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Exhibit F – Factor 4 Leverage

State of Missouri

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EXHIBIT F – FACTOR 4 LEVERAGE

Outcomes

Impacts

Missouri’s proposal will embed the concept of resilience into development projects on a permanent basis. The goal is to have the solutions implemented in the NDRC activities perpetuate not only a permanent means to approach development, but also to result in a cycle of savings that strengthens the neighborhood, the community and the region making each able to withstand future disaster events more readily. Integrating resilience into the individual households businesses and local governments is also a key cornerstone of the investment. It is an investment necessitated by future viability. *Exhibit D (see page ExD-2)* provides a discussion on the risks associated with continued severe weather in the target area.

Co-benefits

While any physical resilience activity may provide an immediate, highly-visible impact at the macroeconomic level, the concepts of microeconomic resilience and the initiatives supporting them (job training, education, supportive services, transportation, and youth mentoring) will show outcomes over time and will require sustained local resources aimed at the vulnerable populations. It is increased resilience at the microeconomic level in areas with larger, concentrated populations of poor that will ultimately create a more resilient macroeconomic environment that is able to bounce back post-disaster more quickly. Without the microeconomic focus and approach, in areas of concentrated poor, success at the macro level will be minimal. In addition to the direct “co-benefits” found in this joint macro/microeconomic approach, there are indirect benefits to be found in the implementation of the activities, as well. The performance measures listed below highlight further the co-benefits achieved through this proposal. The

implementation of a resiliency component in urban development must incorporate environmental and sustainable approaches to building in order to achieve the highest level of success.

Physically resilient development requires design solutions that implement proven standards and technologies while maintaining cost reasonableness. The adaptive reuse of existing housing is the best example where current design standards can achieve dual impacts of being cost effective while incorporating best practices in resilient construction and infrastructure.

Incorporating Vulnerable Populations into Solutions

There are a variety of ways to incorporate residents into solutions and initiatives as projects develop. To miss an opportunity to build a means for participation by residents would negate the application's entire focus on the concept of microeconomic resilience. For example, any adaptive reuse of housing could incorporate carpentry, plumbing, roofing, and building trades into the program with training and apprenticeship opportunities. A tree restoration program could provide landscaping, tree, and vegetative care work for residents. A food cooperative program would allow a model learning experience within a multifamily housing development for running a business and for bringing produce from urban farm to table.

Measurable Outcomes

Concept #1: Create a new, strategically-located, quality mixed-income housing/
Concept #2: Invest in adaptive reuse of existing housing. The outcomes include: mixed income intent, connectivity to public transportation, sustainable and resilient construction standards, early childhood education, job training within one mile, and on-site case management and service coordination. The measurable outputs include diversity of income and tenants, property values, crime rates, employment rates, local real estate tax revenues, utility cost savings, cases of elevated blood levels in children under 5 years old, cases of asthma, children entering

kindergarten able to read, testing scores in youth, increased participation rates in job training, increased placement rates from job training programs, increased household savings, increased credit scores, increased insurance rates and participation.

Concept #3: Establish small neighborhood resource centers. The outcomes include job training programs conducive to regional economy, connectivity to public transportation, coordinated system with regional employers for job placement, access to quality early child care for program participants, establishment a small business incubator, establishment of a community garden, financial and asset building services, warehouse space for disaster preparedness resources and equipment. In addition to the outputs listed in Concepts #1 and #2, measureable outputs include: participation to graduation ratio, percentage of job placement for participants, percentage of apprenticeships for participants, increased local job creation, increase in local registered businesses, and size of population covered by supplies, and length of time supplies will last for applicable size of population.

Concept #4: Create a cross-jurisdictional and regional Healthy Neighborhoods and Economic Resiliency Collaboration/Concept #5: Establish a Healthy Neighborhoods and Economic Resiliency strategy and plan for the region and State Program Measures. The outcomes associated with these two measures and the measure of the success of the Program overall from the perspective of the state include development of common approaches to resilience, identification of existing and innovative financing mechanisms, facilitating direct share of best practices and knowledge enhancement, and forging public-private partnerships. The additional output measures beyond those measured in the previous concepts include: number of shared approaches, number of shared goals, number of entities adopting a formal plan, amount of local dollars allocated to resilience activities, state dollars secured for local resilience

activities, federal dollars secured for local resilience activities, number of resilience events and forums, number of participants and number of formal agreements and endorsements.

Partners

Several partners and resources have been identified to assist with the concepts included in this application. The partners identified to assist with implementation and maintenance include: County and Municipal Governments; MET Center; Metro/Bi-State; Washington University and University of Missouri St. Louis; St. Louis Economic Development Partnership; Regional Employers Partnership; Community Colleges Partnership; Non-Profits (i.e. Beyond Housing, Rise Community Development, Family Workforce Center of America, Urban League, United Way); Workforce Investment Boards, the Department of Finance, Insurance and Professional Registration and the Division of Workforce Development. (Ref:

[MOAttE11MissouriNDRCPartners.pdf](#))

The following resources have been identified to assist with the implementation of the concepts included in this proposal: County CDBG - \$5 million annually – resilience infrastructure and support services; County HOME - \$3 million annually – resilient housing; County WIA – \$4 million annually – workforce development; County ESG - \$450,000 annually – support for homeless; County Continuum of Care - \$1.5 million annually; Housing Resource Commission (\$3 recording fee on R.E. transactions) - \$500,000 annually; County Children’s Service Fund - \$40 million annually – wrap-around support for youth and families; St. Louis County Community Reinvestment Fund - \$5 million annually; and East-West Gateway Council of Governments.

Projects proposed by St. Louis County have the potential to attract funding from a variety of sources. First, new and revitalized real estate development will attract capital from real estate

developers through both public and private investors during the initial and subsequent development phases. It is not uncommon in St. Louis to see a secondary influx of investment from surrounding anchor institutions, such as big business and universities. For example, both Washington University and the University of Missouri-St. Louis have recently acquired large tracts of land in the County for workforce and student housing and campus expansions. Both of these universities are geographically located near the target area and are adjacent to the MetroLink, which enhances their interest in further investment. Additionally, Fortune 500 businesses Express Scripts, Boeing, and Emerson Electric reside within the target area and others are nearby, increasing the likelihood of interest and additional investment. Finally, through social evidence-based programs administered by high performing NDRC partner non-profit organizations, there is great potential to attract additional funding from philanthropic organizations and other state and federal funding departments. Currently, the Annie E. Casey and the W.K. Kellogg Foundation are investing in partner non-profit Family Workforce Centers of America, which operates an evidence-based two generational approach in the target area through the MET Center and Early Explorers Child Development Academy.

The extent or reach of the resiliency collaborative will include the St. Louis metropolitan statistical area or multi-county urban region, especially through the Economic Resiliency and Healthy Neighborhoods Collaborative and the designation of the City of St. Louis as a “Resilient City,” which includes staff dedicated to regional resiliency, by the Rockefeller Foundation.

Committed Leverage Resources

The Phase One (1) submission from the state of Missouri includes over \$2.449 million in leveraged commitments as evidenced in Attachment B. (*Ref: MOAttBLeverageDocumentation.pdf*).