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**RACE, EQUITY *and*  
ECONOMIC DEVELOPMENT**

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*The Playbook*

**Presentation to Stakeholders  
October 19, 2022**

# IEDC Team

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## Technical Panel Members

**Peter Beard**, Senior Vice President, Regional Workforce Development, Greater Houston Partnership

**Andi Crawford**, Director, Economic Development, Accelerator for America

**Morgan Wortham**, Managing Director, Maryland Women's Business Center

## IEDC Staff

**Frankie Clogston**, Vice President, Knowledge Management and Development

**Chanell Hasty**, Program Manager, Knowledge Management and Development



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# Process

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## Stakeholder conversations with:

- St. Louis Development Corporation: Neal Richardson, Daffney Moore, Stacey Fowler, Lance Knuckles, Myisa Whitlock, Steve Davis, Zach Wilson, Lorna Alexander
- St. Louis Economic Development Partnership: Lavoughnda White
- Community Development Agency: Bill Rataj
- RISE STL: Terrell Carter
- Candid: Sara & Becky Freetly
- BJC: Christopher Nolan
- BioSTL: Ben Johnson & Justin Raymundo
- Greater Ville: Kenneth Hutchinson & Norman Harris
- Coog Holdings: Roger Jones
- Social Policy Institute - Washington University: Fanice Thomas
- Morgan Graves Consultants: Marnee Morgan



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# Process

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## Stakeholder conversations with con't:

- Federal Reserve Bank of St. Louis: Neelu Panth
- Deaconess Center for Child Well Being: David Nehrt-Flores & Bethany Johnson Javois
- Greater STL Inc.: Valerie Patton
- City of St. Louis Planning & Urban Design Agency: Don Roe
- Fathers and Families Support Center: Cheri Tillis
- Cortex Innovation Community: Natalie Self
- St. Louis Development Corporation: Neal Richardson
- Small Business Empowerment Center: Kevin Wilson
- St. Louis Community Credit Union: Alex Fennoy
- PGAV Destinations: Catherine Hamacher
- Midland State Bank: David Noble
- Missouri Housing Development Commission: Antoinette Cousins



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# SLDC Scope

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The St. Louis Development Corporation (SLDC) aims to revitalize the area on and around the MLK corridor in a manner that is community-driven and community-owned. The SLDC envisions a corridor occupied largely by small businesses. This means there is an entrepreneurship and workforce development component rather than solely real estate development.

The SLDC also aims to support these small businesses. That means creating programming around that, getting ready to open a small business empowerment center, MWBE programs, community development organizations, and technical assistance around the MLK avenue/corridor.



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# IEDC Equitable Economic Development Playbook Prisms

- **Acknowledge** trauma in the community - history of racism, disinvestment, lack of trust. Recognizing and reversing historic wrongs is not just a moral necessity it's a practical one.
- **Target** - programs and investments must be driven that meet the needs of the local Black population in the MLK corridor; a focused investment on a smaller area/stretch will likely have a higher ROI and activate the private market.
- **Collaborate** - Foster more networks such as the Anchor Network and Northstar. Foster relationships between public, private and non-profit partners so that the pipeline for real estate development, entrepreneurship and workforce development produces better outcomes. Involve local actors in program design and implementation.
- **Measure** - Create metrics that recognize success and establish accountability, especially given this once in a generation funding stream



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# Assets

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- **Fresh Start**

- City has a new mayor with commitment to North City
- SLDC has new scope and mission in North City
- SLDC has new leadership & focus on process/system improvements
- SLDC has new North City focus
- SLDC and city have substantial public money to deploy (ARPA)
- SLDC new ED programming – Empowerment Center, grants to business, revolving loan fund
- Opportunity to establish trust and engage new partners and community members



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# Assets

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- Ample supply of land & proximity to downtown
- Historic buildings
- Strong community partnerships and institutions (such as North Star, Friendly Temple Church, Harris Stowe, Urban League, Midwest Bank Centre)
- Adjacent new residential development (such as North Sarah project, Ranken housing)
- ARPA SLRF Funding
  - Small business grants, revolving loan fund, corridor revitalization (\$9 million for MLK)



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# Assets

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- Economic Justice Action Plan
- Site control with SLDC owning ~60% of property
- Low property price points allow for residents to get into ownership position of housing with home ownership down payment supports and home reno support
- Plan for the Empowerment Center creates an entity in the neighborhood and tangible investment
- WSP infrastructure engagement in focus area



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# Recommended Strategies - Place

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## The Catalytic Investments

- The Marshall School
- Sarah MLK node

## Surrounding Investments

- Support business resilience in neighborhood
- Finish residential projects underway
- Conduct infill on existing sites
- Consider vacant land activation, park space and convening space



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# Recommended Strategies - Place

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## Immediate Actions

- Create focus and internally socialize the redevelopment area
- Finish developments underway (Sarah Place phases)
- Finish Streetscape projects
- Utilize SLDC Facade funds for businesses (priority points for focus area?)
- Transportation infrastructure (bus stops)
- Connect on Infrastructure projects in for MLK focus area
- Align ongoing city funding in CDA (HOME, CDBG) with ARPA investments & continually improve speed of delivery and predictability for the private market



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# Recommended Strategies - Place

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## Immediate Actions con't

- Support local ownership of residential and commercial properties
- Use local minority contractors for construction and strategize how the primes can bring in subs collaboratively.
- Collaborate with local CDCs - (e.g. Tabernacle, Ranken) on new development projects



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# Recommended Strategies - People: Small Business & Entrepreneurship

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- Assist entrepreneurs in starting and expanding businesses that build off existing industries, have low fixed/start-up costs and have markets (in or adjacent to the neighborhood)
  - Food services businesses (e.g., commercial kitchen)
  - Mobile businesses/Pop-up businesses (e.g., pop-up food truck or mobile barbershop)
  - Urban farming/Hydroponic businesses
  - Arts, jewellery, fashion, herbal and health products
  - Businesses that can tie into Anchor Action Network and existing pipeline



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# Recommended Strategies - People: Small Business & Entrepreneurship

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- Establish a SBDC location in Empowerment Center
- Increase high-touch assistance, including legal documents and financial statements
- Enhance financial acumen and digital literacy skills of entrepreneurs
- Help entrepreneurs tie into existing sources of capital
  - Grants, revolving loan funds
  - CDFI, banks, credit unions and other flexible, patient capital
- Assist entrepreneurs in connecting with Cortex, WEPOWER and other existing innovation incubators and training
  - Identify industries and businesses focused on strengthening supplier diversity



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# Recommended Strategies - People: Small Business & Entrepreneurship

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## Immediate Actions

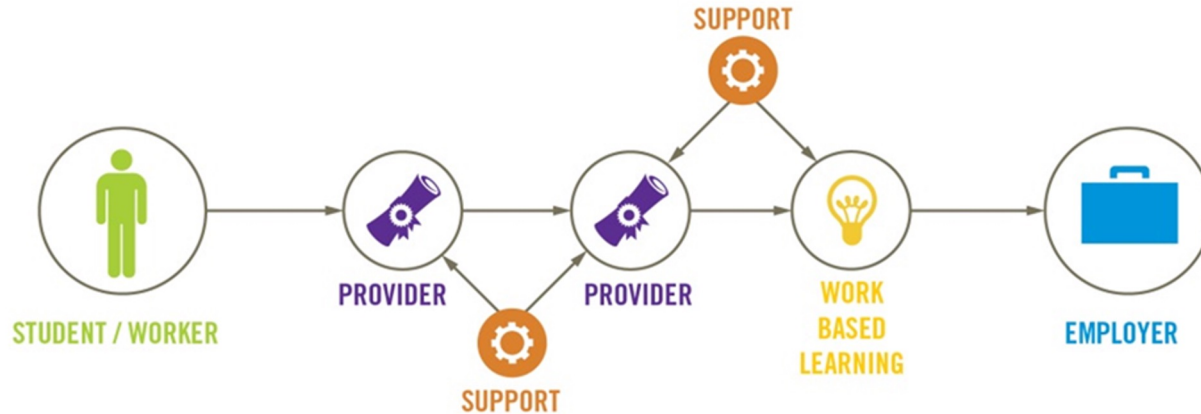
- Fill entrepreneur spaces at incubator in Heartland Chamber of Commerce at Urban League
- Full occupancy of live/work spaces at North Sarah development
- Work with Cortex to bring programming if not physical space
- Engage partners involvement - SBDC, Black Chamber, Urban League, etc.
- Determine commercial/retail market opportunities
- Develop more networking & small business mentorship opportunities
- Draw businesses to services at Empowerment Center at Sumner High School



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# Workforce Development Challenge – People

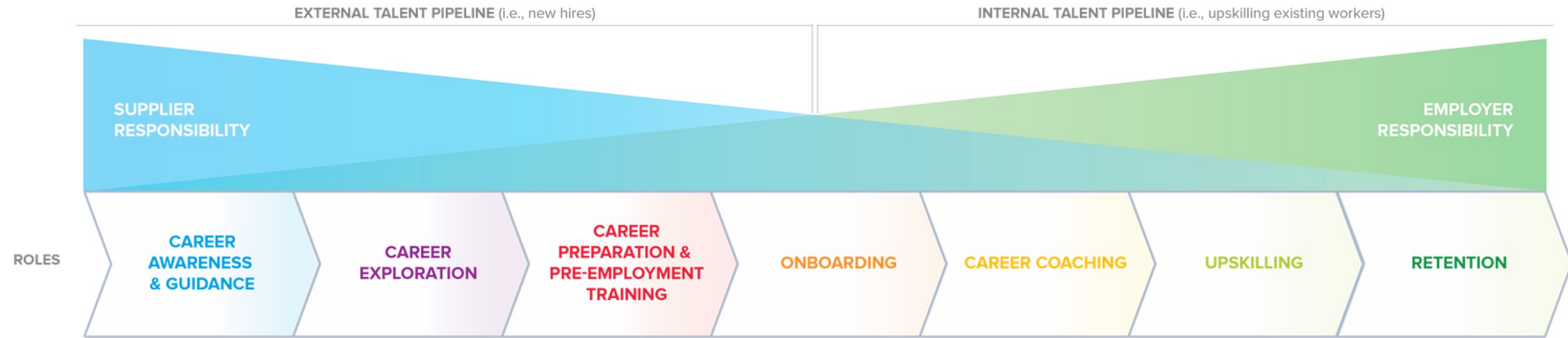


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# Workforce Development Framework



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# Recommended Strategies - People: Workforce Development

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- Engage employers to provide support in addressing their collective workforce, talent and skills needs.
- Engage neighborhood residents to provide support in upskilling and/or reskilling them into occupations that increase economic mobility.
- Engage education and community partners that support and develop neighborhood residents by providing education, developing skills, and offering wraparound services (e.g., childcare, food, housing, transportation) and connect them to employers.
- Promote job quality (e.g., increased benefits, skills-based hiring and education, and ongoing career growth).



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# Recommended Workforce Development Actions: Neighborhood Residents

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## Immediate Actions:

- Establish Career Office in Empowerment Center
  - Develop “warm” hand-off to community and education partners
- Identify and engage education and community partners that support skills development and provide wraparound services (e.g., childcare, food, housing, transportation, re-entry, veterans) for neighborhood residents
  - Assess education and skills of existing workforce (including upskilling opportunities)
- Increase resident awareness of occupational pathways that provide economic mobility and how to connect to organizations that can provide support, coaching and guidance



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# Recommended Workforce Development Actions: Employers

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## Immediate Actions:

- Build relationships with employers (e.g., BJC, Good Jobs Challenge employers, developers and their contractors, transportation and logistics, manufacturers, unions, call center/customer service)
  - Anchor Action Network has newly formed and started to conceptualize and utilize talent pipeline opportunities
  - Identify employers with occupational needs in the neighborhood and adjacent geographies
- Utilize US Chamber of Commerce Foundation's Talent Pipeline Management ("TPM") approach to engage employers and develop talent pipelines
- Promote skills-based hiring and education, including apprenticeships and work-based learning



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# Recommended Workforce Development Actions: Community and Education Partners

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## Immediate Actions:

- Identify and engage community and education partners that support skills development and provide wraparound services (e.g., childcare, food, housing, transportation) for neighborhood residents
  - Assess education and skills of existing workforce (including upskilling opportunities)
- Create a strong user experience that connects and builds linkages to MLK residents with programs at core institutions like the Urban League, faith-based institutions
- Tap into vocational training programs that partner with employers (i.e., LaunchCode, NGA - Gateway Global, and BJC)
  - Connect community and education partners with employers
  - Improve ways to match residents with career opportunities (e.g., career offices, partner with staffing agencies)



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# Playbook Prisms

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- Acknowledge -
  - Establish early wins/momentum to build trust and catalyze local human and business capital
  - Consider reputational risks in investments and execution
  - Need to ensure long term change management process for MLK investments
- Target -
  - Keep a concerted, sustained focus and investment on MLK; stay neighborhood - focused
  - Connect MLK investments and assets to other adjacent and key assets (e.g., North Sarah, NGA, Anchor Institutions)
  - Finish projects that have been started/ fill programs to capacity
  - Conduct market research and risk assessment - is there sufficient demand to support businesses or resource centers? Are there enough people? Consider the consequences of a failure.



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# Playbook Prisms

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- Collaborate -
  - Leverage and strengthen existing institutions and “gems” - North Star, local CDCs, Ranken, faith-based institutions, and advance relationships with other community-based and community-invested partners
  - Activities should be mutually reinforcing
  - Use newly available public funding streams to activate private sector market and move at the pace of the private sector
- Measure -
  - Create data driven infrastructure to support performance and execution
  - Establish achievable short-term goals in addition to longer term goals (including process outcomes and measures)
  - Early wins will move the economy toward goals of Racial Justice Action Plan and build trust among community in the City and SLDC
  - Implement continuous improvement to address early losses and support course correction



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# Metrics/Goals (short- and long-term)

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## Immediate Actions

- Localize existing data sets and goals into the focus MLK corridor area
- Establish metrics and baseline
- Establish both impact metrics and process outcomes
- Selected impact metrics
  - Increased occupancy at existing incubators
  - Increased occupancy at live/work spaces
  - Number/percentage of businesses receiving revolving loans
  - Number/percentage of businesses receiving small business grants
  - Increased satisfaction of neighborhood residents
  - Increased financial stability of neighborhood residents (e.g., wages, credit scores, savings, etc.)



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# Metrics/Goals (short- and long-term)

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- Selected Process Outcomes:
  - Establish an SLDC Project Management Office to increase alignment, optimize effort, and drive results across the organization (includes continuous improvement methodology)
  - Implement TPM methodology



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The Power of Knowledge and Leadership

# Questions