VISION
Our vision for Cherokee Street is a street that is full of life - with thriving, independent businesses in every storefront, arts and events that bring neighbors and visitors together, and an engaged and empowered community at the table to help drive decision-making. In our vision, Cherokee Street is safe and welcoming to all, maintains a rich diversity of residents, businesses and ideas, and never loses its creative, DIY culture.

MISSION
Cherokee Street Community Improvement District advances the economic, social and cultural interests of Cherokee Street’s businesses, residents and surrounding community. We work to achieve this mission by supporting a diverse, independent business community, creating beautiful, safe and active public spaces, and fostering a culture of diversity, creativity and empowerment in and around Cherokee Street.

VALUES
We aim to embody the following values in everything we do.

Equity
We commit to investing in the street in an equitable way. With every dollar spent or hour worked, we strive to ensure our efforts benefit all blocks of the street, all industries and types of enterprises, and all of the diverse communities that call Cherokee Street home.

Creativity
We aim to be creative in our efforts to better our street and to solve public problems. We also strive to support the creativity and artistic expression that has made Cherokee what it is today - from funding murals and public art and supporting the street’s music scene, to welcoming new types of businesses and creating the conditions where big, wild ideas can come to life.
Priority Objectives for 2020-2023:

- Improve beautification and maintenance of the street
- Make Love Bank Park a stronger asset for Cherokee Street & the surrounding community
- Expand & promote public art on Cherokee Street
- Increase public safety
- Expand small business support and business development
- Activate the street by hosting and supporting events
- Promote Cherokee Street to the broader St. Louis community
Improve Beautification and Maintenance of the Street

Current beautification activities:
- Hire local resident for weekly litter pick up
- Add plants to the Cherokee Street planters and engage broader community for plantings
- December decorations for Cherokee Street planters
- Organize bi-monthly Trashy Hours in warmer months.

Strategies for improving maintenance and beautification:

**Add & Maintain Basic Greenery on the Street:**
- Hire a landscaper to water trees and planters, weed and maintain hard surfaces and mulch open tree beds.
- Hire an arborist to remove dead trees and trim back trees that are blocking lights and street signs *(See Increase Public Safety)*
- Add trees to empty tree beds

**Improve Street Appearance and Safety in Fall and Winter**
- Explore contracting for occasional street cleaning of leaves in late Fall
- Explore contracting for sidewalk snow removal and salting

**Add Street Assets in Public Spaces**
- Add a drinking fountain
- Add Side by Side Trash & Recycling on the Street
- Work with Metro/Bi-State to add bus shelters and amenities for public transit riders
- Create an audit of bike parking on the street and add bike racks where it’s lacking
- Add decorative lighting on the street (either for holidays or year-round)

**Improve Appearance of Alleys**
- Contract for quarterly alley cleaning
- Organize Trashy Alley Hour clean-ups with volunteer support
- Work with Arts Committee to activate the alleys with public art
Make Love Bank Park a Stronger Asset

Current CID Love Bank Park Activities:
- N/A

Strategies for making Love Bank park a stronger asset:

**Develop a Vision for the Park:**
- Engage community stakeholders about history of Love Bank and existing ideas for its development
- Establish a Love Bank Park committee to develop a short term and long term investment ideas

**Make Short-Term Improvements at Love Bank**
- Work with the remaining members of the Cherokee Street Development League to transfer the Love Bank property to the Cherokee Street Community Improvement District
- Hire a local resident to mow the park and do basic maintenance in warmer months.
- Make additional short-term investments based on the ideas generated by Love Bank Park committee

**Initiate Larger-Scale Improvements at Love Bank**
- Redevelop the park to include additional community assets, under the direction of the Love Bank Park committee.

**Activate Love Bank Park**
- Make a calendar of events at Love Bank and create a format for how private groups can host events at the park.
- Seek institutional partner or grant funding for part-time youth outreach and activity management at Love Bank

LAST UPDATED 12/10/2019
Expand & Promote Public Art on Cherokee Street

Current CID Public Art Activities:
- Funding support for public murals (ex. Hands on Cherokee at Cherokee & Jefferson)
- Inclusion of artist submissions on banners for light poles
- Social media promotion of new public art

Strategies for expanding and promoting public art:

Develop an Arts Committee:
- Develop an Arts Committee, to meet quarterly to develop ideas for arts support and investment on Cherokee Street

Create an Arts Walk with a map on Cherokee Street
- Document all public art within the Cherokee CID district.
- Create a map of all public art, to be printed and promoted.
- Install map-holders along the street

Provide Financial Support for New Public Murals, Sculpture and Buskers
- Develop structure for accepting or soliciting art proposals, led by Arts Committee

Provide Support for Art Maintenance
- Develop structure and funding for touching up or maintaining public art on Cherokee Street
  - Fire hydrants
  - STL Flag on Whiskey Ring

Create an Arts/Sculpture Garden in the Firecracker Lot
- Work with the remaining members of the Cherokee Street Development League to transfer the Firecracker lot to the Cherokee Street Community Improvement District
- Develop a vision led by the Arts Committee for a parklet for Firecracker lot.

LAST UPDATED 12/10/2019
Increase Public Safety

Current CID Public Safety Activities:
- 3-month pilot of secondary officers patrolling Cherokee Friday and Saturday evenings
- Upgraded LED lighting in alleys
- SLMPD beat officers patrolling the street during the day
- RFP for security cameras

Strategies for increasing public safety:

**Add Short-Term Investments to Improve Street Lighting West of Nebraska:**
- Supply property owners/tenants west of Nebraska with bright LED bulbs for porch lights
- Survey for existing lighting that can be brightened
- Hire an arborist to trim back trees blocking lights and street signage (See Beautification)

**Add Permanent Brighter Street Lighting West of Nebraska:**
- Work with City of St. Louis to upgrade existing street lights with Cobra lights
- Apply for grants to extend existing auxillary street lights to Gravois

**Improve Coverage of Law Enforcement and Security Cameras**
- Conduct regular data analysis of crime within the district
- Extend the 3-month pilot for secondary officers, depending on data from trial period and community input
- Conduct a security camera survey, mapping where current coverage exists
- Add security cameras to intersections on Cherokee Street, depending on cost and community feedback
- Add security cameras to alleys North and South of Cherokee Street, depending on cost and community feedback

**Improve Pedestrian Safety**
- Work with the City’s Traffic and Lighting division to add pedestrian lead time both Jefferson at Cherokee and Gravois at Cherokee.
- Add public art at crosswalks on the street and sidewalks to encourage drivers to slow down and encourage pedestrians to be aware of the surroundings.

**Improve Parking Safety**
- Conduct a lighting and camera audit in all parking lots along Cherokee Street
- Explore options for managed parking for the publicly owned parking lots on Cherokee Street

LAST UPDATED 12/10/2019
Expand Small Business Support and Development

Current/Recent CID Business Development Activities:
- Formed Business Development Committee
- Connect existing businesses with small business support organizations & programs

Strategies for expanding small business support & development:

**Support Existing Small Businesses**
- Conduct a small business needs survey to identify ways the CID can best support small business needs
- Host a resource fair for small business owners, connecting owners with business support groups, city departments, etc., depending on needs assessment
- Create a welcome packet for existing and new businesses
- Advertise job openings for small businesses

**Attract New Businesses to Fill Vacant Storefronts**
- Advertise available commercial spaces on CherokeeStreet.com
- Create “Why Cherokee” campaign to showcase why current businesses benefit from their location on Cherokee Street.
- Organize a Shark Tank / business incentive program offering additional amenities to prospective business owners.

**Improve Appearance of Commercial Streetscape**
- Explore the creation of a grant program to help property owners or business tenants upgrade the exterior of their commercial spaces (matching funds from City’s Facade Program or in addition)
- Create a unified program to activate the windows of vacant storefronts

**Create a Long-Term Economic Development Strategy**
- Solicit a business market analysis of the street and its existing businesses and industries.
- Set targets for the growth of types of businesses on the street.
Activate the Street by Hosting & Supporting Events

Current CID Events Activities:
- Hosts Cherokee Thanksgiving, Print Bazaar, Trick or Treat on Cherokee Street
- Partners with the Grove CID to host Indi Hop
- Provides financial backing to Cherokee Street Foundation to host Cinco de Mayo
- Provides financial sponsorships to privately organized events that fit the Events Committee Criteria
- Provides non-financial support to privately organized events, including social media promotion, planning advice, etc.
- Do314 partnership for street events

Strategies for activating the street with events:

**Formalize Funding Process for Privately-Organized Events:**
- Finalize and publicize the CID’s criteria for events support
- Advertise quarterly funding timeline, relevant deadlines, and outline financial expectations

**Expand Non-Financial Resources for Event Organizers:**
- Create a document outlining best practices and possible vendors that might benefit Cherokee Street event organizers
- Create an Events Lending Library of CID assets, or assets owned by other businesses that may be helpful in hosting events on the street.
- Issue press releases or media advisories for privately organized CID-sponsored events

**Plan or Incentivize More Events during Winter/Spring**
- Plan or partner on a street-wide event in January, February, or March
Promote the Street to the Broader St. Louis Community

Current CID Marketing Activities:
- Creation of a new Cherokee Street website
- Social media promotion of street news and events
- Promote positive press about Cherokee Street
- “This Weekend on Cherokee” social media campaign
- Send monthly email blasts with info on news and events

Strategies for marketing the street:

**Promote & Maintain CherokeeStreet.com**
- Keep CherokeeStreet.com updated with current business and CID event information
- Promote cherokeestreet.com with improved SEO

**Create Content Showcasing Businesses & Community Members:**
- Create “New Business” features on the Cherokee Street website & for social media
- Find a media partner (Humans of St. Louis) or communications intern (STL Youth Jobs) to highlight the stories of business owners and community members.

**Expand Positive Press about Cherokee Street:**
- Build relationships with media outlets and journalists
- Partner to issue press releases on behalf of the district for significant district-wide news (ie. new business openings, new investments, etc.)

**Improve Cherokee Street Signage**
- Add large Cherokee Street signage at Cherokee and Gravois

**Promote Cherokee Street in Venues City Wide**
- Build relationships between art galleries on Cherokee Street and museums
  - Create art district promotional materials to be shared at museums around the city

LAST UPDATED 12/10/2019
## STRATEGIC PLAN TIMELINE
### 2020-2023

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
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</table>
| Improve Beautification & Maintenance of the Street | - Hire landscaper  
- Remove dead trees & trim trees back  
- Fall street cleaning  
- Sidewalk snow removal and salting  
- Add bus shelters | - Add trees to empty tree beds  
- Add a drinking fountain  
- Audit & add bike parking  
- Side by side trash & recycling on corners | - Quarterly alley cleaning  
- Add decorative lighting | - Add art in alleys |
| Make Love Bank Park a Stronger Asset           | - Engage stakeholders  
- Form Committee  
- Invest in short-term improvements  
- Develop long-term vision & explore funding options | - Larger-scale redevelopment of Love Bank  
- Seek partner or funding for part-time outreach/activation lead | - Promote Love Bank calendar of events & ways for community members to use space | |
| Expand & Promote Public Art on Cherokee Street | - Create Arts Committee  
- Create support criteria for arts  
- Create Arts Walk Map | - Fund new murals & public art  
- Develop vision for Firecracker lot | - Enact public use plan for Firecracker lot  
- Develop plan/fund for art maintenance | |
| Increase Public Safety                         | - Short-term lighting upgrades  
- Seek funding for larger long-term lighting  
- Begin to improve SLMPD & camera coverage  
- Add pedestrian lead time at Jefferson & Gravois | - Install bright lighting West of Nebraska  
- Continued SLMPD & camera coverage improvements  
- Lighting and camera audit in Parking lots  
- Add artwork at crosswalks for pedestrian safety | - Explore managed parking | |

**LAST UPDATED 12/10/2019**
| **Expand Small Business Support and Development** | **Create Events Lending Library** | **“Why Cherokee” campaign** | **Grant program for facade upgrades**
| - Small business needs survey  
- Business support resource fair  
- Finish welcome packet  
- Advertise commercial spaces  
- New business incentives / shark tank | | - Solicit market analysis  
- Decoration of vacant storefronts |
| **Activate the Street by Hosting & Supporting Events** | | | |
| - Formalize events funding process  
- Create events resource packet | | - Create Events Lending Library  
- Plan or partner on Winter/Spring event |
| **Market the Street to the Broader St. Louis Community** | | | |
| - Create content on businesses & community  
- Build relationships w/ promo allies city-wide  
- Expand positive press w/ media outreach  
- Promote & maintain cherokeestreet.com | | - Add Cherokee sign @ Gravois |

**LAST UPDATED 12/10/2019**
Administrative and Engagement Goals

During this time period, the Cherokee CID also seeks to improve our administrative efficiency and engagement of the street’s stakeholders. Below are a few ways we hope to improve our ability to serve the street.

- **Use the time of our boards and committees wisely**
  Reduce the frequency of meetings, when appropriate, with more feedback and follow-up gathered via email, slack and one-on-one.

- **Engage in annual evaluation between the CID board and executive director**
  Provide the opportunity for a formal or informal evaluation of the executive director and the working relationship between the board and staff.

- **Offer professional development opportunities for the board**
  Encourage board participation in existing events and opportunities that would benefit the operation of the CID.

- **Cultivate Cherokee Street leaders and future board members**
  Broadly engage stakeholders from the street and surrounding community in CID Committees, with the goal of cultivating long-term leaders for both the community and the board.

- **Make a concerted effort to reach stakeholders not currently engaged**
  Survey those not engaged with the CID about what keeps them from participating and develop strategies for additional forms of participation, if needed.