

# The 24:1 Initiative Community Plan

strong communities, engaged families, successful children

## About Beyond Housing

For 35 years, the mission of Beyond Housing has been to strengthen neighborhoods, one family at a time. Our vision is to alleviate the consequences of poverty in the communities and families we serve.

Since 2002, Beyond Housing has implemented and refined its 'place-based' model for community transformation and progress has been nonstop. Beyond Housing's strategy is to establish initiatives on every front;

- Affordable housing stock;
- Leadership development for community residents;
- Provide holistic support services to families ;
- Provide youth development programs;
- Assisting residents in asset building;
- Engage local universities, faith-based organizations and volunteer groups to work with residents and
- Attract new business development.

Beyond Housing has facilitated over \$26 million in community reinvestment activity from 2008 through 2010,

with over \$8 million invested in the development of Hillsdale Manor alone. Over \$2.5 million have been invested in rehabbing homes acquired through the Neighborhood Stabilization Program. In 2009, a federal appropriation of \$1.2 million continued economic development in the City of Pagedale, and in 2010, Beyond Housing completed the building of the first grocery store in Pagedale in over 40 years.

There are currently 340 affordable homes in Beyond Housing's rental portfolio and we expect to begin construction of a 42 unit upscale senior housing and retail complex in summer 2011. Midwest BankCentre has partnered to bring the first full-service banking facility to Pagedale.

In 2011, we obtained \$500K in low interest home repair loans for work in Pine Lawn and Hillsdale. We will also build ten new homes near Barack Obama Elementary School in Pine Lawn by 2012.

The 24:1 Initiative would like to thank all of the residents, elected officials, agencies and stakeholders who served on our planning committees. A listing of all participants is contained within the full 24:1 Initiative Community Plan. The full 24:1 Initiative Community Plan contains ideas for what every resident and stakeholder can do to get involved. To read the full 24:1 Initiative Community Plan online or find locations near you to view the plan, please visit [www.beyondhousing.org](http://www.beyondhousing.org).



“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.”  
 —Barack Obama, President, United States of America

### 24:1 Overview

The 24:1 Initiative is an innovative, place-based community development initiative, created to solve in a comprehensive yet targeted way, the serious challenges facing residents and communities within the geographic boundaries of the Normandy School District. This initiative is inspired by 10 years of successful work by Beyond Housing and its partners providing support and improvements in the City of Pagedale. The result is the 24:1 Initiative, twenty-four municipalities with one vision: strong communities, engaged families and successful children.

24:1 is a community driven partnership, convened and facilitated by Beyond Housing. The work to date and the information in this plan is reflective of ongoing conversations and dialogue with community residents and stakeholders. As a result of the excitement surrounding this partnership, in 2009 Beyond Housing secured a five year, \$3 million funding commitment to support the work of 24:1. This funding commitment allowed Beyond Housing to fully staff the planning process that has taken place over the last nine months, and will continue to support staffing for implementation of the 24:1 plan.

### The 24:1 Planning Process

To guide the planning process and subsequent implementation work, the 24:1 Initiative has adopted an approach of Ask · Align · Act. We will continually “ask” for input, making certain that community voice is driving implementation; “align” stakeholders around issues and solutions to create a unified community voice to leverage resources; and “act” on the impact areas outlined in this plan.

Over the last year, the 24:1 Initiative developed a series of ways to ask questions about needs and resources in the community and compiled this feedback, each time taking it back to those we heard from to ensure we got it right. In addition to a planning committee process with over 100 participants, over 52 community meetings were held, with more than 400 attendees. Throughout this process, we have also begun to align partners and resources to identify shared opportunities and develop a common approach to community priorities. One example of this work is the Youth & Family Service Providers Breakfast that engaged 67 participants from 35 different organizations in conversation about the successes and challenges of their work. Along with continuing to ask and align, we are now ready to act.

After a year of thoughtful dialogue and intensive planning, we believe this plan is truly representative of the voice of this community. The contents represent areas important to community members, ripe for change, and rich with opportunity. We are calling on residents and partner agencies to rally around this plan and continue to participate by sharing your energy, time and talents.

### What’s Next

The 24:1 Initiative is excited to begin implementing these ideas and building upon existing successes in the community. The contents of this plan will serve as our “roadmap,” around which we will bring together partner organizations and community members to get the work done. We will use the approach of ask, align and act to drive implementation by continuing to seek feedback to ensure our plan evolves to best represent the community’s voice and our partners’ capabilities. Specific measures of success will allow us to track progress and help build continuous quality improvement in programs, partnerships and policies.

We know this work cannot be done alone, nor accomplished overnight. But, we believe if all community stakeholders join forces and work together, we can realize our shared vision of building strong communities, engaged families, and successful children.

## The Community Voice

# 24:1 Plan Impact Areas

### Strong Communities

#### Healthy Residents

All residents have the access, knowledge and resources to lead a healthy life.

- An estimated 43% of residents are obese compared to 21% of St. Louis County residents

Improve the overall health of residents by collaborating with organizations that can connect residents to health care and insurance, provide quality health education programs and empower residents to take action in the health and safety of their community.

#### Livable Communities

All residents have convenient access to public spaces, transportation, and retail and personal services that are safe, desired, necessary and supportive of healthy living

- 15% of housing units do not have access to an automobile, which limits residents’ ability to travel throughout the community

Create a vibrant community by supporting partnerships that increase the use of community spaces, improve street and sidewalk design and enhance retail accessibility.

#### Residential Stability

Residential properties are well maintained, put to productive use and available to meet the needs of a mixed income community.

- 15% of the houses in the 24:1 footprint are vacant, compared to 8% of properties in St. Louis County

Help communities retain and attract residents by increasing the construction and sale of affordable new homes, helping homeowners improve the conditions of their homes and working with municipalities to coordinate the development of affordable rental housing.

#### Employment Readiness and Access

All Residents are well prepared for careers and have access to a variety of local employment opportunities

- 13% of residents are unemployed, compared to 6% of residents in St. Louis County as a whole

Help residents better support themselves and their families by improving access to job training, assisting businesses to

succeed and grow, and working with municipalities to develop and implement a plan to attract new employers.

### Engaged Families

#### Community Engagement

Quality of life is strengthened by opportunities to build relationships and actively participate in meaningful discussion and efforts related to family, neighbors, schools and community.

- Listening session participants expressed concerns about the lack of resident participation and the desire to ensure more resources and programs where shared and available

Build community awareness through increased information sharing, having residents involved in decision-making processes and providing opportunities to connect and gather.

#### Community Capacity Building

Individuals and organizations have the skills, resources and commitment necessary to build on communities’ strengths, address problems and seek opportunities

- Many resident leaders exist within the 24:1 footprint, but have limited formal leadership development training experience

Equip residents to drive change in their community by promoting training opportunities, facilitating community collaborations and supporting locally operated programs.

#### Financial Capability

All Residents have the tools they need to control, manage and increase their financial resources for long-term wealth and asset creation

- There are 36 alternative financial outlets in the footprint, as compared to 4 formal banks

Help residents become more financially independent by connecting them to services that teach practical financial management skills, reduce barriers to formal banking systems, prepare for homeownership, and equip entrepreneurs to be successful in business.

### Successful Children

#### Early Childhood Development

All children are ready for successful kindergarten entry

- 45% of students entering kindergarten at Normandy School District are considered prepared

Support children and families through the earliest – and most important – stage in life by improving services offered in local child care programs, increasing parenting knowledge and skills, and offering more health and developmental resources.

#### Supporting School Success

Key priorities of the Normandy School District Transformation Plan are realized, driving school excellence and community involvement in education

- The Normandy School District is provisionally accredited, meeting 5 out of 14 state accreditation standards.

Improve school performance by expanding academic resources like tutoring, increasing parents’ engagement in their child’s school, and promoting the successes of the Normandy School.

#### Youth Enrichment Activities

All young people are engaged in enrichment activities that ensure positive social development

- 43% of Normandy High School students say they aren’t involved in extra-curricular activities

Improve access to enrichment opportunities by increasing the presence of quality after-school programs, creating a safe environment that will encourage more students and parents to participate, and motivating young people to make their voices heard as leaders.

#### College & Career Success

All students transition from a successful high school experience to affordable college and vocational training opportunities that prepare for fulfilling careers

- 23% of Normandy graduates attending a Missouri public college complete their degree

Support students’ lifelong success by encouraging all young people to continue their education after high school, increasing students’ readiness through internships and academic prep programs, and helping families understand the process of getting into and affording college and vocational training.

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