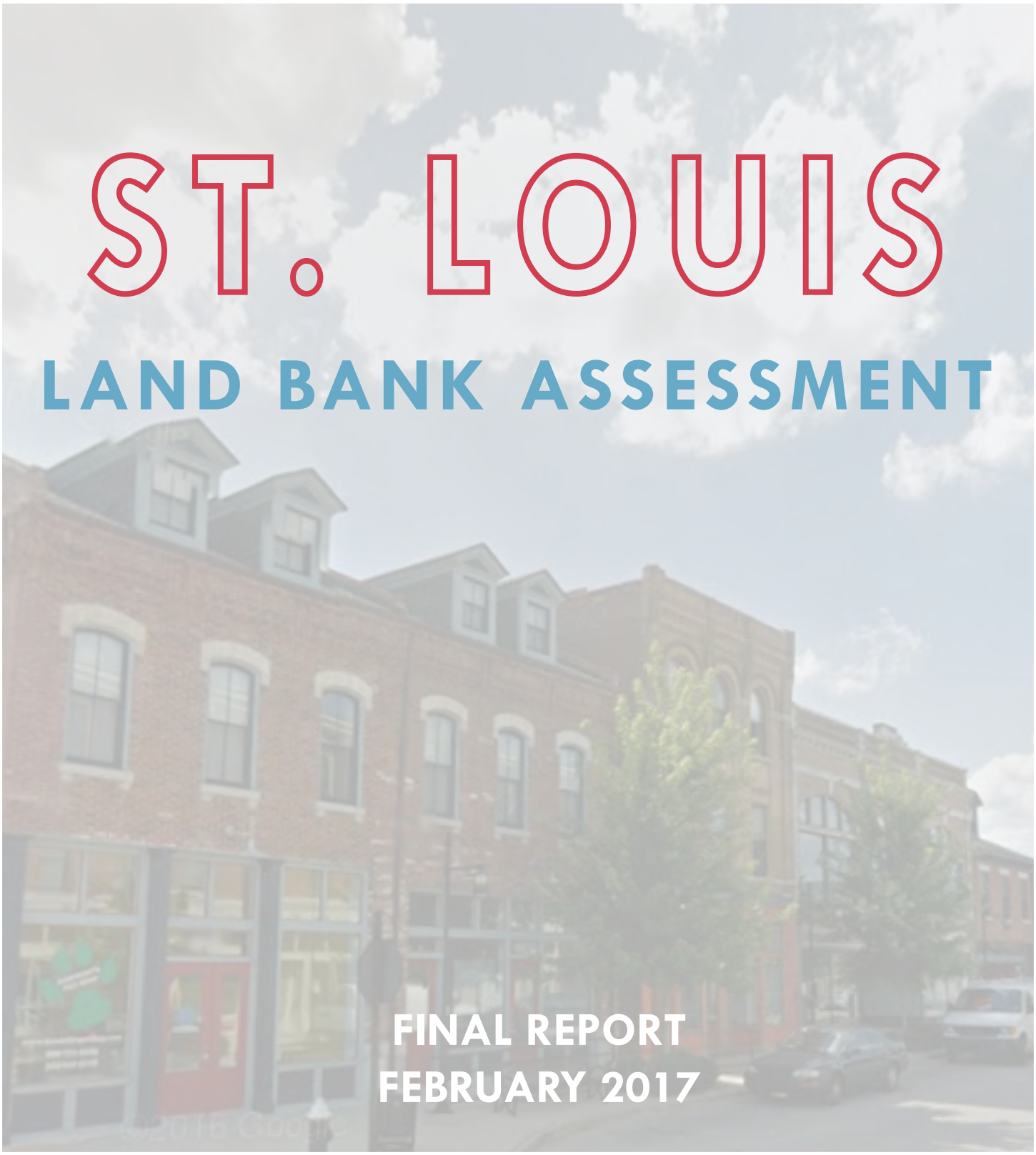

ST. LOUIS

LAND BANK ASSESSMENT

FINAL REPORT
FEBRUARY 2017

PREPARED BY

Sakura robinSon

WITH PRESERVATION RESEARCH OFFICE
AND GRAVES PUBLIC SERVICES

PREPARED
FOR THE U.S.
ENVIRONMENTAL
PROTECTION
AGENCY

ST. LOUIS
LAND BANK ASSESSMENT

Authors and Contact Information:
This report was prepared for the U.S. Environmental Protection Agency (EPA) by Alexandra Miller, Zakcq Lockrem, and Brendan Wittstruck of Asakura Robinson Company, with assistance from subconsultants Jerry Graves of Graves Public Services and Michael Allen of Preservation Research Of ce. Opinions and statements in this report are solely the responsibility of the authors and may not re ect the of cial views of the EPA.

Contact the authors at alexandra@asakurarobinson.com.

asakura robinson

µ • Ÿ v Z } µv • šÁ v} Œ o v •

1307 Oretha Castle Haley Blvd, Suite 305
New Orleans, LA 70113
504.300.0830

table of contents

Executive Summary 4

Introduction 15

Recommendations 25

Goal 1: De ne a forward-looking, inclusive LRA mission and vision. 26
Goal 2: Formalize LRA policies and procedures. 28
Goal 3: Manage vacant properties comprehensively. 34
Goal 4: Foster clear communication and transparency to build trust. 52
Goal 5: Grow the LRA's staf ng and nancial resources. 58
Goal 6: Build and solidify partnerships to further the LRA's mission. 62

Endnotes 65

EXECUTIVE SUMMARY

PURPOSE OF THIS REPORT

This report reviews the results and recommendations emerging from Asakura Robinson Company's assessment of the Land Reutilization Authority's (LRA) operations for the U.S. Environmental Protection Agency. The study's goal was to make recommendations for process improvements based on a deep understanding of current LRA operations and research on national best practices.

PRODUCTION OF THIS REPORT

During the production of this report, Asakura Robinson staff interviewed over 80 local stakeholders from the public, private, and non-pro t sectors. The Executive Summary identi es four key themes that the consultant team heard again and again during interviews and focus groups: the need for the LRA to adopt national best practices; the presence of severe constraints on staf ng and funding resources that make it dif cult for LRA staff to move beyond maintaining basic inventory standards and procedures; the clear presence of operational issues throughout the "property lifecycle" of LRA acquisition, maintenance, and disposition; and the need to build on previous work and research, particularly the Center for Community Progress' 2016 report on St. Louis vacancy.

The Executive Summary reviews the six goals that the consultant team established based on these themes, and documents the individual operational recommendations that the LRA should work to implement in order to further each goal.

IMPLEMENTATION STRATEGY

Finally, this Executive Summary documents a timeline-based Action Plan that displays the order in which recommendations should be implemented. Many of these recommendations build on one another; the LRA and its partners should work to accomplish Year 1 goals and should focus on making incremental progress toward long-term transformation.