitable economic development and changing social values will be critical.

- Rapid advancements in technology trends provide University City with significant opportunities to transform its community as it goes through the process of redeveloping its aging built environment, especially along Olive Boulevard.

7.0 COMMUNITY ASSESSMENT – STRENGTHS AND WEAKNESSES

The following attributes have been developed by Future iQ and adapted from numerous community indicators and workshop exercises.

1. **Evidence of strong community pride and inclusive culture**
   Successful communities are often showplaces of care, attention, history and heritage. They celebrate their success and have a strong and positive local attitude and support a culture of risk taking and innovation. Diversity is celebrated and people are welcomed.

2. **Invest in the future – built to last**
   People believe that something worth doing is worth doing right. In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future. Expenditures are considered investments in the future, including investments in people.

3. **Participatory approach to community decision making**
   Even the most powerful of opinion leaders seem to work toward building consensus. The stress is on working together toward a common goal and the focus is on positive results. People collaborate and share resources.

4. **Creatively build new economic opportunities**
   Successful communities build on existing economic strengths in a realistic way; and explore new economic opportunities provided by the 'new economy'. They actively seek out new opportunities and ideas for new businesses.

5. **Support local businesses**
   Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly.

6. **Deliberate transition of power to new leaders**
   People under 40 regularly hold key positions in civic and business affairs. Women (and people from 'minority groups') often hold positions as elected officials, plant managers, and entrepreneurial developers.

7. **Strong belief in and support for education**
   Good schools are the norm and centers of community activity.

8. **Strong presence of traditional institutions that are integral to community life**
   Churches, schools and service clubs are strong influences on community development and social activities

9. **Willingness to seek help from the outside**
   People seek outside help for community needs, and many compete for government grants and contracts for economic and social programs. They seek out the best ideas and new people to help build their community strengths.

10. **Communities are self-reliant**
    There is a wide-held conviction that, in the long run, 'You Have to Do It Yourself'. Thriving communities believe their destiny is in their own hands. Making their communities good places is a pro-active assignment, and they willingly accept it.

COMMUNITY ASSESSMENT – STRENGTHS AND WEAKNESSES

Think-Tank participants discussed the top ten attributes in a large-group discussion. Participants then ranked each attribute as either a strong or weak attribute of University City.

**Attributes for Sucessful Communites - University City 2040 - March 2022**
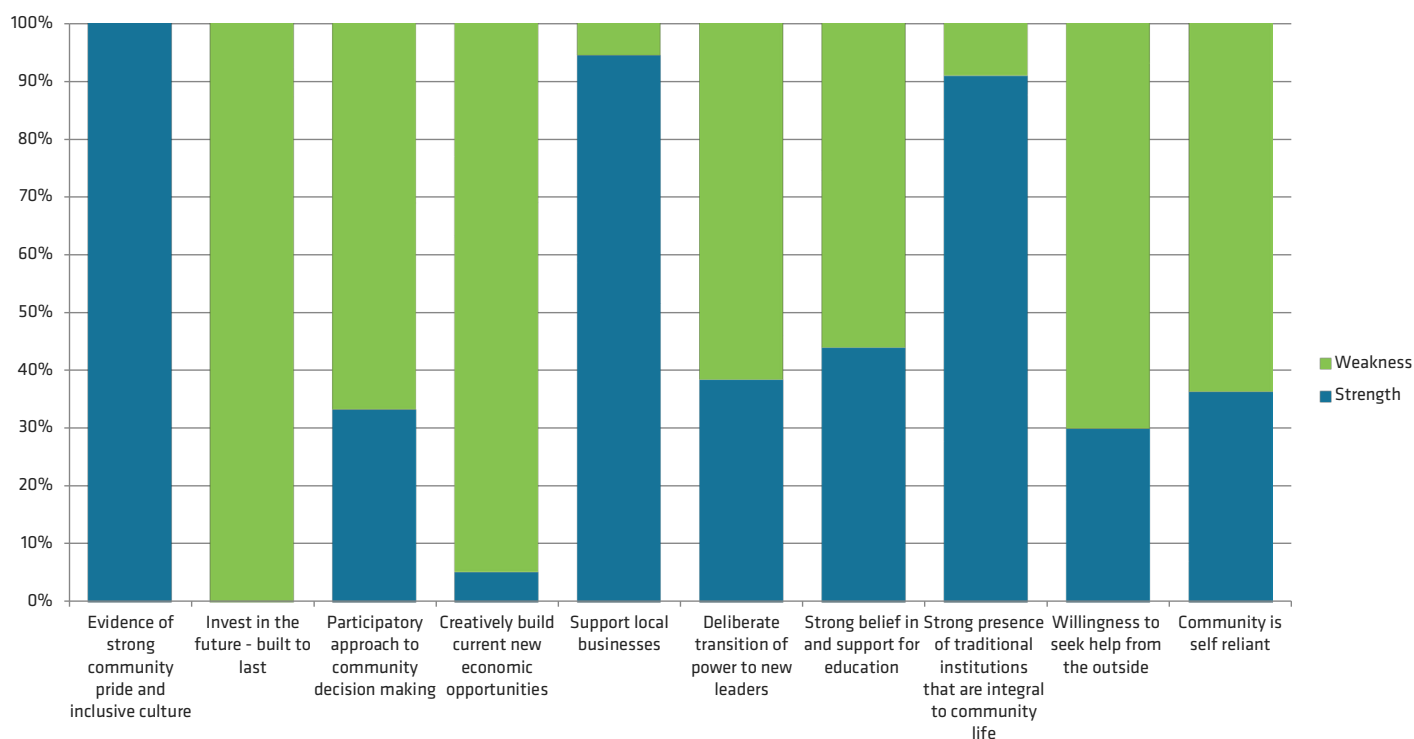
Note: This exercise was adapted from "The Heartland Centre for Leadership Development: 20 Clues to Rural Survival," and was informed by The Arkleton Center for Rural Research through the Dynamics of Rural Areas (DORA).

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DATA INSIGHTS:

- Think-Tank participants rated the community extremely high in the areas of strong community pride and inclusive culture, support for local businesses, and strong presence of traditional institutions that are integral to community life. These attributes indicate a definite perceived strength in community cohesiveness.

- It is notable that participants rated the community very low in its investment in the future and building new economic opportunities. This indicates a perceived weakness in future-oriented attributes and should be explored further in the visioning process.
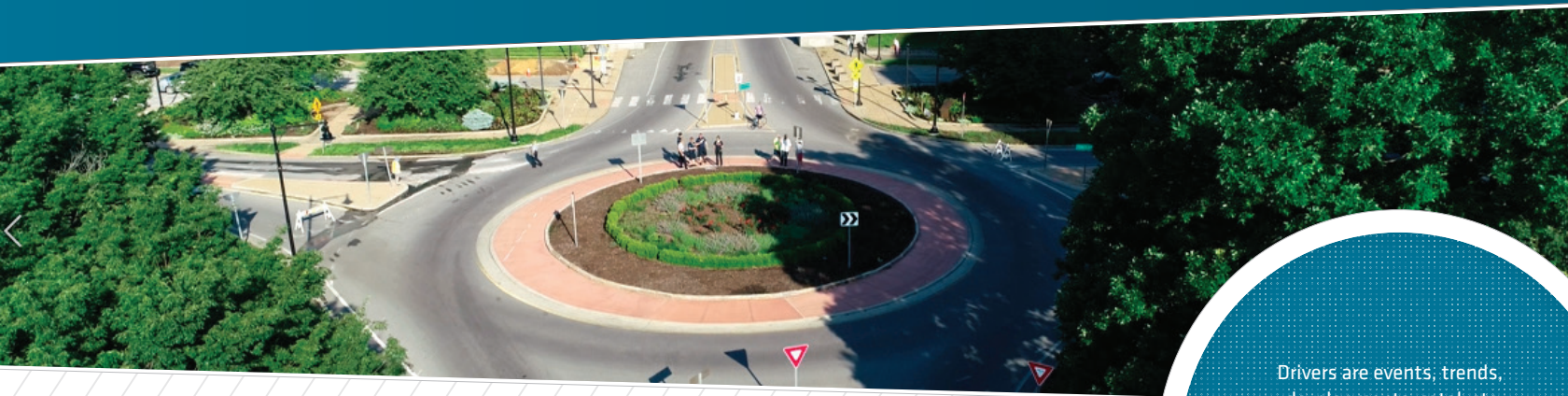
8.0   KEY DRIVERS IDENTIFICATION

With the background of external trends, participants identified drivers that they considered most likely to shape the future of University City. The drivers were then discussed at group and workshop levels. The scope of each driver was clarified, and any similar drivers were grouped and new drivers added, until a list of twenty-two unique key drivers were identified.

Key drivers shaping the future of University City, as identified by Think-Tank participants:

Please note that these drivers are not in any particular order.

1. Creative economic sources
2. Loop and Olive Boulevard development
3. Impact of Washington University
4. Narrow tax base
5. Workplace and workforce change
6. Strong neighboring economic forces
7. Racism and classism
8. Adaptive education
9. Losing affordable housing for community needs
10. Wealth and health gap
11. Degree of community participation
12. Aging housing stock
13. Emergence of walkable community
14. Transportation infrastructure
15. Energy and technology changes
16. Climate change impacts on infrastructure
17. Influence of surrounding communities
18. Perception of University City
19. Changing family structure
20. Shrinking bubbles
21. Pooled tax system
22. Reorganization of catholic schools

9.0 IDENTIFYING SCENARIO SHAPING CLUSTERS OF DRIVERS

Think-Tank participants rated each of the twenty two key drivers on the size of impact on the Community Fabric and Built Environment in University City. The scale used was 1 – 10 (1 = small impact; 10 = very large impact). Then, a scatter diagram of the drivers, based on size of impact was developed. This process illustrates the clusters of drivers that were seen as most critical in shaping the future – these clusters are termed 'Scenario Shaping Clusters of Drivers.'

Scenario shaping clusters of drivers
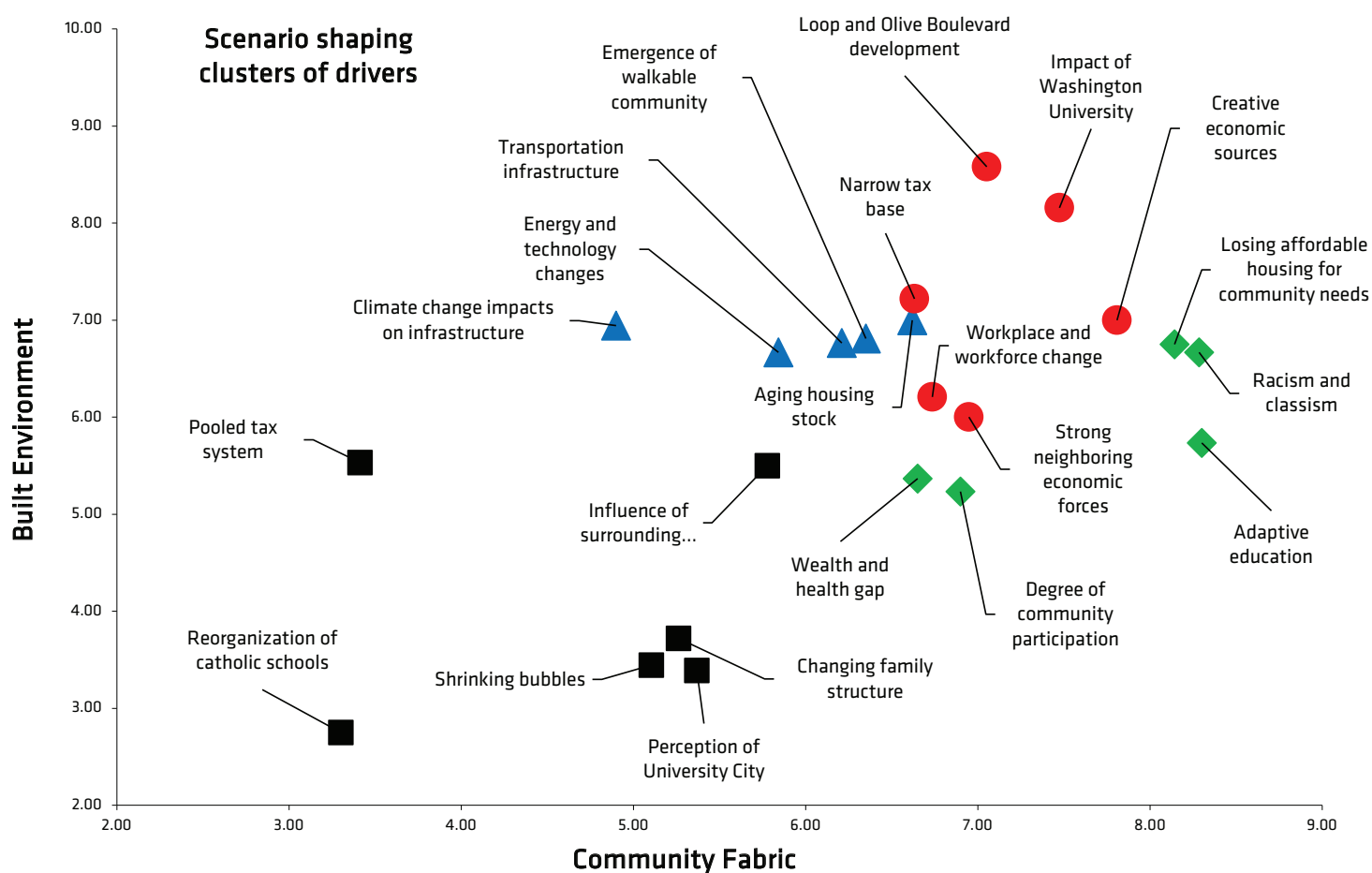
DATA INSIGHTS:

- The driver identified as having the highest impact on the built environment was Loop and Olive Boulevard development; the drivers identified as having the highest impact on community fabric were racism and classism and adaptive education.

DataInsight

10.0 CLUSTER MAP DEVELOPMENT AND SCENARIO AXIS

Grouping similar drivers into three categories, clusters of drivers were identified by adding a thematic name linking the drivers in the clusters. These themes became the basis for the two axes on the scenario matrix that define the four scenario 'spaces', with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios. The two axes were defined as 'Economic Trajectory' and 'Evolution of Community Fabric.'

CLUSTER THEMES

Evolution of community fabric

Racism and classism
Adaptive education
Losing affordable housing for community needs
Wealth and health gap
Degree of community participation

Economic trajectory

Creative economic sources
Loop and Olive Boulevard development
Impact of Washington University
Narrow tax base
Workplace and workforce change
Strong neighboring economic forces

Enabling drivers

Aging housing stock
Emergence of walkable community
Transportation infrastructure
Energy and technology changes
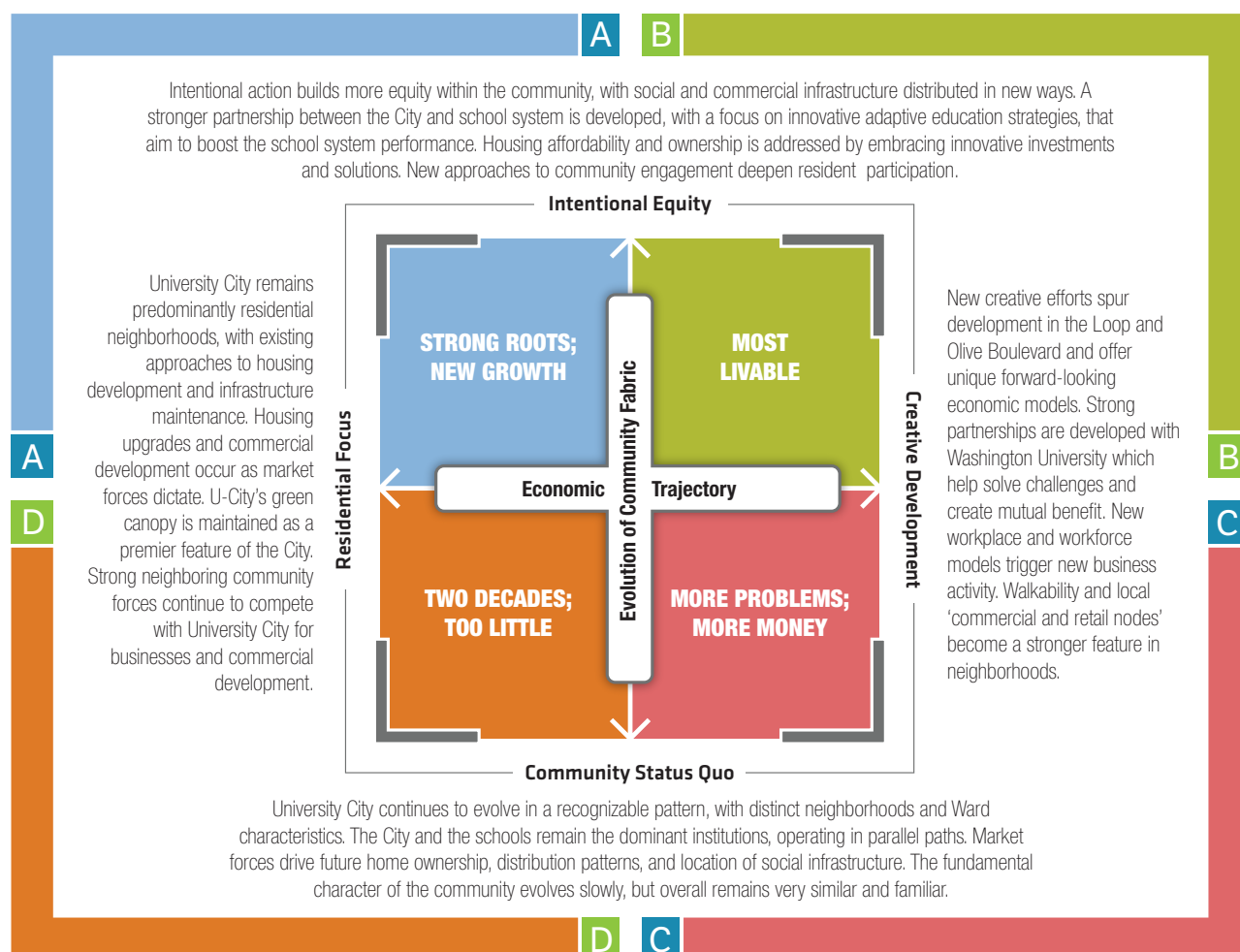Climate change impacts on infrastructure

Additional drivers

Influence of surrounding communities
Perception of University City
Changing family structure
Shrinking bubbles
Pooled tax system
Reorganization of catholic schools
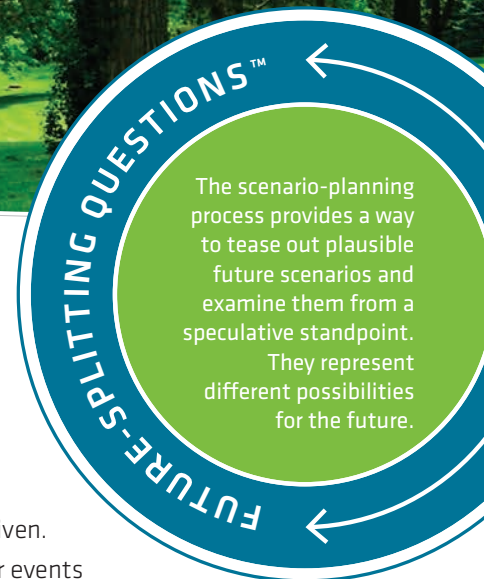
11.0 CREATING THE SCENARIO FRAMEWORK

Workshop participants were presented with the scenario matrix, defined by the two major axis generated through the cluster development of the key drivers. Brief descriptions were also attached to the end points of each driver axes. Participants were divided into four groups to develop a narrative for each scenario. Each group was asked to describe the characteristics of University City in 2040 under the conditions of the scenario quadrant that they had been given. After the characteristics were established, Think-Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2025, 2030, and 2040, and to give their scenario a descriptive name. The name is intended to represent the description of the scenario in the form of a short title. Narratives, descriptions, and names of each scenario as developed by the workshop participants are included in the following sections.

A | B

Intentional action builds more equity within the community, with social and commercial infrastructure distributed in new ways. A stronger partnership between the City and school system is developed, with a focus on innovative adaptive education strategies, that aim to boost the school system performance. Housing affordability and ownership is addressed by embracing innovative investments and solutions. New approaches to community engagement deepen resident participation.

Intentional Equity

A

University City remains predominantly residential neighborhoods, with existing approaches to housing development and infrastructure maintenance. Housing upgrades and commercial development occur as market forces dictate. U-City's green canopy is maintained as a premier feature of the City. Strong neighboring community forces continue to compete with University City for businesses and commercial development.

D

Residential Focus

STRONG ROOTS; NEW GROWTH

MOST LIVABLE

Evolution of Community Fabric

Economic | Trajectory

TWO DECADES; TOO LITTLE

MORE PROBLEMS; MORE MONEY

Creative Development

B

New creative efforts spur development in the Loop and Olive Boulevard and offer unique forward-looking economic models. Strong partnerships are developed with Washington University which help solve challenges and create mutual benefit. New workplace and workforce models trigger new business activity. Walkability and local 'commercial and retail nodes' become a stronger feature in neighborhoods.

C

Community Status Quo

University City continues to evolve in a recognizable pattern, with distinct neighborhoods and Ward characteristics. The City and the schools remain the dominant institutions, operating in parallel paths. Market forces drive future home ownership, distribution patterns, and location of social infrastructure. The fundamental character of the community evolves slowly, but overall remains very similar and familiar.

D | C

11.1   SCENARIO A: STRONG ROOTS; NEW GROWTH

This scenario forecasts a future where the community maintains its traditional strengths and makes intentional efforts to build more equity into their distribution. Housing remains predominantly low-density residential and new senior housing is built to accommodate an aging population. Mixed income requirements are placed on some new developments, but demand exceeds supply as the population grows. Green spaces are preserved and recreational spaces are maintained throughout the City. New partnerships are created with the school district that aim to transition to an adaptive education system that supports the needs of all students. Local businesses and WashU work closely with schools to create pathways to successful careers for students. Minimal investment in new technologies and solutions puts a strain on resources available to provide adequate support for struggling areas of the City. Parts of the City remain outdated and economically disadvantaged.
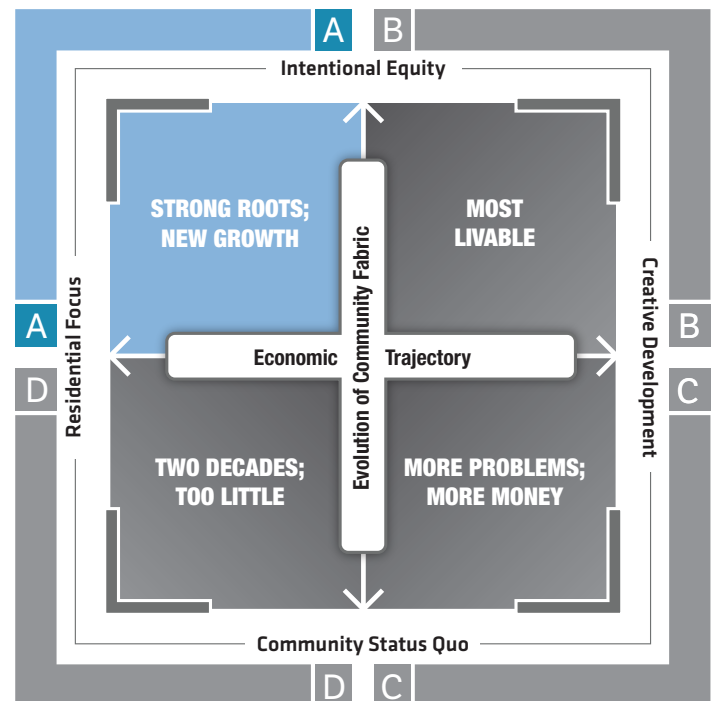
The 'Strong Roots; New Growth' scenario paints a future where there is an inherent tension for sharing resources within the community and some disparities remain.

SCENARIO A CHARACTERISTICS: 'STRONG ROOTS; NEW GROWTH' – 2040

The characteristics of this scenario paint a future where community leadership intentionally seeks to build more equity into programs and services. The school system improves and University City's population grows. Lack of resources and impacting market forces impede equitable development and some areas of the City stagnate.

Built Environment and Economic Characteristics

The City maintains its residential focus with green canopy.

- U-City housing stock remains primarily low density residential with some new senior housing.
- The City's population increases and school enrollment goes up.
- Mixed income requirements are imposed on some new development.

Community and Social Values Characteristics

Schools and partnerships with the City improve visibly.

- School system partnerships expand and school outcomes improve for students.
- U-City's reputation improves as a place to live.
- New housing options allow some residents to age in place.

Environmental and Landscape Characteristics

U-City preserves and improves its parks and green spaces.

- Green connectivity is expanded through Trailnet and streets are more walkable.
- Recreational facilities are maintained.
- U-City manages the flood plain effectively.

2025 HEADLINE NEWS:

"Costco development dreams come true."

2030 HEADLINE NEWS:

"WashU and U-City expand pilot program to strengthen schools."

2040 HEADLINE NEWS:

"It's cool to be in U-City."

11.2   SCENARIO B: MOST LIVABLE

This scenario forecasts a future where there is a prevailing attitude of 'a rising tide lifts all boats.' Intentional action builds more equity within the community and new creative development in the Loop and Olive Boulevard serves to increase prosperity across the community. Care is taken to protect and grow housing affordability with new mixed-use, multi-family and condominium options. Absentee landlords are discouraged from operating in the City. Walkability and local commercial and retail nodes including adjacent services become a stronger feature in neighborhoods as new workplace models allow work from home. Connectivity is strengthened with new multi-modal transportation throughout the City. New partnerships between the City, public schools, local business, and WashU are fostered, and families choose to locate in University City. The existing cultural diversity of the City is celebrated and promoted and community engagement in civic affairs increases.

Intentional Equity

STRONG ROOTS; NEW GROWTH	MOST LIVABLE
TWO DECADES; TOO LITTLE	MORE PROBLEMS; MORE MONEY

Residential Focus

Creative Development

Evolution of Community Fabric

Economic   Trajectory

Community Status Quo
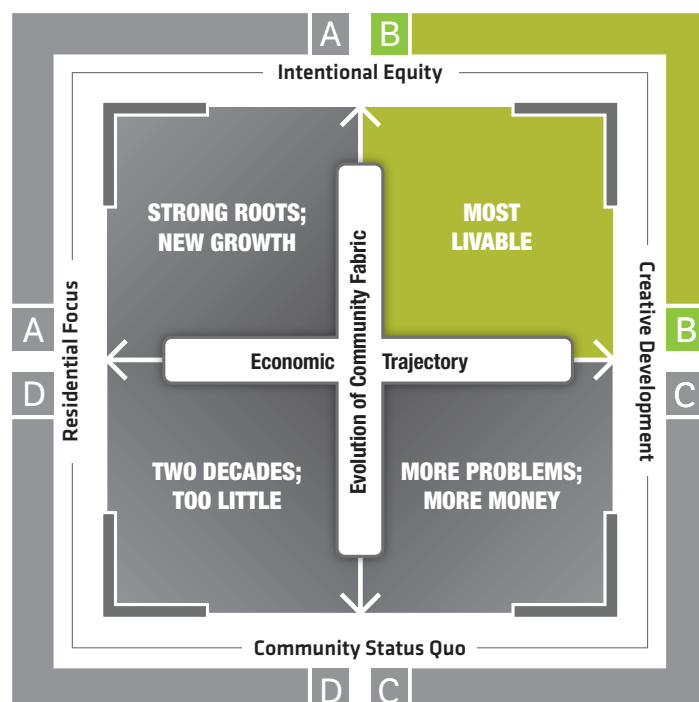
The 'Most Livable' scenario paints a future where diversity is nurtured and creative economic development is applied equitably throughout the City. Ward 3 is rebuilt and the City thrives collectively.

In the 'Most Livable' scenario, the community rolls up its sleeves to make the changes it wants to see. The community confronts its own perceptions of its limitations and invests the time and money required to attain equitable solutions.

SCENARIO B CHARACTERISTICS: 'MOST LIVABLE' – 2040

The characteristics of this scenario paint a future where University City becomes a city that is livable and desirable for all community members. This scenario requires intentional investment in change that rebuilds Ward 3 and seeks creative solutions to addressing the Delmar divide.

Built Environment and Economic Characteristics

Residential change occurs and 3rd Ward is rebuilt.

- Mixed-use residential and workplaces combine to expand housing options.
- High-tech housing with charging stations are encouraged.
- Adjacent services and amenities are expanded throughout the City.

Community and Social Values Characteristics

U-City schools flourish and diversity is nurtured.

- Increased owner-occupied housing occurs and absentee landlords are reduced.
- Partnerships and joint development with WashU increase.
- Educational options expand by becoming adaptive and employment oriented.

Environmental and Landscape Characteristics

The City embraces new technologies and solutions.

- Pocket parks and community gardens occur throughout the City.
- Solar power is embraced and charging stations are installed City-wide.
- Green buildings (LEED) are required. Roof gardens are installed where possible.

2025 HEADLINE NEWS:
'Pocket Parks are growing.'

2030 HEADLINE NEWS:
'U-City schools thrive.'

2040 HEADLINE NEWS:
'U-City best livability.'

11.3   SCENARIO C: MORE PROBLEMS; MORE MONEY

This scenario forecasts a future where investment in economic development revitalizes the Loop and the Olive Boulevard corridor and this attracts significant outside interests. New technological solutions are developed using renewable energies. Electric chargers and multi-modal transportation systems appear in the newly developed localized areas. Outside investors buy homes, renovate and capitalize on high rents. Gentrification in some areas occurs. WashU increases their contribution to the community through their health centers and support for fire and police services. Market forces drive home ownership, distribution patterns, and location of social infrastructure. The City and schools remain the dominant community institutions and continue to operate along parallel paths with little collaboration. Serious consideration is given to consolidating school districts as University City public schools continue to lose enrollment to private schools.
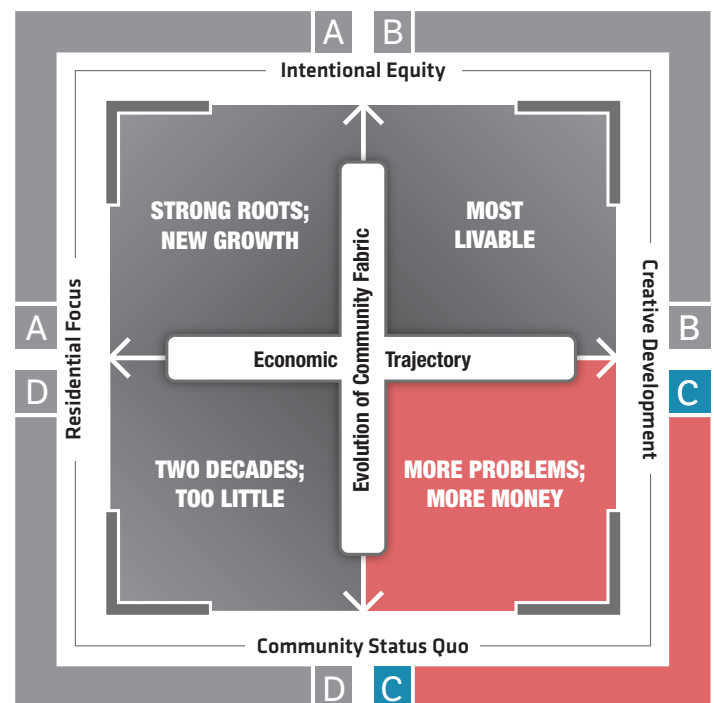
The 'More Problems; More Money' scenario paints a future where significant investment in targeted areas creates wealth and prosperity in some areas of the City and perpetuates poverty in others.

In the 'More Problems; More Money' scenario, economic development without planning for the impact of investment on surrounding neighborhoods leads to greater disparities within the community and there are definite winners and losers.

SCENARIO C CHARACTERISTICS: 'MORE PROBLEMS; MORE MONEY' – 2040

The characteristics of this scenario paint a future where University City invests in new technologies and modernizes its built environment in certain areas, but does not plan for the impact of these investments on neighborhoods in the community. Lack of investment in social infrastructure such as schools exacerbates disparity and lack of opportunities within the community.

Built Environment and Economic Characteristics

Gentrification occurs and new transportation options developed.

- Outside investors buy homes, renovate, and charge high rents forcing existing residents out.
- New construction requires charging stations, parking, and shared pathways.
- Alternative public transportation conveyances are provided.

Community and Social Values Characteristics

School system remains challenged and family units change.

- Charter schools are developed and school district consolidation is considered.
- Work from home is common and residents enjoy walkable tree-shaded neighborhoods.
- Business thrives while the poor get poorer.

Environmental and Landscape Characteristics

Renewable energies are adopted and walkability is developed.

- The community becomes more walkable and golf cart transportation is utilized.
- Economic development occurs at Delmar & I70 and Delmar and North & South
- WashU increases support to the community.

2025 HEADLINE NEWS:
'Life continues as is.'

2030 HEADLINE NEWS:
'Students at a critical low.'

2040 HEADLINE NEWS:
'New solar farm powers work from home'

11.4   SCENARIO D: TWO DECADES; TOO LITTLE

This scenario forecasts a future that is marked by little change. University City maintains its traditional approach to community and economic development by preserving its green canopy and its predominantly residential neighborhoods. Commerce supported by WashU continues to buoy Ward 1 prosperity. Absentee landlords perpetuate conditions in the third Ward as housing stock deteriorates and affordability climbs. Lack of investment in public schools cause families to leave for other communities and the population of University City declines. Continuing stormwater problems plague certain neighborhoods as investment in planning solutions is slow to occur. Strong neighboring community forces continue to compete with University City for businesses and commercial development causing market forces to draw investment elsewhere.
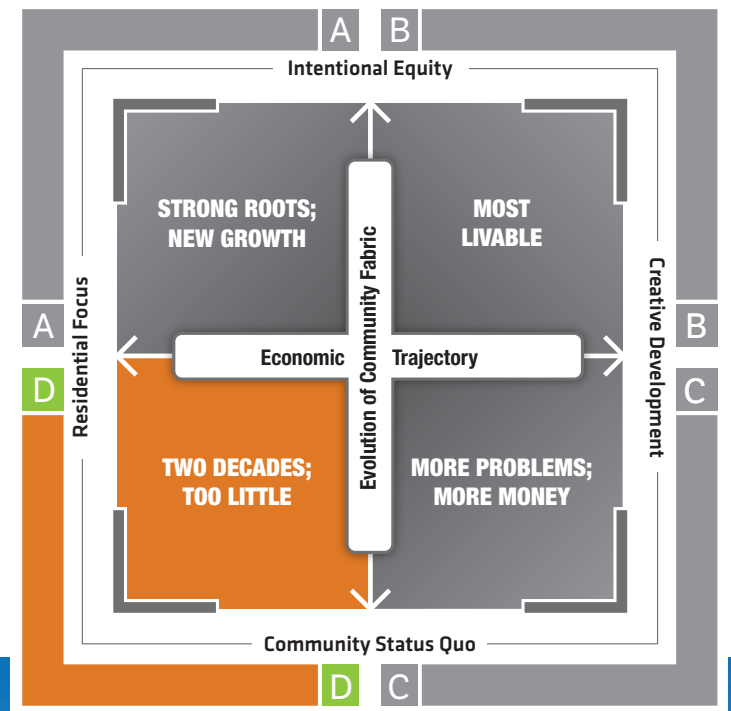
The 'Two Decades; Too Little' scenario paints a future where community and economic development follow similar and familiar patterns. Little progress is made in evolving the community and current disparities continue to grow.

SCENARIO D CHARACTERISTICS: 'TWO DECADES; TWO LITTLE' – 2040

The characteristics of this scenario paint a future where a continuation of the status quo further widens the gap between Ward 1 and Ward 3. The fundamental character of the community evolves slowly and opportunities to unify the community are lost over time. Market forces are left to dictate the success of local neighborhoods.

In the 'Two Decades; Too Little' scenario, University City evolves slowly, but not fast enough or with agility and resilience. Disparities grow and community members retreat to their insular bubbles.

Built Environment and Economic Characteristics

Market forces and existing zoning dictate housing and development patterns.

- Absentee ownership of rentals continues north of the Loop and 3rd Ward.
- Single and multiple-unit development patterns continue.
- Disparities between Ward rehab efforts are prominent.

Community and Social Values Characteristics

Socio-economic disparities are exacerbated.

- Housing stock deteriorates and quality of life disparities continue.
- Subsidized housing is limited.
- University City population declines.

Environmental and Landscape Characteristics

University City land use allocations remain the same.

- Stormwater problems continue to plague the City.
- Use of renewables increases.
- Parks and green spaces are valued and maintained.

2025 HEADLINE NEWS:
'U-City decides to keep using fossil-fueled vehicles.'

2030 HEADLINE NEWS:
'U-City: Neighborhood to the world.'

2040 HEADLINE NEWS:
'U-City vehicle fleet is finally all electric.'

12.0 EXPECTED, LEAST DESIRED, AND PREFERRED FUTURES

12.1   EXPECTED FUTURE

The expected future is one deemed most likely to happen if there is no change in the current trajectory of University City. Workshop participants generally indicated that Scenario C, "More Problems; More Money", is the scenario they believed most represented the expected future for University City. Some participants thought Scenario D, Two Decades; Too Little, could plausibly be the expected future if University City did not continue to build strong relations with neighboring communities. Think-Tank participants noted that operating entirely with a residential development focus would continue to cause the community to lose businesses and population and hinder the City's ability to take advantage of existing trends and opportunities moving forward.

UNIVERSITY CITY THINK TANK
EXPECTED FUTURE - 2040
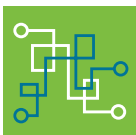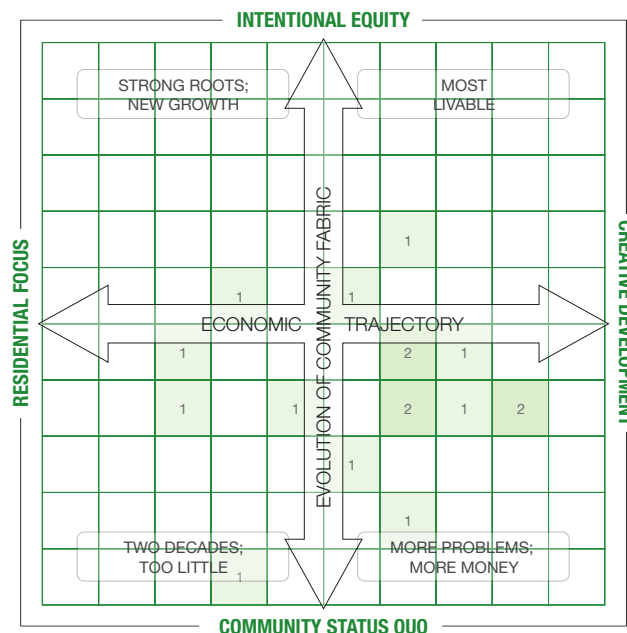
FUTURE INSIGHTS:

- The expected future may be familiar and comfortable, but Think-Tank participants have shown a clear desire to move away from the status quo to the preferred future.

- The expected future as seen by Think-Tank participants does not see significant evolution of community fabric in University City.

FutureInsight

12.2   LEAST DESIRED FUTURE

The Least Desirable Future was defined as "the future that you think will be most undesirable (or least optimal or least desired) future of the community in 2040." Think Tank participants most definitely considered Scenario D, 'Two Decades; Too Little,' to be the Least Desired Future for University City.

> The least desired future is one where community members have said, 'We don't want that.' This provides leadership a mandate to change the trajectory of the community.

UNIVERSITY CITY THINK-TANK
LEAST DESIRED FUTURE - 2040

INTENTIONAL EQUITY

STRONG ROOTS;
NEW GROWTH

MOST
LIVABLE

RESIDENTIAL FOCUS

ECONOMIC   TRAJECTORY

CREATIVE DEVELOPMENT

EVOLUTION OF COMMUNITY FABRIC

TWO DECADES;
TOO LITTLE

MORE PROBLEMS;
MORE MONEY

| | 2 | 1 | 1 | | | | | |
| 3 | 1 | 1 | 2 | 3 | 2 | | 1 | 1 |

COMMUNITY STATUS QUO
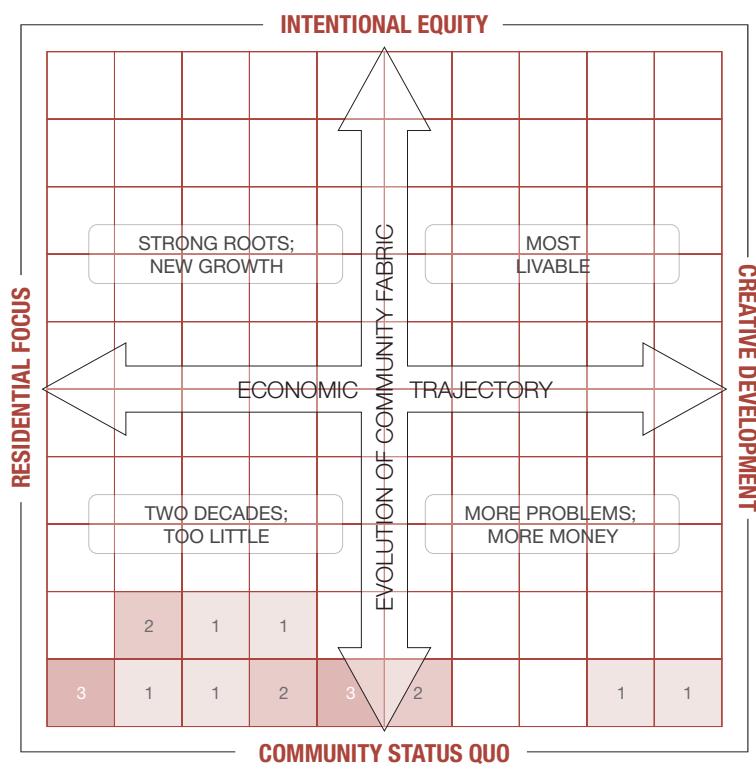
FUTURE INSIGHTS:

- The data of the least desired future shows a strong concentration along the bottom quadrant of Scenario D, 'Two Decades; Too Little.' This indicates a strong desire to not remain on the same trajectory.

- Using the opportunity to redevelop the Olive Boulevard corridor with intentional equity offers the City the potential to distribute economic activity and strength across the City thereby empowering Ward 3.
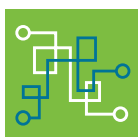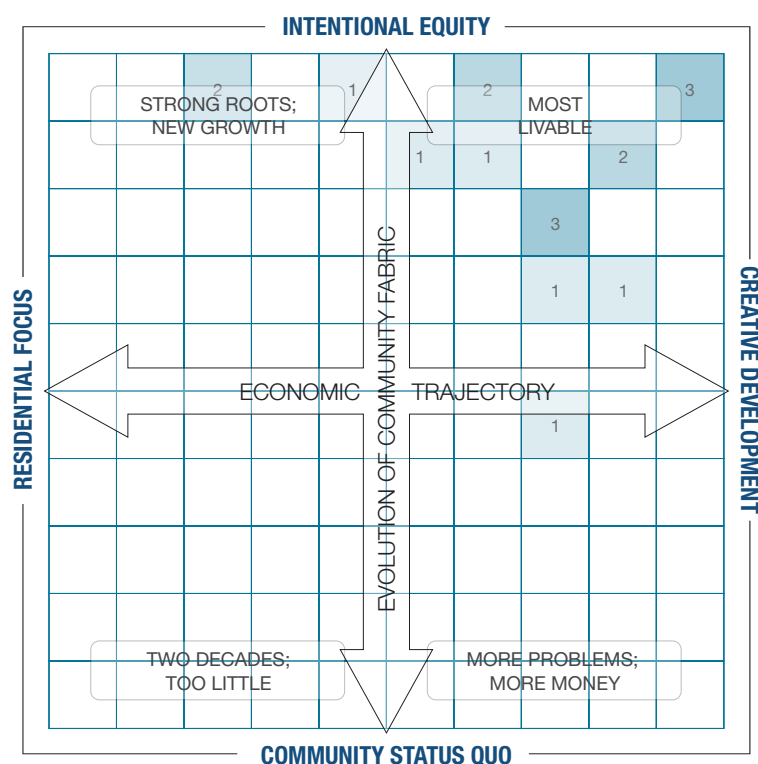
FutureInsight

12.3 PREFERRED FUTURE

While each of the scenarios were viewed as plausible, Think-Tank participants expressed a clear preference for one of the presented outcomes, Scenario B, "Most Livable." Think-Tank participants discussed the consequences of inaction, and the need to take a realistic approach to what can be accomplished in the next 10-20 years. There was strong sentiment that change definitely needs to occur or the current economic and social disparities within the community would continue and most likely get worse. There was a strong desire to work together collectively to find equitable solutions.

> Becoming a future-focused, resilient, and evolving community will divert University City from the Least Desired Future and place it on the path to the Preferred Future.

UNIVERSITY CITY THINK TANK
PREFERRED FUTURE - 2040


FUTURE INSIGHTS:

- The concentration of color in Scenario B, 'Most Livable,' indicates a close alignment of thinking among Think-Tank participants.

- The Think-Tank scenario planning is a significant step in the community's transparent process to define collectively how University City will strategically plan to steer away from the least desired future.
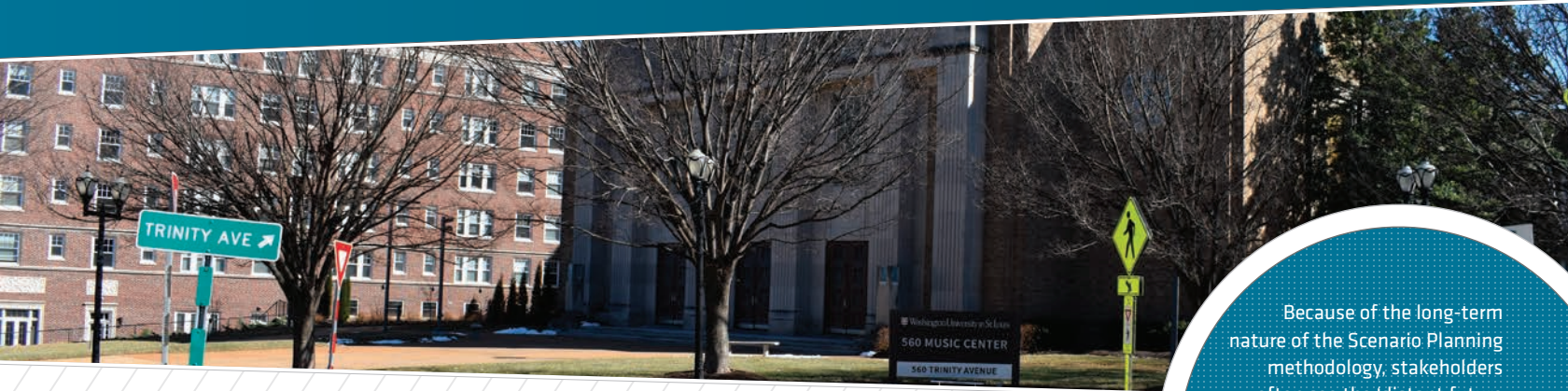
12.4 NEXT STEPS – GETTING TO THE PREFERRED FUTURE

Think-Tank participants discussed the ramifications and implications of failing to achieve the preferred future. While there was strong alignment among participants that Scenario B, 'Most Livable' represented the preferred scenario for University City, it was also recognized that it will be necessary to leverage trends and opportunities that present themselves over time. It was noted that the community has a strong tradition of collaborating and working together to achieve goals, but that there are significant economic and physical divisions within the community. Strong leadership and clear communications will be required to support the current momentum and desire for change in the community as it prepares for its upcoming comprehensive planning process.
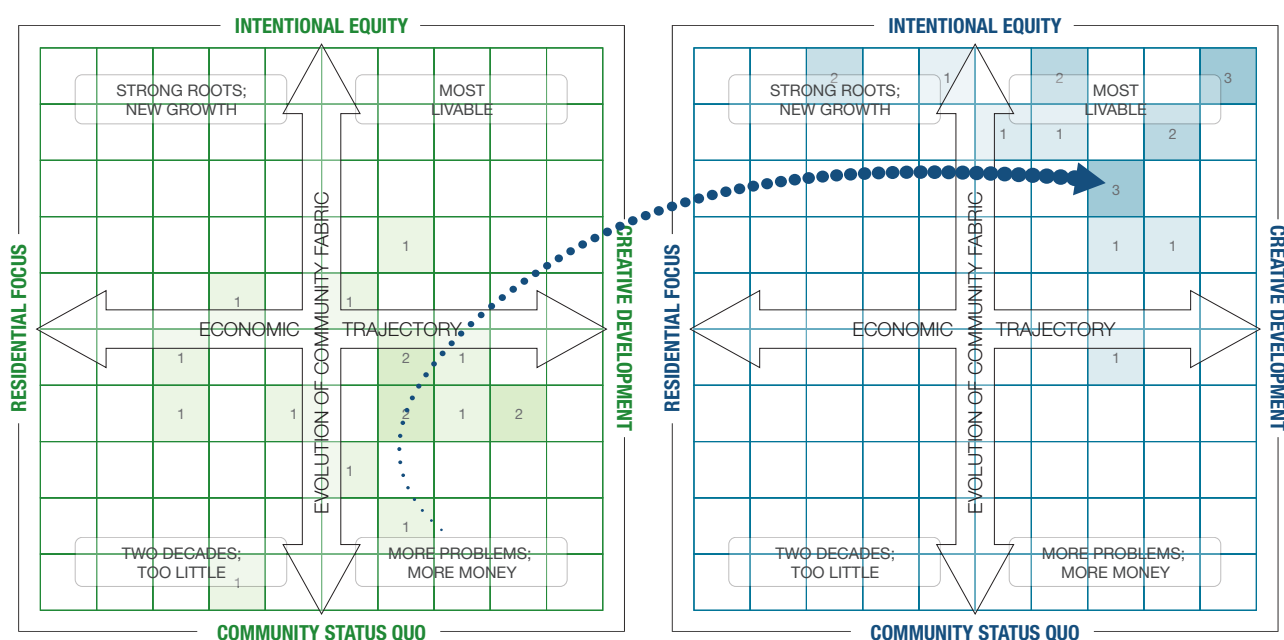
Final steps in the visioning process will involve the development of strategic pillars to support potential implementation of the community vision that has emerged from the visioning process thus far. Strategic Pillar Focus Groups will be held in June to build out the action areas under each strategic pillar. The final University City Community Vision 2040 and Action Plan Report will be completed in July, 2022.
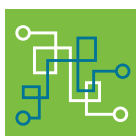
FUTURE INSIGHTS:

FutureInsight

- Arriving at a point of consensus amongst community members is very important to the visioning process as it serves to provide a sense of cohesion and balanced solutions going forward.
- University City is well-positioned geographically to move towards the preferred future by leveraging its location to expand regional connectivity in pursuit of new economic development opportunities for the community.

13.0 ACKNOWLEDGMENTS

City staff, City Council, Task Force Members, and community members have engaged in the visioning process with enthusiasm. Their passion and interest ensured the discussions were thoughtful, and the outcomes reflective of the myriad of perspectives that exist within University City. This dedication is reflective of the deep commitment participants have to the future of University City. Future iQ would like to acknowledge the substantial background support from City staff. We would also like to thank Community Vision 2040 Task Force members for the many hours they have given to this project. Besides monthly meetings and helping to get the word out about the project, many attended the Think-Tank and helped to facilitate the breakout groups. Your time and dedication is very much appreciated.

Task Force Members

- Peggy Holly, Chair of Task Force, Chair of Plan Commission

- Ed Acosta, Library Board

- Garry Aronberg, Commission on Storm Water Issues

- Dianne Benjamin, Urban Forestry Commission

- Dennis Fuller, Traffic Commission

- Sandra Hewitt, Commission on Senior Issues

- Richard Massey, Municipal Commission on Arts and Letters

- Joseph Miller, University City School District

- Ed Nickels, Historic Preservation Commission

- Bobette Patton, Economic Development Retail Sales Tax Board (EDRST)

- Adam Staudt, Green Practices Commission

- Joan Suarez, Commission for Access and Local Original Prog (CALOP)

- James Wilke, Park Commission
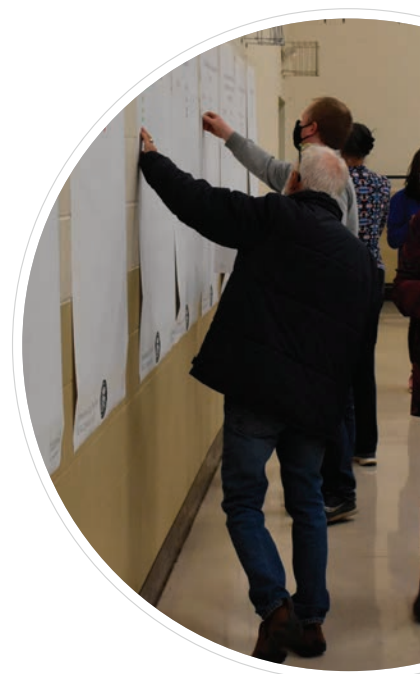
14.0 CONTACT DETAILS

For more information on University City's Community Vision 2040 project, please contact:

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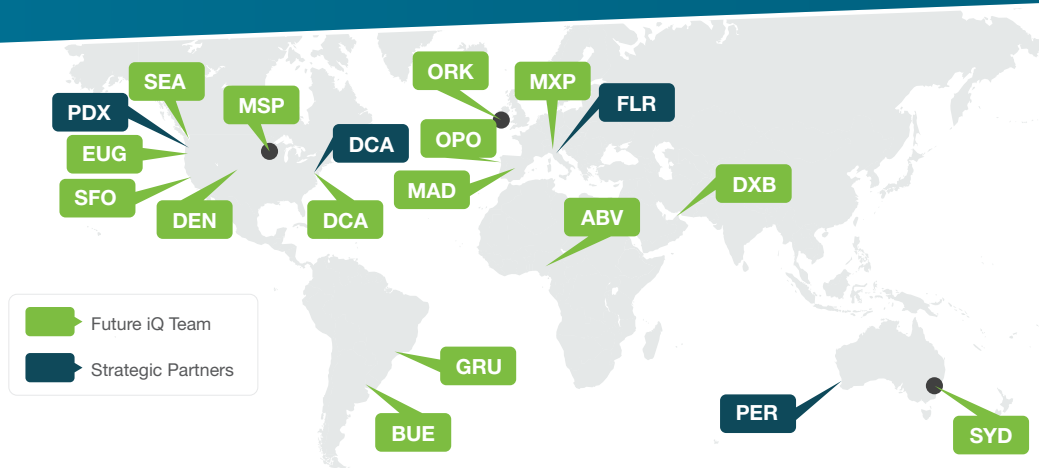6801 Delmar Boulevard
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15.0 ABOUT FUTURE IQ

Future iQ specializes in applying innovative tools and approaches to assist municipalities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects visit *www.future-iq.com* or by email at *info@future-iq.com.*

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