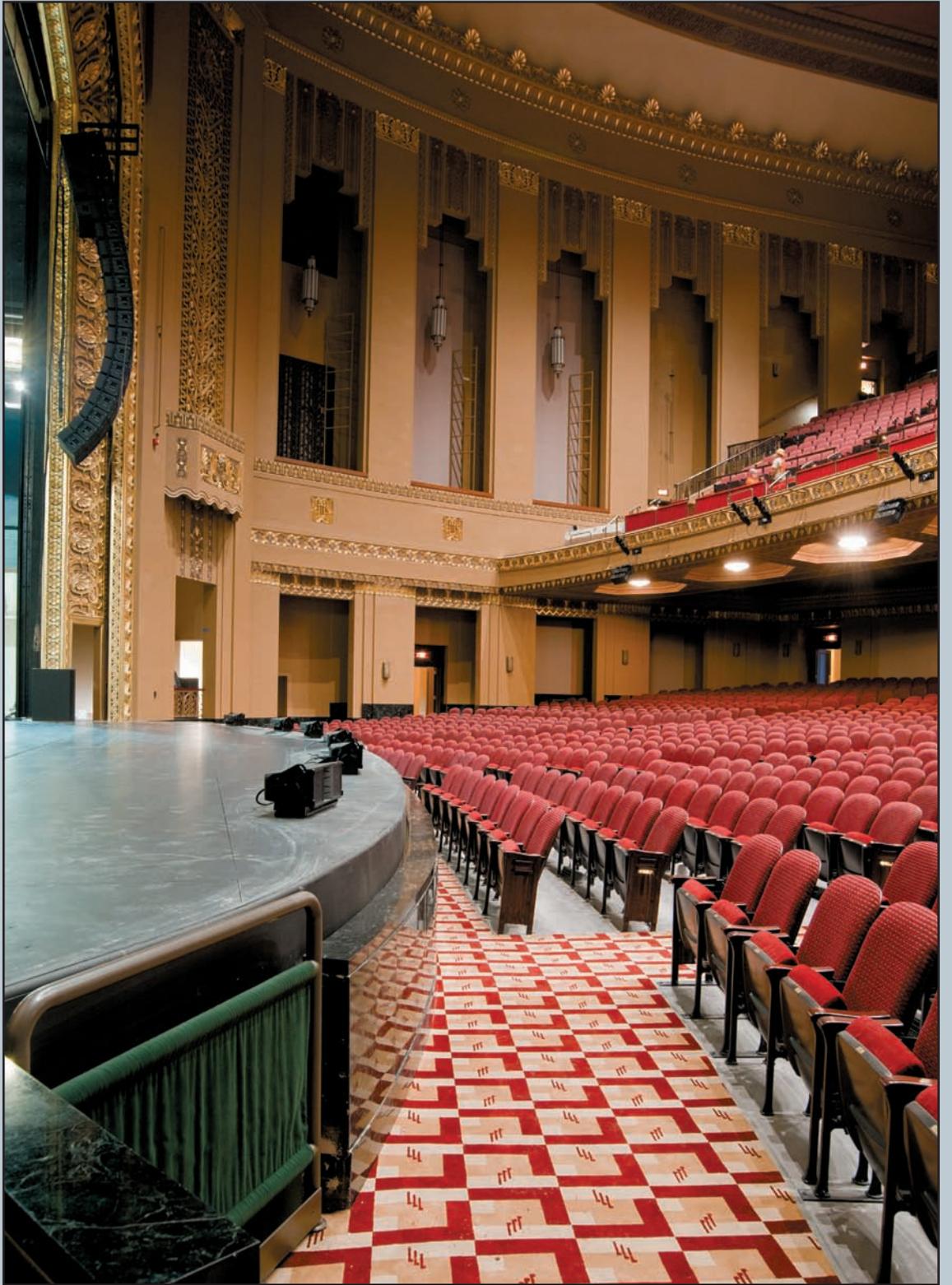


SLDC

ST. LOUIS DEVELOPMENT CORPORATION
Keeping St. Louis in Business
ANNUAL REPORT 2011





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Mayor, City of St. Louis

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ST. LOUIS DEVELOPMENT CORPORATION

Mission

To stimulate the market for private investment in City real estate and business development and improve the quality of life for everyone who lives in, works in and visits the City of St. Louis

Principles

- Allow the private sector to take the lead wherever possible within an overall land use plan
- Forge strong partnerships between the private sector, elected officials and development agency staff
- Solicit, respond to and cooperate with private initiatives
- Leverage maximum amount of private and other governmental investment

Business Goals

- Create an attitudinal and regulatory climate that enables existing and new businesses to flourish
- Foster the physical development of areas attractive to modern businesses and their employees
- Attract, retain, and create businesses that provide jobs and services for City residents, workers and visitors
- Create a self-sufficient market for the City's business property

Residential Goals

- Make City neighborhoods places where more people choose to live
- Create an attitudinal and regulatory climate that enables new construction and rehabilitation of homes to flourish
- Meet the special housing needs of the City's population

cover photos:

Left column from top to bottom: Unisys (Brian Cassidy), Park Pacific (courtesy Lawrence Group), Tower Grove Farmers' Market (Sara A. Finke) Right: Peabody Opera House (Tom Paule Photography), Urban Shark, new homeowners, Habitat for Humanity St. Louis (Ron Bolte)

inside front cover photos (from top to bottom):

Irving School (Michael A. Allen); Gary and Melba Wills, owners, Carrie's Corner Market; Architectural Control Systems Inc.; Maria Del Carmen Jacob, president and CEO, NextGen (Brian Cassidy); Left to right, Mayor Francis G. Slay and SLDC Executive Director Rodney Crim greet Guoqiang Yang, Consul General of China-Chicago Office during the Shanghai delegation's visit to St. Louis (Maurice Meredith); Senior Living at Cambridge Heights (courtesy McCormack Baron Salazar)



Francis G. Slay

Francis G. Slay
Mayor, City of St. Louis

Pulse of the City

This was a year spent emphasizing our City's place in the center of the map – highlighting our assets and defining ourselves to take advantage of opportunities in the global market.

We invested much time and energy on a plan to create jobs and attract new investment by establishing an international cargo hub at Lambert-St. Louis International Airport. Emphasizing our location in the center of the country at the confluence of some of the nation's major rail, river, and highway routes, we invited airlines in China and South America to distribute their high-value cargoes here and return home loaded with U.S. goods assembled and stored around our airport.

Here at home, we partnered with the counties that surround us to cooperate, collaborate, and consolidate services, where appropriate, to create a more efficient region. These new partnerships are cautious first steps towards a St. Louis unencumbered by the boundaries and factions that have historically limited our growth and made us less competitive.

We promoted sustainability as an issue that could test and develop regionalism. For our part, we are working to make City neighborhoods, streets, and city government itself green and sustainable. We have implemented Citywide curbside and alley recycling, rebranded streets as public spaces that cars must share with pedestrians and bicyclists, supported the re-use of dozens of distinctive buildings, demolished 159 derelict structures to make room for creative in-fill projects, and worked with a range of partners to upgrade our housing stock with LEED-certified historic rehabs and new construction.

One of the year's most challenging tasks was the continuing restoration of the community's centerpiece: public education. The St. Louis Public School District emphasized efficiency and financial stability. Several new high-quality charter public schools began their second and third years of operation; others opened their doors for the first time this fall. Taken together, these efforts gave City parents better choices and St. Louis employers more reason to expand to take advantage of this workforce.

Two remarkable developments in the past year were the return of technology companies to Downtown's wired buildings and the expansion of the financial services industry. In both cases, available space and affordable utility rates combined with the buzz of Downtown and midtown lifestyles to grow these sectors of our economy.

And following the big fish, small businesses sprang up to support, feed, caffeinate, clothe, and entertain the giants. One story symbolizes our year. The A Tab on Google Maps is the pre-selected first reference point for people who use the tool. For an undetermined period, the A Tab for St. Louis was a vacant lot. This month, Google changed it to...City Hall.



Rodney Crim

Rodney Crim
Executive Director, SLDC

Business Celebration Luncheon 2011 Award Winners

Businesses of the Year

Businesses of every size that have made special commitments to or investments in the City:

Architectural Control Systems Inc.
Centrex Electrical Supply
Group 360 Worldwide
LTI Trucking Services
Peabody Energy
Ralcorp
Riley Ready Mix & Materials
Stifel Nicolaus & Co.
Unisys

Special recognition for businesses that enhance quality of life in our City neighborhoods:

90 Degrees West
Arkansas Fried Chicken
Asher's Clothing & Shoe Store
Bar Italia Ristorante
Beginning Futures Learning Center
Carrie's Corner Market
Cecil Whittaker's Pizzeria
Chippewa Glass & Mirror Company
Collier Brothers Auto Body Co. Inc.
Commercial Plating Company
Companion Bakery
Concordia Publishing House
Dorothy's TV, Furniture & Appliances
Europa Market
Failoni's Café
Flavor Dance & Fitness
Hartford Coffee Company
Luvy Duvy's Cafe
McAvoy Realty
Murdoch Perk
New Dawn Natural Foods
Novella Café
Nuelle Auto Service Inc.
Superior Equipment Company Inc.
TB's Barber & Beauty
The Little Blaque Dress
United Bags Inc.
Vintage Haberdashery

Developers/Developments of the Year

Real estate development projects that most dramatically convert a catalytic vision for the City into bricks and mortar:

Chouteau Crossing
GreenStreet Properties
Sheet Metal Workers Local 36
Eliot and Irving School Apartments
ND Consulting Group
Tim Person & Associates, LLC
Hotel Ignacio
Lawrence Group
Saint Louis University
Park Pacific
Lawrence Group
Peabody Opera House
Optimus
SCP Worldwide

Quality of Life Award

Organizations and initiatives that improve quality of life for City residents and businesses through their dedication and hard work:

Better Business Bureau
Downtown Bicycle Station
Habitat for Humanity
Tower Grove Farmers' Market

Mayor's Award

Organizations that have shown leadership and acted as special catalysts for economic development in the City:

Gateway Science Academy of St. Louis
Justine Petersen
St. Louis Housing Authority

DOWNTOWN

Maintaining jobs in the City — and creating new ones — are top priorities for Mayor Slay and SLDC, who proactively engage in a wide variety of activities to address the City's business attraction, retention and expansion goals. The City also supports initiatives that revitalize Downtown and improve the region's quality of life.



Unisys application team members (from left to right) Alex Reuman, Ryan Crets and Stephen Pickens with Franklin R. Lamm, Jr., director, Application Modernization Center of Excellence (foreground).

Unisys

In November, Unisys Corp. opened a new Application Modernization Center of Excellence at 555 Washington, a five-story former department store building dating back to the 19th century.

The Unisys center is expected to create 300 IT jobs by 2012 focusing on leading-edge software applications for the federal government, including the U.S. Department of Agriculture. Developers at the Downtown center are also working to develop applications for Apple's Mac, iPhone and iPad.

To help attract Unisys, the state awarded the company \$4.5 million in Missouri Quality Jobs Program tax credits. Additional state incentives were \$900,000 in New Jobs Training funding and \$212,500 in recruitment assistance.

Blue Bell, Pa.-based Unisys, which reported revenue of \$4 billion in 2010, looked at sites in Montgomery, Ala.; Eagan, Minn.; and Salt Lake City but picked St. Louis because of its pool of IT workers, relatively affordable cost of living and light traffic.

The growth and expansion in Downtown software and data center companies such as Unisys, Xiolink, Digital Realty Trust and Contegix is making Downtown a regional hub for IT firms. St. Louis is attractive to tech companies because it has ample space and commercial electricity rates that are far below the national average.



Peabody Chairman and CEO Gregory Boyce (right) with Mayor Francis G. Slay (left) and Missouri Gov. Jay Nixon (middle).

Peabody Energy

Peabody Energy, one of the region's largest public companies, is keeping its headquarters Downtown for at least another 15 years. In March, the company signed a new lease that will increase its occupied square footage to accommodate its growing workforce.

The company's newly renamed Peabody Plaza is located at 701 Market Street, where it employs more than 600 workers. Peabody will expand from six to nine floors, occupying a total of 220,000 square feet and committing as much as \$25 million to building upgrades.

To encourage Peabody's investment and job creation plans, the City of St. Louis has authorized incentives over the life of the lease with an estimated value of \$2.5 million.

Peabody Energy is the world's largest private-sector coal company and a global leader in clean coal solutions. With 2010 sales of 246 million tons and nearly \$7 billion in revenues, Peabody fuels 10 percent of U.S. power and two percent of worldwide electricity.

Stifel Nicolaus & Co.

Maintaining its 121-year presence in the heart of Downtown, Stifel Nicolaus & Co. recently announced plans to buy One Financial Plaza. The company also will add 225 jobs over the next three years and will make \$14.8 million in building improvements.

These improvements will enhance the City's investment in the Northeast Downtown Business District, which encompasses several other major projects, including The Laurel, a \$142 million hotel, apartment and retail development.

Stifel is working with local and state officials on a plan that will utilize local and state economic development incentives to support the acquisition and renovation of the building and the anticipated job growth.

The financial services firm is acquiring the 12-story office building, located at 501 N. Broadway. As part of this investment, Stifel Financial's subsidiary, Stifel Bank & Trust, will seek regulatory approval to relocate from St. Louis County to the Downtown headquarters. Established in 1890, Stifel is one of the nation's fastest-growing brokerage and financial services firms. Since 2005, the number of Stifel associates in the metropolitan area has more than doubled to nearly 1,100, including 800 at its headquarters.



Stifel will remain Downtown at One Financial Plaza.

Peabody Opera House

Peabody Opera House co-developers Joe McKee, Dave Checketts and Chris McKee spent \$78.7 million to restore their historic gem — formerly the Kiel Opera House (1934-1991) — to its original splendor. Located at the corner of 14th and Market Streets, the 3,100-seat theatre will host a wide variety of performing arts events and will provide approximately 500 new full- and part-time jobs.

The City's Land Clearance for Redevelopment Authority (LCRA) issued \$32.6 million in bonds to finance a portion of the development. More than \$46 million in state and federal historic tax credits, federal New Markets Tax Credits, Brownfield tax credits and first mortgage debt completed the financing.



The new station offers parking for 100 bikes.

Downtown Bicycle Station

The 411 Building at 10th and Locust streets is home to Downtown's new Bicycle Station, which opened in April. The 1,450-square-foot station offers 24-hour access to secure parking for 100 bikes, lockers and showers. Membership for the commuter station can be purchased on a daily, monthly or yearly basis.

The City allocated funds received from the U.S. Department of Energy through the Energy Efficiency and Conservation Block Grant Program under the American Recovery and Reinvestment Act of 2009. Capital costs, which totaled about \$100,000, were raised through donations from local businesses, including \$50,000 from Great Rivers Greenway and \$25,000 from Boeing Co. The Downtown Community Improvement District manages the station under contract with the City.

Trailnet, the local nonprofit walking and bicycling advocacy group, has relocated its 20 full-time employees into office space on the second floor of The 411, which is owned by Craig Heller's development firm LoftWorks.

Next door, Urban Shark, which also opened in April, offers bike rental, parts and service both to commuters and to the approximately 13,000 downtown residents living nearby.



Co-developers Joe McKee, Dave Checketts and Chris McKee

CHANGING NEIGHBORHOODS

Across the City, public-private partnerships that include community-based organizations are restoring historic buildings, constructing new homes and opening charter schools. Quality education options, homeownership and mixed-income housing development foster pride, stabilize neighborhoods and create an economic climate for reinvestment, business growth and job creation.



3933 25th Street is one of the Eliot historic rehabs.

ND Consulting Group

During the last decade, ND Consulting Group (NDCG) and its partners have transformed the historic Hyde Park neighborhood by renovating vacant buildings and building energy-efficient new homes. The company's Hyde Park developments include Salisbury Park I, II and III; the conversion of the long-vacant Irving School into 61 affordable rental units, along with the rehabilitation of 11 nearby buildings and the construction of seven new homes; and the 39-unit Eliot apartments, historic rehab of 20 buildings.

Conceived and executed with the

participation and guidance of Better Living Communities, a nonprofit created by Bethlehem Lutheran Church; Alderman Freeman Bosley Sr.; Patrick Development Co.; Tim Person and Associates; Wilmore Management Co.; architects Garen Miller and Jeff Brambila; and EM Harris Construction, the Hyde Park developments totaled approximately \$17 million in construction spending. Financing included state and federal historic and low-income housing tax credits.

Founded in 2001 by Michele Duffe and Kenneth Nuernberger, NDCG is a multi-dimensional real estate development and finance consulting firm that assists in the entire development process, including project design, building code and zoning issues, garnering community support, development team selection, preparing applications to funding agencies, closing on project financing, monitoring construction progress and preparing developers to successfully operate the development once placed in service.

Coming soon is Hyde Park South, the historic rehab of 27 buildings into 50 one- to four-bedroom units.

In October, the SLHA, McCormack Baron Salazar, KAI Design & Build and Robert Fulton Development Corporation broke ground at Arlington Grove I on Dr. Martin Luther King Drive. The first phase will be comprised of 112 mixed-income rental garden and townhouse units, a mixed-use building, as well as a historic rehab of the Arlington School into 21 loft-style apartments. Arlington Grove will incorporate a number of special green and innovative design features that meet the Enterprise Green Communities Criteria, which was required by the Capital Fund Recovery Competition – a competitive stimulus grant of \$10 million awarded to SLHA by HUD. The total investment is \$32.8 million.

In April, SLHA and its partners celebrated the grand opening of Senior Living at Cambridge Heights, a \$20.4 million, 117-unit, three-story, affordable senior independent living facility located on the site once occupied by the Cochran Gardens public housing project.

Construction has begun on the \$25.8 million first phase mixed-income North Sarah housing development, just north of Gaslight Square. The development will include 120 rental units as well as commercial, management and community space.

The development team is committed to minority inclusion and revitalization beyond the physical improvements. It is partnering with Urban Strategies and TAALKE LLC to engage residents and connect them with viable, upwardly mobile career and life paths by connecting families with health, financial, recreational, educational, employment and entrepreneurial resources.

St. Louis Housing Authority

When Cheryl Lovell became executive director of the St. Louis Housing Authority (SLHA) in 1999, her federally funded agency, which operates independently of City government, was among the most troubled in the nation, earning a dismal U.S. Department of Housing and Urban Development (HUD) rating of 14. Today SLHA's HUD rating is 92, making St. Louis a shining star among major cities.

With 90 employees and a budget of approximately \$60 million, the agency provides low- and moderate-income housing and resident services for more than 24,000 clients primarily through two major housing programs — public housing and the Section 8 program. SLHA operates 2,941 units in 46 locations and administers Section 8 vouchers for more than 18,000 residents.

But Lovell also is a master builder who runs from groundbreakings to ribbon cuttings between phone calls to Washington, D.C. and meetings with her local for-profit and nonprofit partners. Under her leadership, SLHA has developed more than 1,800 new rental units leveraging \$150 million in public money with \$250 million of private funds for a total development cost of \$400 million.



Cheryl Lovell



Habitat for Humanity volunteers fill more than 11,000 work slots each building season.

Habitat for Humanity

By raising roofs, Habitat for Humanity St. Louis and its countless volunteers and supporters have changed the lives of more than 300 families.

Since 1986, the St. Louis chapter of the international nonprofit ecumenical housing ministry has built 313 homes in the St. Louis area, including 104 homes in Jeff-Vander-Lou, a north St. Louis neighborhood.

Before construction could begin on the 3000 block of Thomas Street, contaminated soil needed to be removed. SLDC's Brownfields Program secured funds from the American Recovery and Reinvestment Act of 2009 to pay for the clean-up.

The three- and four-bedroom homes on Thomas Street feature a contemporary design. Priced at \$132,000 and \$138,000, the homes came with a zero-interest mortgage loan and tax abatement.

Homebuyers must attend workshops

on finance and budgeting, and each family is required to contribute 350 hours of "sweat equity" to the construction process as their down payment. They work side-by-side with scores of volunteers who sling hammers and measure twice and cut once.

Habitat St. Louis is committed to building energy-efficient and environmentally friendly houses certified by the U.S. Green Building Council. The organization is the nation's largest producer of LEED certified Platinum single-family homes. Habitat also operates a ReStore facility that sells reusable and surplus building materials to the public.

The organization, which began with two volunteers working out of a church basement, has grown to a staff of 28 paid employees and more than 5,000 volunteers.

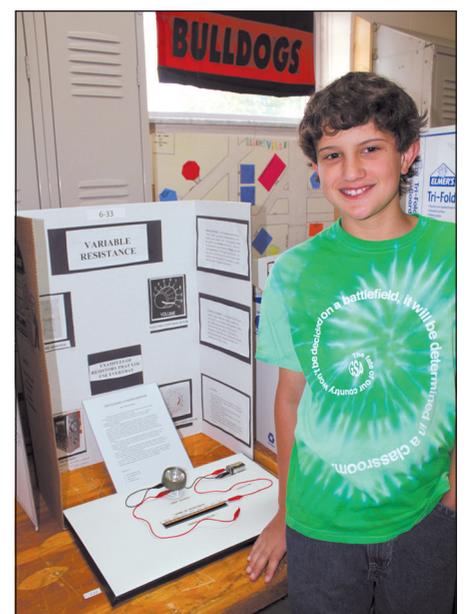
Already among the region's largest housing developers, Habitat recently kicked off its "50 by 15" campaign to build 50 homes a year by 2015.

Gateway Science Academy

Now in its second academic year, Gateway Science Academy of St. Louis was the top public City charter school performer on the state's Missouri Assessment Program (MAP). The school posted a 56 percent passing rate, efficient and advanced rates in comparison to the State of Missouri public school average.

Gateway Science Academy of St. Louis provides students with an innovative world-class education rich in math, science and technology. It focuses on preparing students to become skill-ready for post-secondary education to meet the challenges of a competitive global workforce.

The school is housed in the former Epiphany of Our Lord school, 6576 Smiley. It is managed by Concept Schools, NFP.



Nick Parmley with his science fair project

GROWING BUSINESSES

Business incubators provide tailored spaces and critical support for emerging companies. SLDC has developed and owns two business incubators and provides support to others located in the City. SLDC also helps small businesses thrive by providing a variety of financing mechanisms.



BRIAN GASSIUS

Owners Kandace Davis and Linda Jones

Cha Cha Chow

It's lunchtime. Mexican food today? Cha Cha Chow, based in the Midtown Enterprise Center through its sister company Culination Catering, is crisscrossing the City in its bright yellow truck. The truck serves everything from grilled fresh tacos to the Cha Cha burger and salads to house-made Agua Fresca and other beverages.

Owners Kandace Davis and Linda Jones prepare food and receive assistance from their one full-time manager, two shift managers and three other employees.

Diners can find Cha Cha Chow's customized 24-foot-long Grumman diesel truck near Barnes-Jewish Hospital in the Central West End or Downtown. Locations are announced daily via Twitter.

The roving food truck is a business concept that has been time-tested in southern California and in Manhattan's business districts. While St. Louis food trucks reflect the vitality of the City's neighborhoods, no one wants their presence to hurt brick-and-mortar restaurants. So City officials have been spearheading efforts to ensure that everyone cohabitates happily.

Justine Petersen

Even before the credit crunch, small businesses — especially those without collateral — had difficulty securing bank loans. But low-income individuals and families in the St. Louis region have a nationally recognized resource that can help them grow their businesses.

Founded in 1997, Justine Petersen originally focused on providing mortgage-related services to low- and moderate-income individuals and households. Today, the nonprofit organization also focuses on credit building and lends to new and existing small business owners. Its lending programs offer a full menu of services to emerging entrepreneurs including financial education, business plan development and post-loan counseling.

In 2010, Justine Petersen originated 240 loans totaling \$1.28 million. The loan program has a total portfolio of \$2.7 million with an impressive loss rate of less than five percent. The organization is one of the nation's most active micro-lenders.

SLDC provided \$75,000 in 2011 that will help expand the organization's micro-lending activities.



JENNIFER SILVERBERG

Joseph Jackson, owner of Jackson Pianos, accessed a Justine Petersen loan to expand his showroom and add piano rebuilding services.

Bio Entrepreneur Development Program

In April, the Center for Emerging Technologies (CET) launched a new program that provides first time bioscience entrepreneurs with 10 weeks of free training and ongoing individualized mentoring and professional business services.

Harlee Sorkin, who has extensive experience with business startups in the chemical and life sciences and biomedical engineering fields, is leading the Bio Entrepreneur Development Program (BED). He regularly instructs entrepreneurs in both commercial and academic settings on a broad array of topics, particularly business development, marketing and sales.

In addition to formal instruction, the BED program offers a "bull pen," where participants can hang out, meet with mentors and have access to the amenities and services offered to CET companies.

The Center for Emerging Technologies, 4041 Forest Park Avenue, is an affiliate of the CORTEX life science district in Midtown. The SLDC-owned center is governed by a board of directors and staffed by the University of Missouri-St. Louis.

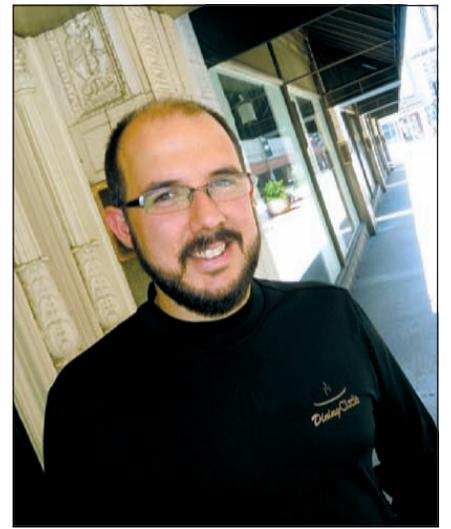
Funding for the BED program is being provided through the Missouri Technology Corp. and grants from Pfizer, Anheuser-Busch Foundation and Savvis.

Architectural Control Systems Inc.

When Architectural Control Systems Inc. (ACSI) relocated from Creve Coeur to 2720 Clark Avenue last year, its gut rehab and outfitting costs exceeded \$1.8 million. In addition to a commercial bank loan, the owners secured \$45,000 from SLDC's Job Creation and Retention Loan Program. Closing fees generated by the New Markets Tax Credits fund the program.

Founded in 1979, ACSI designs and manufactures electrical hardware products, such as locks and hinges, for the architectural and security industries. ACSI sales and engineering staff work with architects and distributors providing technical support, system design, wiring diagrams and field systems checkouts for office, hospital, hotel, university, airport, school and government facilities.

The forgivable loan will be interest-free as long as ACSI remains in business in the City for five years and maintains a minimum of 28 employees. The company also is working with the St. Louis Agency on Training and Employment (SLATE) for referrals of new entry-level job positions.



Anthony Favazza, DiningCircle, will grow his restaurant-reservation network business with the help of StartUp St. Louis.

Railway Exchange Building

The Railway Exchange Building is the second largest Downtown building spreading over an entire city block at 615 Olive St. The 21-story building was home to the Famous-Barr flagship store and was headquarters for the May Department Stores Company until May was bought by Federated Department Stores (now Macy's) in 2005.

The building's new owners — developers Rick Yackey and Bill and Brian Bruce, father and son principals of Bruce Development — will be making a substantial investment in building renovations and upgrades to attract new tenants to the historic structure. As part of a re-positioning of the property, the new owners have set aside space for a center for entrepreneurship that will house various small business initiatives.

StartUp St. Louis, a new IT Accelerator managed and funded by Capital Innovators, is one of the first members of the entrepreneur center at the Railway Exchange. Five startup companies will be selected to participate in twice-a-year, 12-week programs that will provide selected companies with subsidized office space, and \$50,000 in seed money along with access to professional services and business consulting. At the end of the program, participants will present their companies and products to an audience of angel investors and venture capital firms with the opportunity for additional funding and a longer-term presence at The Railway Exchange.

StartUp St. Louis will share space with numerous other IT startups that will co-locate on the 12th floor of the Railway Exchange. This IT initiative has been dubbed "T-REX" (Technology at the Railway Exchange) and is funded through a collaboration between the Partnership for Downtown St. Louis Community Improvement District, the Regional Chamber and Growth Association and SLDC.

Other initiatives under consideration for the Railway Exchange Building include a fashion incubator; a design incubator inspired by an Idea Bounce sponsored by Washington University's Skandalaris Center for Entrepreneurship; a prepared foods incubator; and expanded co-working space and presentation of entrepreneurship programs and resources.



Harlee Sorkin

SLDC YEAR IN REVIEW



MAURICE MARENGHI

From left to right: Mayor Francis G. Slay; Howard Hayes, director of minority business development, SLDC; Maria Del Carmen Jacob, president and CEO, NextGen; Alderwoman Phyllis Young; and Otis Williams, deputy executive director, SLDC celebrate NextGen's Minority Business Spotlight Award. Last year, SLDC partnered with other City departments, the Bosnian and Hispanic chambers of commerce, the St. Louis Minority Business Council and other organizations to bring information to more than 45 clients, and briefed members of the St. Louis chapter of National Black MBA Association on development opportunities in the City.

DEVELOPMENT INCENTIVES

Real Estate Tax Abatement

Holtzman Properties, located at 3975 Papin Street, is one of 179 tax abatements approved by the LCRA during FY11. St. Louis Language Immersion School occupies 56,000 square feet of the 105,000 square foot building. During FY11, the LCRA approved 67 new redevelopment plans and designated 17 individual developers for specific projects within approved redevelopment areas. These projects are expected to produce a total of \$189.6 million in new investment and produce 706 new homes and 881 new jobs.

Tax Increment Financing (TIF)

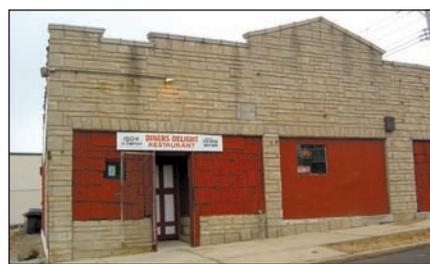
The Lawrence Group, developer of the former Union Pacific Railroad Building Park Pacific, at 210 N. 13th Street, was approved for \$21.4 million to leverage an additional \$87.6 million in project investment. During the last two years, the City's TIF Commission, working closely with the Comptroller's Office and the St. Louis Board of Aldermen, approved five additional TIF projects with TIF financing totaling approximately \$32.9 million. This TIF financing is projected to leverage approximately \$138.5 million in private investment, produce more than 122 new residential homes, provide new homes for a number of businesses and create a projected 2,990 new jobs.

New Markets Tax Credits

During FY11, SLDC received its fourth allocation of New Markets Tax Credits from the U.S. Department of the Treasury for \$21 million in allocation authority. SLDC has received a total of \$183 million of New Markets Tax Credits authority which has leveraged \$750 million in private investment. These investments will ultimately create more than 1,000 jobs for St. Louisans as well as retain more than 900 jobs. The most recent investments were made to assist the developers of the Hotel Ignacio and the City Hospital Power Plant. Equity derived from SLDC's New Markets Tax Credits sub-allocation was instrumental in closing the financing gaps in these important high profile redevelopments.

Tax-Exempt Bond Financing

Bond financing is a tool that provides access to long-term, below-market financing for certain types of businesses. Developers of multi-family housing, manufacturers and nonprofit corporations can utilize tax-exempt bonds to meet their long-term fixed asset financing needs. The Industrial Development Authority (IDA), the Land Clearance for Redevelopment Authority (LCRA) and the Planned Industrial Expansion Authority (PIEA) are all authorized issuers of taxable and tax-exempt bonds. In FY11, the authorities participated in nine bond issuances totaling \$208.9 million and leveraging \$137 million in private investment.



Before



After

Commercial District Improvements

Diner's Delight, 1504 S. Compton, is one of 176 neighborhood projects that utilized facade grant improvement funds, which make neighborhood commercial districts more attractive and enhance neighborhood quality of life and retail services to surrounding neighborhoods. Qualifying "curb appeal" improvements include new storefronts, landscaping, awnings, lighting and fencing. Last year, more than \$1.49 million in public funding leveraged an additional \$394,000 in private investment. These projects helped 316 small businesses.



Warehouse of Fixtures, an office furniture dealership now located at 2720 Market Street, was one of four companies to receive the Mayor's Spirit of St. Louis Award. From left to right: Daniel Lohman, CEO; Joanne Singer and David Singer, co-owners; and Mayor Slay. Other FY11 recipients of the Mayor's Spirit Award were Booksource, Boxes Inc. and Switch.

SITE ASSEMBLY AND PREPARATION

Brownfield Tax Credits and Grants

Using Missouri's Brownfield tax credit program and federal Brownfield grants, the City has been able to leverage millions of dollars in private investment in its most contaminated and blighted areas. During the last two fiscal years, the Missouri Department of Economic Development approved nine Brownfield Tax Credits in the City valued at \$16.6 million. These tax credits assisted developments valued at more than \$318.4 million, which are projected to create approximately 920 new jobs.

Land Assembly Services and Initiatives

SLDC's Real Estate Department provides real estate services for SLDC and its member agencies, as well as for the Community Development Administration's housing programs. The Land Reutilization Authority (LRA) receives properties in three ways: first, as the "default owner of last resort" after tax delinquency foreclosure proceedings if the property is not purchased by a private party; second, through donation; third, by affirmative acquisition for specific developments via negotiated sales or eminent domain.

SLDC also demolishes properties that are too deteriorated for rehabilitation and pose a public safety hazard, or to make way for new developments. SLDC was able to partner with MSD on their pilot Combined Sewer Overflow Reduction program, which allocated \$1.5 million for demolition of selected LRA properties. SLDC demolished 159 buildings in FY11. During FY11, LRA received 600 properties and sold 217 properties. These actions resulted in an inventory of 10,678 parcels including 1,838 buildings at the close of the fiscal year.

LENDING ASSISTANCE

SLDC, through its Local Development Company (LDC) affiliate, is actively involved in assisting businesses with their financing needs. LDC subordinated loans generally provide lower interest rates, extended terms, lower borrower equity requirements and creative financing structures. In FY11, LDC provided financing for 17 businesses. These projects utilized \$1.56 million in federal lending resources to leverage \$30.6 million in private financing, creating 231 new jobs and retaining 578 jobs. Loan recipients agree to work with the St. Louis Agency on Training and Employment (SLATE) to fill the jobs.

BUSINESS ASSISTANCE CENTER



Robert Porter, a Business Assistance Center (BAC) staff member, meets with one of 994 business clients assisted by the BAC during FY11.

Located in City Hall, the BAC works with the City's Building Division and other City Departments to expedite licenses, permits and other City approvals for business clients, providing a "one stop shop" for these services. The "one stop shop" approach has resulted in more than 85 percent of building permits being issued the same day as application.

St. Louis City development boards, commissions and authorities

St. Louis Development Corporation (SLDC)

- Provides staff and services to all City development boards
- Members are chairs of development boards, two aldermanic committees

Rodney Crim, Chair
Executive Director, SLDC

Alderwoman April Ford Griffin

Chair, Ways and Means Committee

Alderman Fred Wessels Jr.

Chair, Housing, Urban Development and Zoning Committee

Chris Goodson

Land Clearance for Redevelopment Authority

Mark Levison

Land Reutilization Authority

Arthur L. McWilliams

Port Authority

Gregory E. Shapiro

Industrial Development Authority

C. Clinton Ward

Local Development Company

Larry Williams

Planned Industrial Expansion Authority

***Alderman Stephen Conway**

***Judith K. Doss**

***Barbara Geisman**

***Howard Hayes**

Enhanced Enterprise Zone Board

- Recommends tax abatement for businesses in the Enhanced Enterprise Zone to the St. Louis Board of Aldermen

Larry Williams, Chair

Chris Goodson, Vice Chair

Matthew S. McBride, Treasurer

Marvin Anderson

Judith K. Doss

Karl Tyminski (Represents other taxing districts)

K. Kalimba Kindell (Represents St. Louis Board of Education)

Industrial Development Authority (IDA)

- Assists in large-scale industrial, multi-family residential, non-profit corporate development
- Tax-exempt revenue bond financing

Gregory E. Shapiro, President

Daniel Drago, Vice President

Gilberto Pinela, Secretary

Troy Doles

Timothy Person, Jr.

Gary E. Reed

Vincent M. Young

Land Clearance for Redevelopment Authority (LCRA)

- Major commercial/industrial/residential projects
- Tax abatement
- Site acquisition/assembly/sales
- Recommends blighting/development area designations to the St. Louis Board of Aldermen
- Tax-exempt revenue bonds

Chris Goodson, Chair

Matthew S. McBride, Vice Chair

Larry Williams, Treasurer

Marvin Anderson

Judith K. Doss

Land Reutilization Authority (LRA)

- Maintenance/sales of City-owned abandoned buildings and vacant lots
- Acquisitions/relocations
- Demolitions

Mark Wells, Chair

Mark Levison, Vice Chair

Roger Cayce, Secretary

***Howard Hayes**

Local Development Company (LDC)

- Small business lending
- Neighborhood Commercial District Program

C. Clinton Ward, President

Laura M. Gilbert, Vice President

Thomas J. Pickel, Secretary

James C. Seitz, Treasurer

Michael K. Holmes

David McCreery

Lenita Moore

Cecil G. Wood

James Webb

Operation Impact

- Supports the City in the elimination of slums and blight
- Stimulates investment in real estate
- Members are the executive director of SLDC and other board chairs

Rodney Crim, SLDC, Chair

Arthur L. McWilliams, Port Authority

Chris Goodson, LCRA

Mark Wells, LRA

Larry Williams, PIEA

***Judith K. Doss**

***Howard Hayes**

Planned Industrial Expansion Authority (PIEA)

- Tax abatement
- Tax-exempt revenue bonds
- Commercial/industrial/residential development
- Site acquisition/assembly/sales
- Recommends blighting/development area designations to the St. Louis Board of Aldermen

Larry Williams, Chair

Matthew S. McBride, Vice Chair

Marvin Anderson, Treasurer

Judith K. Doss

Chris Goodson

Planning Commission

- Adopts plans as official plans for the City
- Acts as the Zoning Commission for the City
- Reviews zoning, redevelopment proposals, etc. for compliance with adopted plans

Susan Stauder, Chair

Alderman Terry Kennedy, Chair, Transportation and Commerce Committee

Alderman Fred Wessels Jr., Chair, Housing, Urban Development and Zoning Committee

Rich Bradley, President, Board of Public Service

Patrick Brown, Mayor's Office

Dan Jay

Ivy Neyland Pinkston, Comptroller's Office

Tom Shepard, President of the Board of Aldermen's Office

Ted Spaid

Dave Visintainer

***Keith Brooks**

***Barbara Geisman**

***Tessa Greenspan**

Planning Commission Advisors (City Department Heads)

Gary Bess, Parks, Recreation & Forestry

Charles Bryson, Public Safety

Curtis Skouby, Public Utilities

Todd Waelterman, Streets

Port Authority

- Mooring leases
- St. Louis Port District administration
- Riverboat gaming

Arthur L. McWilliams, Chair

Matthew S. McBride, Vice Chair

Judith K. Doss, Treasurer

Alderman Terry Kennedy

Taunia Allen Mason

Joan K. Miller

Todd Waelterman

Preservation Board

- Reviews building, demolition permits
- Reviews federally funded projects for Section 106
- Reviews nominations to the National Register of Historic Places

Richard Callow, Chair

Mary "One" Johnson, Vice Chair

Alderman Greg Carter, Chair, Public Safety Committee

Melanie Fathman

Mike Killeen

David Richardson

Anthony L. Robinson

Dave Visintainer

***Alderwoman Phyllis Young**

***John Burse**

Tax Increment Financing Commission (TIF)

- Recommends TIF plans and projects to the St. Louis Board of Aldermen for TIF financing

David Newburger, Chair

Phillip Klevorn, Vice Chair

Christina Bennett

Shelia Hudson

Sundy Elizabeth Whiteside

Eric Young

David Jackson (Represents St. Louis Board of Education)

Enos Moss (Represents St. Louis Board of Education)

Plus one representative of the other taxing districts in the City

Missouri Downtown Economic Stimulus Authority (MoDESA)

- Recommends MoDESA plans and projects to the Board of Aldermen for MoDESA financing

Susan Stauder, Chair

Larna Godwin, Vice Chair

Marvin Anderson, Treasurer

Kathleen Brady

Maggie Campbell

Donna Jones

Tom Jones

Kitty Ratcliffe

Angela Banks (Represents St. Louis Board of Education)

Patrick Dougherty (Represents other taxing districts)

***David Newburger**