

Section A. Executive Summary

Application Title: Watershed Resilience in the Gravois-Jefferson Historic Neighborhoods

Lead Applicant: St. Louis Arts Chamber of Commerce

Statutory Partner to the Lead Applicant: Dutchtown Main Streets

Contact Information: Sandy Brooks EdD PPT PCS AFC, President, sandy@stlartschamber.org 3149654975. Nate Lindsey, Attorney, nate.a.lindsey@gmail.com, 7857660197.

Collaborating Entities: Allies of Marquette Park, Employment Connection, Thomas Dunn Learning Center, Metropolitan St. Louis Sewer District, St. Louis Board of Public Service, Planning and Urban Design Agency, and St. Louis Development Corporation.

Eligibility: The St. Louis Arts Chamber of Commerce and Dutchtown Main Streets are both 501(c)(3) community based organizations in the City of St. Louis' Gravois-Jefferson Historic Neighborhoods.

Climate Action Strategy: Green Infrastructure and Nature-based Solutions; Mobility and Transportation Options for Preventing Air Pollution and Improving Public Health and Climate Resilience; Energy-Efficient, Healthy, and Resilient Housing and Buildings; and Community Resilience Hubs.

Pollution Reduction Strategy: Indoor Air Quality and Community Health Improvements; Outdoor Air Quality and Community Health Improvements; and Clean Water Infrastructure to Reduce Pollution Exposure and Increase Overall System Resilience.

Grant Award Period and Completion: November 2024 to October 2027

Amount of EPA Funding Requested: \$19,998,510

Target Investment Area: N/A

Disadvantaged Community to Benefit from the Projects: The selected sites are within EPA IRA disadvantaged community areas (Census Tracts: Marquette Park & Thomas Dunn Learning Center - 295101157002, Chippewa St. & Nebraska Ave - 295101241003).

Other Sources of Funding: The community has funding that will support this work, including funding from MSD EPA Project Clear Construction Funds, EPA Water Technical Assistance, AmeriCorps, Thomas Dunn Learning Center, Community Development Block Grants, Neighborhood Transformation Grant, Missouri Neighborhood Assistance Program Tax Credits, Google Environmental Justice Data Fund, Spire Foundation, City of St. Louis ARPA Funds, City of St. Louis Transportation Alternatives Grant from East West Gateway Council, Smart Growth America Grant and NetSuite Social Impact Grant.

Resubmission Status: This is the first submission of this request.

Section B. Work Plan

Part 1. Community-Driven Investments for Change

1.1 Community Vision Description

1.1.1 Community Description

St. Louis, Missouri, has a population of 281,754 and is part of a metropolitan area of about 2.8 million, making it the 21st largest city in the U.S. The Gravois-Jefferson Neighborhoods—Benton Park West, Dutchtown, and Gravois Park—are known for their density, diversity, and rich immigrant history. Residents appreciate the historic architecture and amenities like parks and libraries.

Marquette Park features the South Side's largest free outdoor public pool, along with sports fields and a playground. It attracted over 10,200 visitors from February 1 to July 31, 2020, mostly BIPOC individuals: 48.9% White, 42.9% Black or African American, 5.6% Hispanic or Latino, and 2.6% Asian. The Thomas Dunn Learning Center in Marquette Park serves as a vital community hub, offering educational programs and support services. In 2021, it provided 932 classes and welcomed over 9,000 visits, with over 1,150 volunteer hours contributed. The Center also supports 38 active nonprofits and serves as a crucial resource for those facing extreme temperatures and indoor air quality issues.

However, the Gravois-Jefferson Neighborhoods are classified as disadvantaged under the Inflation Reduction Act. Within a half-mile of Marquette Park, 8,768 residents face socioeconomic challenges, including violence and limited access to opportunities. Many homes are in disrepair, leading to issues with mold and inadequate climate control. The neighborhoods also struggle with insufficient tree canopy, localized flooding, and unsafe pedestrian areas.

Marquette Park faces challenges from budget constraints and deferred maintenance, prompting the formation of the Allies of Marquette Park (AMP), a group of 25 volunteers addressing the park's needs. While AMP has made improvements, greater investment in infrastructure is needed. Both Marquette Park and the Thomas Dunn Learning Center are increasingly vulnerable to climate change and pollution, highlighting the urgent need for climate-resilient infrastructure in the Gravois-Jefferson Neighborhoods.

1.1.2 Community Challenges

The Gravois-Jefferson Neighborhoods and the Mississippi River Basin share an intimate connection through water. Stormwater runoff from neighborhood streets travels through a network of pipes, ultimately reaching the river. The Mississippi is crucial for the community, providing drinking water and supporting St. Louis' identity. It connects to a vast network of tributaries across 31 states, hosting over 870 species of fish and wildlife, and supporting local jobs in manufacturing, tourism, and agriculture. Marquette Park and the surrounding neighborhood are located on the upland edge of a small watershed associated with a historic drainage channel in the Mississippi River floodplain (Figure 1). However, urban development filled in wetlands, diverted creeks into pipes, and introduced impervious surfaces, leading to increased flooding, poor water quality, and loss of wildlife habitat.

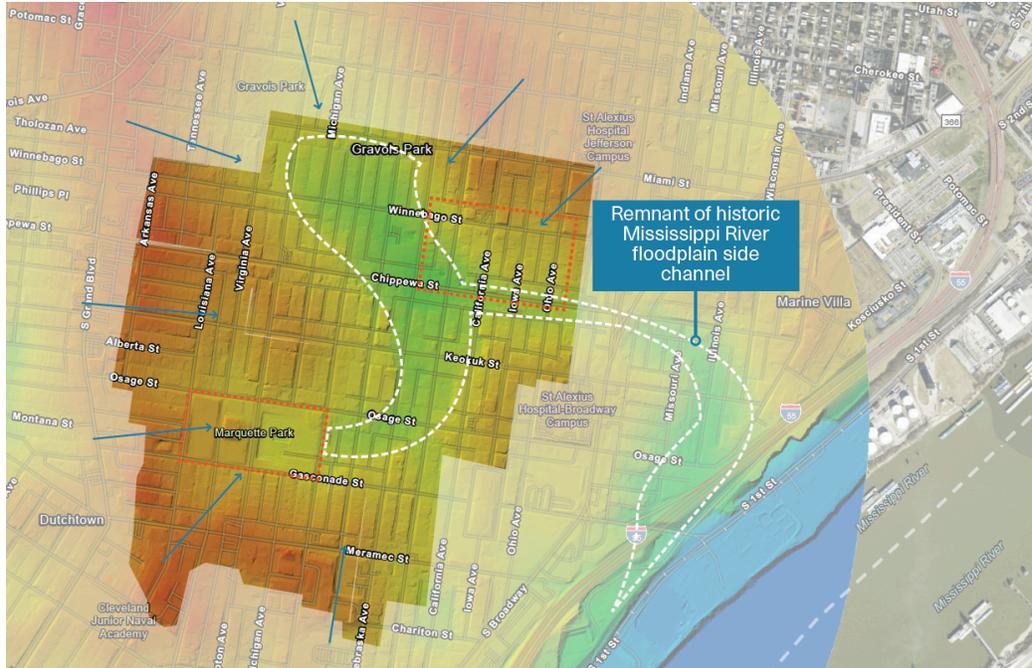


Figure 1. Historic watershed of the Gravois-Jefferson Neighborhoods.

1.1.2.1 Stormwater Flooding and Water Quality

The Gravois-Jefferson Neighborhoods face increasing stormwater-related flooding and water quality issues worsened by climate change. St. Louis has one of the oldest combined sewer systems in the U.S., where wastewater and stormwater share the same pipes. Heavy rains can overwhelm these tunnels, causing Combined Sewer Overflows (CSOs) that mix sewage with stormwater, leading to pollution and health risks in homes and the Mississippi River, from which the city sources its drinking water (around 150 million gallons per day).

The area ranks in the 90th vulnerability percentile according to the U.S. Climate Vulnerability Index for impervious surfaces and 48th for precipitation, meaning increased flooding and sewer backups are likely. Neighborhood assets like the Thomas Dunn Learning Center and Marquette Park frequently experience flooding, with standing water in the park after rains creating risks for waterborne diseases. Urban soil compaction and a concrete swimming pool liner worsen flooding issues in Marquette Park, while the Center deals with water seeping through entryways and mold growth from a leaky roof, impacting indoor air quality.

1.1.2.2 Extreme Heat

Extreme heat creates unsafe conditions in outdoor spaces that lack shade, with temperatures expected to rise by 2 to 5°F over the next 20 to 30 years. This is especially concerning for Gravois-Jefferson residents without air conditioning or adequate shelter. Cold weather is also a growing issue for low-income residents lacking heating. The Thomas Dunn Learning Center serves as a critical heating and cooling hub but faces challenges with its aging HVAC system, threatening its ability to support the community. The lack of green spaces worsens these conditions during heat waves, and the neighborhood ranks in the 83rd to 89th vulnerability percentile for impervious surfaces and the 100th percentile for low tree cover.

1.1.3 Community Vision

The Gravois-Jefferson Neighborhoods are a vibrant and resilient community. As articulated in the *Gravois-Jefferson Historic Neighborhoods Plan*, our vision is for accessible, sustainable, and inclusive neighborhoods where families and individuals can thrive in a diverse and historically rich, engaged community. We envision neighborhoods that can be described as a thriving, inclusive community with vibrant mixed-use corridors, historic architecture, with a myriad of activities available for all ages. This means residents of all backgrounds and beliefs can enjoy communal space and engage in civic manners. In support of this vision, this project will seek to achieve four overarching goals, which we highlight throughout the following section:

- **Goal 1: Protect the Local Watershed** through implementation of stormwater management solutions to reduce flooding and stormwater pollution, mitigating impacts on both local and downstream water quality.
- **Goal 2: Promote Greater Connectivity and Accessibility Across the Neighborhoods**, both through physical infrastructure improvements that improve mobility and by creating safe spaces for community gathering – supporting the growth of social networks. This also means designing spaces to be accessible for people of all abilities and that welcome all neighbors, including our houseless neighbors.
- **Goal 3: Drive Economic Growth in the Community** by creating long-term jobs and training programs to grow the local climate workforce.
- **Goal 4: Contribute to Health and Well-Being of All Residents** by reducing exposure to climate and environmental hazards, promoting healthy and active lifestyles, and supporting arts and culture.

1.2 Selected Strategies

1.2.1 Strategy Overview

The Watershed Resilience in the Historic Gravois-Jefferson Neighborhoods proposed project takes a holistic watershed-scale approach to restore and revitalize the lost natural hydrologic processes and ecological functions, thereby benefiting both the community and the environment (Figure D1). The Neighborhoods sit on the upland edge of a historic channel in the Mississippi River floodplain. Where there used to be places for water to meander, pool, and soak into the ground, now there are impervious surfaces and networks of underground pipes. Taking action to bolster climate resilience and reduce pollution will have impacts on the well-being of both local and downstream communities.

The two selected project sites – the intersection of Chippewa and Nebraska and Marquette Park – are prime locations to pilot multi-benefit green infrastructure solutions. Stormwater from the southern part of the Neighborhoods, surrounding Marquette Park, collects in combined sewers near the Park and flows along Nebraska Avenue. Stormwater from the northern areas of the Gravois-Jefferson Neighborhoods collects and flows south to Chippewa Street. The stormwater meets at the intersection of Chippewa and Nebraska, following its historic watercourse towards the Mississippi. Siting green infrastructure improvements at this intersection provides not only opportunities to maximize stormwater treatment, but also opportunities to educate residents, improve pedestrian safety, and bolster local businesses along Chippewa Street. Marquette Park likewise provides a critical and highly visible opportunity to increase watershed resilience through investments in green infrastructure solutions. The Park is in a localized low spot in the upper portion of the watershed. Increasing tree canopy, restoring

soils, re-introducing native vegetation, and promoting infiltration, treatment, and rainwater capture and reuse will benefit local and downstream water quality and help alleviate localized flooding and stress on the combined sewer system.

1.2.1.1 Stormwater Management Solutions

The implementation of Green Infrastructure and Nature-Based Solutions at the two project sites will protect the local watershed, promote connectivity and accessibility, and contribute to resident health and well-being (Goals 1, 2, 4). At Chippewa and Nebraska, key improvements include permeable sidewalks and a permeable patio gathering area, new trees in continuous tree trenches, and rain garden planters with native plants to manage stormwater from surrounding streets (Figure 2). Green infrastructure and nature-based solutions at Marquette Park include permeable sidewalks, widespread tree planting, native planting areas along sidewalks and trails, soil restoration of sports fields to promote infiltration, rain gardens to manage runoff from surrounding streets, drywells to alleviate localized flooding issues from a legacy concrete pool liner, a bioswale to manage stormwater in the Park, and rainwater harvesting and reuse at the Thomas Dunn Learning Center (Figure G-2). Additionally, stormwater learning gardens and an outdoor classroom at the Center provide educational opportunities for Gravois-Jefferson residents and visitors. Collectively, these green infrastructure improvements deliver multiple benefits, including improved drainage, reduced flooding, improved water quality, expanded recreation opportunities, increased shade and carbon sequestration, and upgraded pedestrian amenities.

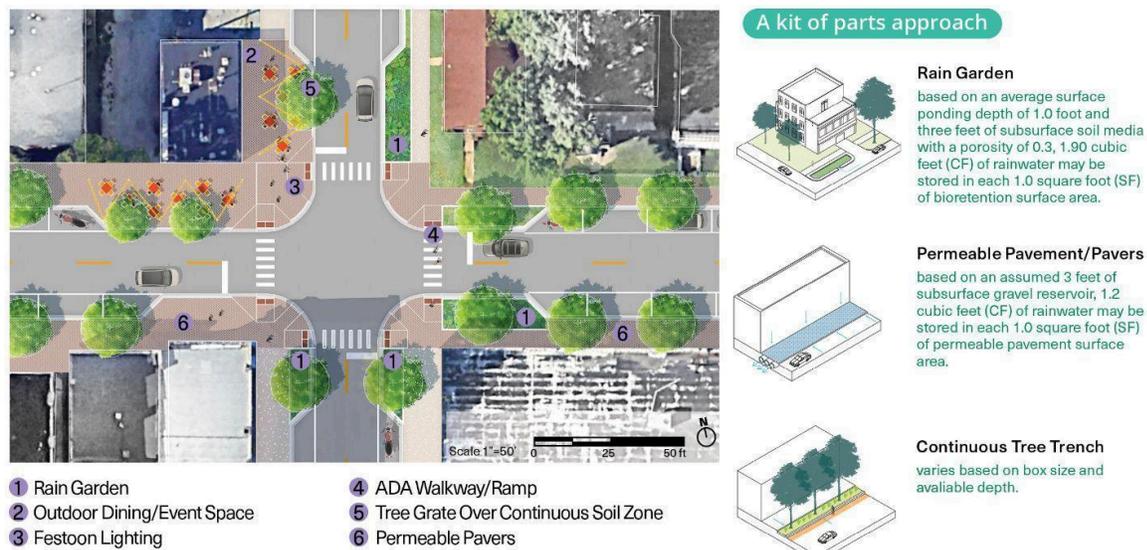


Figure 2. Kit of parts approach applied to the pilot project at the intersection of Nebraska Avenue and Chippewa Street.

1.2.1.2 Mobility and Community Connectivity Enhancements

Improvements to sidewalks, streets, and gathering spaces at the two project sites will promote greater connectivity and accessibility in the neighborhoods while also enhancing community health and well-being (Goals 2, 4). At Marquette Park, proposed trails on the Park's eastern edge and a new bike loop enhance connectivity within the Park, linking the west and east ends (Figure 4). Enhanced ADA access ramps will help ensure the Park is truly accessible for all users. The elevated midway plaza and movable bollards on S Compton Avenue as well as rain garden

bump-outs will promote traffic calming, increasing safety for pedestrians and bikers and creating a dynamic space for community gatherings. The new proposed natural playground, fitness area, recreational improvements, sculpture plaza, gathering spaces, and entertainment areas contribute to public health, community building, and arts, culture, and heritage preservation. These projects also build on and create greater connectivity to another project implementing nature-based solutions in the Gravois-Jefferson Neighborhoods. The Arts Place Initiative is currently developing a greenway to increase access to great space and create greater mobility and connectivity as part of its initiative to build wealth and equity through homeownership for low to moderate-income artists of all disciplines (Figure 3).

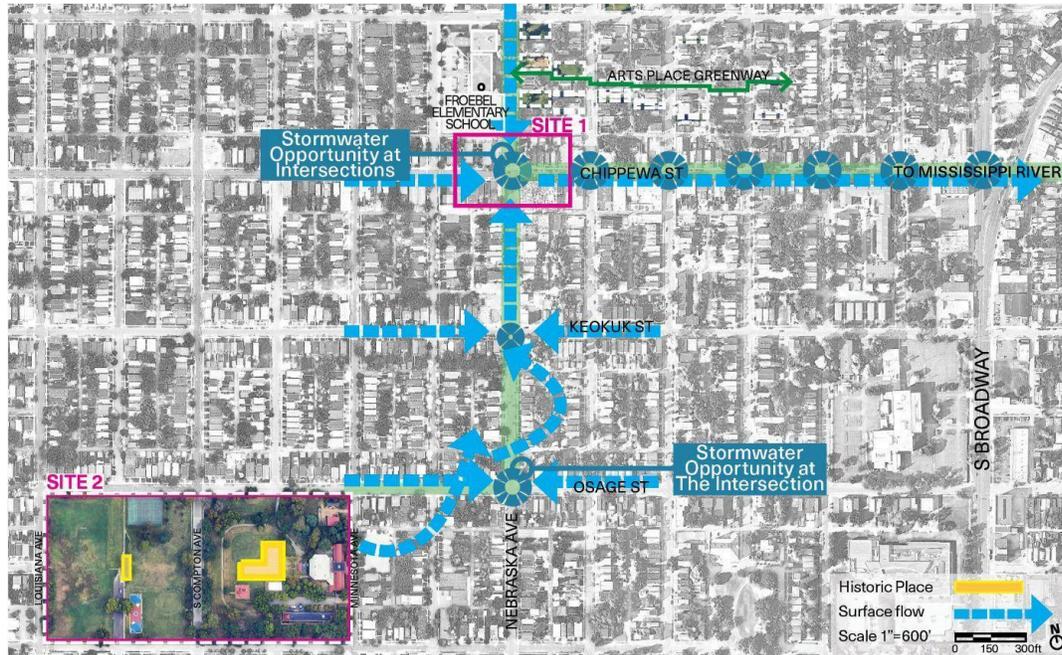


Figure 3. A watershed-scale approach to restore and revitalize the natural hydrologic processes and ecological functions of the project.

Watershed Resilience

The project will also enhance watershed resilience, protecting water quality, driving economic growth, and promoting community health and well-being (Goals 1, 3, 4). Through the stormwater pilot kit of parts approach at the intersection of Nebraska Avenue and Chippeawa Street, nature-based interventions – rain gardens, permeable pavement/pavers, and continuous tree trenches – will help to remove pollutants, e.g., nitrogen (N), phosphorus (P), total suspended solids (TSS), from stormwater runoff and increase infiltration, thus reducing flooding. The pilot project will serve as a proof of concept that can be scaled up across the Gravois-Jefferson Neighborhoods and across the City of St. Louis in partnership with Metropolitan St. Louis Sewer District (MSD). Likewise, green infrastructure solutions implemented in Marquette Park, including tree and native species planting, bioretention, water reuse, and stormwater learning gardens will serve as a pilot and educational resource to support expanded implementation throughout the Gravois-Jefferson Neighborhoods and downstream neighborhoods. Figure 3 shows several stormwater opportunity intersections in the area.

1.2.2 Climate Action Strategies

Strategy 1: Green Infrastructure and Nature-Based Solutions

The Gravois-Jefferson Neighborhoods are located in a combined sewer basin, with many flooding and water quality challenges (Goal 1). The Neighborhoods are also a target area for future green infrastructure projects from the Metropolitan St. Louis Sewer District (MSD), however they have not been a focus of initial pilot projects for green infrastructure. With this project, nature-based solutions from the stormwater kit of parts will be applied in Marquette Park (Figure G1, G3) and at the intersection of Nebraska Avenue and Chippewa Street (Figure G2). Combined, these approaches will help to slow stormwater runoff and increase infiltration, reducing flooding and removing pollutants such as P, N, and TSS.

Green infrastructure will be implemented along park entrances at the street, converting existing neglected lawns into new trees, bioretention, rain gardens, and native plantings. Widespread native and climate-adapted trees and plants will reduce the risk of stormwater flooding while reducing the need for mowing and watering and improving carbon sequestration. Bioretention areas with native plantings along sidewalks and trails (Goal 2), and a constructed bioswale system will improve stormwater management surrounding the Park's eastern recreation and entertainment area. Drainage improvements at Marquette Park will help to reduce standing water, which has been a concern for the spread of vector- and water-borne diseases (Goal 4). It also will increase the usability of park amenities, which are often rendered inoperable when flooding occurs. The project will also decrease localized urban heat on S. Compton Avenue and in the surrounding neighborhood through increased shading, evapotranspiration, and green space.

Strategy 2: Mobility and Transportation Options for Preventing Air Pollution and Improving Public Health and Climate Resilience

The project features a new bike loop and enhanced pedestrian routes, designed to better connect the Gravois-Jefferson community while offering transportation alternatives that improve air quality and public health (Goals 2, 4). The proposed bike loop encircles the entire entertainment and gathering area in the eastern section of the Park, linking existing amenities with two new entrances on Minnesota Avenue (Figure D5). The bike amenities contribute to bike safety and skills building; an educational component desired by the community to increase youth and new bicyclist mobility. Additionally, the new bike pump track, shuffleboard court, horseshoe pitching court, bocce ball court, picnic grove, ping pong tables, chess tables and playgrounds in the eastern part of the Park offer recreational opportunities for the neighborhood, reducing the need for long-distance travel to other areas for exercise, socialization, and entertainment.

Improvements to S. Compton Ave., which runs through the heart of the Park, involves+++ elevating the street level with ramps at both ends and utilizing permeable paving to define a pedestrian-friendly midway plaza, encouraging drivers to reduce speed (Figure D6). The inclusion of shaded trees along the road and trails enhances the pedestrian experience. The project also incorporates new access points and pedestrian routes with future connectivity in mind, including the planned Art Place Greenway adjacent to Froebel Elementary School, located three blocks north of Marquette Park. This will serve as a nodal connection to the broader county network within the Gravois-Jefferson neighborhoods.

Strategy 3: Energy-Efficient, Healthy, and Resilient Housing and Buildings

The project will also implement upgrades to the Thomas Dunning Learning Center, which is in urgent need of upgrades to its HVAC system, roof, and plumbing system (Goals 2, 4). These

upgrades will not only help to ensure it is able to serve as a resilience center during extreme weather events but will also contribute to greater energy efficiency and decarbonization. Currently, the Center has two separate HVAC systems that are inefficient, and the plumbing system is outdated and has issues with backups/failures. Furthermore, the roof leaks in some areas, which contributes to mold in many community gathering spaces and poses a health risk.

Strategy 5: Community Resilience Hub

The project significantly enhances the external environment of the Thomas Dunn Learning Center, a vital community resource hub that actively engages residents through educational programs, life skills classes, drop-in support services, and volunteer opportunities (Goals 3, 4). The addition of a new community garden, outdoor classrooms, and an integrated stormwater collection system with rain gardens not only enriches the learning resources available to the neighborhood but also offers diverse opportunities for community involvement. The project also transforms the existing impermeable parking stalls into a permeable, paved backyard plaza, complemented by the planting of shaded trees (Goal 2). These improvements are strategically designed to mitigate the effects of extreme weather and urban heat, thereby reinforcing the Thomas Dunn Learning Center's role as a resilience hub for community members. In addition, the proposed shaded bench seating area at the front of the Learning Center offers critical resilience services, providing a safe, welcoming space where elderly residents can rest and socialize, and where youth and the unhoused can gather and receive support.

Strategy 8: Workforce Development Programs for Occupations that Reduce Greenhouse Gas Emissions and Air Pollution

St. Louis Arts Chamber of Commerce will partner with Missouri Master Gardeners, AmeriCorps, 4H troops, St. Louis public high schools, and other civic/volunteer groups to implement workforce development and maintenance programs (Goal 3). These programs would provide support at both sites. Site 1 - the intersection of Nebraska Avenue and Chippewa Street & Site 2 - Marquette Park: Rain garden planters, bioswales, and stormwater planters will be installed and maintained by a cohort of skilled green infrastructure maintenance employees, managed by Employment Connection, our current partner for green jobs and training at Marquette Park, with an annual contract of approximately \$20k. Employment Connection also has an ongoing partnership with the Missouri Department of Natural Resources to further support their mission. Over the course of the 3-year establishment period, the in-house maintenance team will allow for a robust onboarding by Metropolitan St. Louis Sewer District (MSD), and a rich and in-depth training period that will create new, skilled jobs for the local labor market. The program will focus on recruiting local youth from disadvantaged communities to join the program and generate new jobs in economically depressed areas around and within the Gravois-Jefferson Historic Neighborhoods.

1.2.3 Pollution Reduction Strategies

Strategy 1: Indoor Air Quality and Community Health Improvements

Upgrades to the Thomas Dunn Learning Center – including an updated HVAC system, roof replacement, and indoor mold remediation – will help to address harmful indoor air pollution and reduce exposure of building users (Goals 2, 4). Currently the Center serves as a cooling shelter for those without access to air conditioning, however its ability to do that is impaired by an undersized HVAC system and harmful black mold triggered by leaks in the building roof. Making these indoor air quality improvements will help ensure that the Thomas Dunn Learning

Center can continue to serve as a cooling center and clean air refuge, especially as extreme heat events, that worsen ground level ozone air quality, persist. HVAC system and roof upgrades will provide co-benefits including helping to reduce energy use and bills, thus providing more funds for community programming. Increased energy efficiency will also help to reduce greenhouse gas emissions. These upgrades will be accompanied by educational programming at the Center. Classes taught at the Center can provide hands-on-learning opportunities for youth about air quality and community health. Likewise, the Center can share educational information and resources on air quality through the community resource hub.

Strategy 2: Outdoor Air Quality and Community Health Improvements

Nature-based solutions and green infrastructure, including trees, native plants, and stormwater plantings, will expand vegetative barriers within Marquette Park and at the intersection of Chippewa and Nebraska. These vegetative buffers will help to reduce exposure to mobile and stationary sources, including near-road pollution while also improving air quality through leaf stomata taking in air that includes greenhouse gasses and toxic pollutants and treating the pollutants in leaf cells (Goal 4). In addition, curb bump-out rain gardens and crosswalk enhancements in both locations and along Compton Avenue will support traffic calming and pedestrian safety, leading to community health improvements. A raised plaza and removable bollards on Compton Avenue, which runs directly through Marquette Park, will reduce road traffic and exposure to roadway pollution. In addition, addressing park drainage issues and removing impervious surfaces and replacing them with pervious roads, sidewalks, and plazas will reduce exposure to public health risks from flooding and standing water.

Strategy 3: Clean Water Infrastructure to Reduce Pollution Exposure and Increase Overall System Resilience

The Gravois-Jefferson Neighborhoods are within an Inflation Reduction Act designated disadvantaged community area that has had historic disinvestment in critical water infrastructure. This project would add in key infrastructure upgrades including installing working drinking water fountains throughout Marquette Park, installing water conservation measures through incorporating native and climate-adapted plantings instead of turf grass, and implementing water reuse measures and learning opportunities through a cistern for the Center. In addition, bioretention, trees, and permeable pavements will help slow and treat stormwater, reducing downstream pollution in the Mississippi River and reducing stress on the aging combined sewer system (Goal 1). These nature-based solutions tools are effective at reducing localized flooding as well as reducing N, P, TSS, and other stormwater pollutants. By selecting projects at critical locations in the watershed that are heavily used and highly visible, there is greater opportunity to implement water quality improving projects that are cost-effective, highly impactful, and spur additional work (Goals 2, 4). Both projects will serve as pilot projects for green infrastructure solutions in the Gravois-Jefferson Neighborhoods with the goal that future MSD and EPA funds would build on lessons learned and expand water infrastructure improvements in the area.

Part 2. Program Management, Capability, and Capacity

2.1 Performance Management Plan, Outputs / Outcomes

Climate Action and Pollution Reduction strategies funded by the grant will have tangible outcomes for community members. The below outputs and outcomes were selected based on their connection to the community vision and strategies and their ability to be easily measured within the project timeline.

| STRATEGY | OUTPUT | OUTCOME |
|---|--|---|
| CLIMATE ACTION STRATEGIES | | |
| Strategy 1: Green Infrastructure and Nature-Based Solutions | <ul style="list-style-type: none"> • Add 31,500 sqft rain gardens and bioswales. • Convert 100,000 sq. ft. of impermeable parking stalls, roads and sidewalks to permeable surfaces. • Add 118 shade trees. • Number of native plants re-introduced. • Cubic feet of soil restored in recreation areas. • Square feet of nature play and learning gardens added. | <ul style="list-style-type: none"> • Gallons of new stormwater capture to be estimated by MSD. • Provide 35,400 sf of shade • Sequester 12.98 metric tons of CO2 over 5 years. • At least five new tree species introduced in the approximately 180 to be planted. • Reduction in ambient air temperature to be measured at ground level as well as worn by pedestrians • Reduction in days where the Park is closed because of flooding. |
| Strategy 2: Mobility and Transportation Options for Preventing Air Pollution and Improving Public Health and Climate Resilience | <ul style="list-style-type: none"> • Feet of streets and trails with new shade and stormwater benefits. • Feet of sidewalk improved or added. • Number of ADA ramps added. • Number of bike racks added. | <ul style="list-style-type: none"> • Square feet of shaded pathways created along pedestrian paths based upon final drawings. • Increased foot traffic on park trails. • Reduction in vehicle miles traveled through increased pedestrian and bike access. |
| Strategy 3: Energy-Efficient, Healthy, and Resilient Housing and Buildings | <ul style="list-style-type: none"> • Upgraded HVAC system and roof at Thomas Dunn Learning Center. | <ul style="list-style-type: none"> • Decrease in annual energy consumption and associated emissions measured by comparison of average of last three years and average of next three years. |
| Strategy 5: Community Resilience Hub | <ul style="list-style-type: none"> • Upgraded HVAC system and roof at Thomas Dunn Learning Center. • Square feet of outdoor community gathering spaces added or enhanced. | <ul style="list-style-type: none"> • Number of resources on climate resilience, disaster preparedness, and resilience provided at the Center. • Number of people served annually as heating and cooling shelters. • Number of people served annually as clean air refuge. |
| Strategy 8: Workforce Development Programs for Occupations that Reduce Greenhouse Gas Emissions and Air Pollution | <ul style="list-style-type: none"> • Number of participants in the local workforce program (broken down by demographics). | <ul style="list-style-type: none"> • Hours worked by program participants. • Percentage of hours worked by city/county residents. • Percentage of hours worked by disadvantaged communities, including by nearby Tribes. • Number of long-term part-time and full-time jobs created. |
| POLLUTION REDUCTION STRATEGIES | | |
| Strategy 1: Indoor Air Quality and Community Health Improvements | <ul style="list-style-type: none"> • Upgraded HVAC system and roof at Thomas Dunn Learning Center. | <ul style="list-style-type: none"> • Reduction in black mold at Center. • Reduction in days closed because of black mold. • Number of people served annually as a heating and cooling center. • Number of people served annually as clean air refuge. |
| Strategy 2: Outdoor Air Quality and Community Health Improvements | <ul style="list-style-type: none"> • Add 118 shade trees • Add 4,750 sf of shade structures for gathering and outdoor recreation | <ul style="list-style-type: none"> • Provide 35,400 sf of shade. • Sequester 12.98 metric tons of CO2, over 5 years. • Lbs of PM2.5 removed from the air. |

| | | |
|--|--|---|
| | <ul style="list-style-type: none"> • Number of electric maintenance equipment purchased. • Increase pedestrian and bike mobility through improved sidewalks, crosswalks, bike paths, fitness areas, and traffic calming. • Add 36,000 sf of native plants through green infrastructure. prairie plantings, and open green space. • Sq. ft. of recreational amenities added for community health. | <ul style="list-style-type: none"> • Reduction in local vehicle traffic through increased pedestrian and bike access. • Lbs of CO2e and PM2.5 reduced from electrifying Park maintenance equipment. • Increase in number of people served annually by recreational facilities. |
| Strategy 3: Clean Water Infrastructure to Reduce Pollution Exposure and Increase Overall System Resilience | <ul style="list-style-type: none"> • Replace 43,000 sf of asphalt roadway with permeable pavement. • Add 31,400 sf of bioretention and rain gardens. • Add four drinking water fountains around Marquette Park. • Promote water conservation and reuse through rainwater cistern, stormwater learning gardens, and pool improvements. • Number of trees planted | <ul style="list-style-type: none"> • Gallons of new stormwater capture • Lbs of N, P, and TSS removed from stormwater • Lbs of metals removed from stormwater • Reduction in days where Park is closed because of flooding |

2.2 Project Linkages to EPA Strategic Plan

- **Goal 1 – Tackle the Climate Crisis:** This project employs green infrastructure and nature-based solutions to tackle water quantity and quality issues, as well as extreme heat, in the Gravois-Jefferson Neighborhoods. It introduces a kit of parts approach for stormwater management in Marquette Park and urban streets, featuring rain gardens, permeable pavements, and tree planting. Additionally, the project enhances the Thomas Dunn Learning Center, a vital community hub for disadvantaged residents. Upgrades to its HVAC system and roof are necessary to maintain its role as a heating/cooling center and support social programs that foster resilience and community capacity.
- **Goal 4 – Ensure Clean and Healthy Air for Communities:** The project enhances indoor and outdoor air quality at the Thomas Dunn Learning Center by addressing black mold and preventing new issues. Upgrading the aging roof will stop leaks that have caused mold in areas like the public library. Green infrastructure solutions will also improve outdoor air quality and benefit residents' health.
- **Goal 5 – Ensure Clean and Safe Water for All Communities:** This project will protect local water resources by using green infrastructure to slow, capture, and clean stormwater runoff before it reaches the Mississippi River. The kit of parts approach includes strategies to remove N, P, TSS, and other pollutants. Additionally, addressing standing water in Marquette Park will reduce health risks and the spread of water- and vector-borne disease.

2.3 CBO Experience and Commitment

St. Louis Arts Chamber of Commerce is dedicated to accelerating the region’s creative economy through creative placemaking that brings people in underserved neighborhoods together to start to re-envision or uplift the history of the place, beauty of the place, and culture of the place. We are experts at creating beauty, facilitating community, and restoring hope by addressing issues of



vacancy, crime, property values, and culture. St. Louis Arts Chamber of Commerce is a 501(c)(3) non-for-profit community-based organization.

St. Louis Arts Chamber of Commerce leads seven creative placemaking neighborhood programs. Gravois-Jefferson is our newest partner with art, culture, and greenspace projects planned throughout the three neighborhoods area. Addressing stormwater challenges and extreme heat hazards, supporting neighborhood placemaking, and addressing traffic issues in Marquette Park and across the neighborhoods as a top priority.

Dutchtown Main Streets is a community-driven organization, led by a board of Dutchtown residents and business owners. The mission of Dutchtown Main Streets is to promote a thriving community and shared prosperity by facilitating economic development and fostering opportunity in the Dutchtown neighborhood. Through this mission, Dutchtown Main Streets aims to attract diverse ownership, promote places, spaces, and faces, and increase occupancy. Dutchtown Main Streets is a 501(c)(3) not-for-profit community development organization.

2.4 Programmatic and Managerial Capability and Resources

2.4.1 Experience Managing Similar Projects

St. Louis Arts Chamber of Commerce has received several competitive grants to support placemaking in underserved neighborhoods across the City. For example, we are supporting creative placemaking in Delmar with funding from the Robert Woods Johnson Foundation. The funding establishes a master plan to support placemaking and connectivity along Delmar Boulevard and in the nine neighborhoods surrounding the area. There are several other funding sources we manage, described further in Section 2.4.5.

2.4.2 Resources, Capacity, Capabilities, and Staff

| ROLE | RESPONSIBILITIES | STAFF | UTILIZATION |
|--|---|---|-------------|
| Grant Sponsor | Champion for the Implementation Program. | Sandy Brooks EdD PPT PCS AFC, St. Louis Arts Chamber of Commerce | 50% |
| Grant Manager | Employee responsible for all reporting, compliance, etc. Reports to the EPA. | Carrie Lindsey, St. Louis Arts Chamber of Commerce | 100% |
| Auditor | Contractor responsible for the EPA single audit requirements. | This will be bid out to a contractor. | N/A |
| Bookkeeper | Employee responsible for data entry, reports creation, etc. Reports to the Grant Manager. | To be hired | 25% |
| Compliance Officer | Employee responsible for reporting and enforcement of Federal, State and local compliance requirements. Reports to the Grant Manager. | Jane Robinson St. Louis Arts Chamber of Commerce | 50% |
| Program Director | Employee responsible for coordination, monitoring Implementation Program master schedule, and communicating status across projects. Reports to the Grant Manager. | Sandy Brooks and Jane Robinson St. Louis Arts Chamber of Commerce | 50% each |
| Construction and Engineering Project Manager | Employee responsible for overseeing construction and engineering across projects. Reports to Program Director. | To Be Hired | 50% |

| | | | |
|-----------------------------|---|--|----------|
| Integration Project Manager | Employee responsible for maintaining the Implementation Program master schedule across projects. Reports to Program Director. | Jim Skelton St. Louis Arts Chamber of Commerce | 25% |
| Volunteer Coordinator | Employee responsible for coordinating volunteers to help implement and maintain the projects. Reports to the Program Director. | To be Hired | 25% |
| Procurement Manager | Employee responsible for procurements and contract administration. Reports to Program Director. | To Be Hired | 25% |
| Communications Director | Employee responsible for stakeholder communications. Reports to Program Director. | James Robinson | 10% |
| Steering Committee | Responsible for overall program management, compliance, reporting, and stakeholder communications. Composed of Core Team Leaders, Compliance Officer, Communications Director, Program Director, and Grant Manager. Reports to Sponsor. | This group will be asked to volunteer their time to provide expert guidance on the direction of the project and include community representation. | N/A |
| Core Team Leaders | Responsible for project and contract management of assigned project(s). Reports to Program Director. | To Be Hired | 50% each |
| Core Team Members | Responsible for project implementation and maintenance for assigned component project(s). Reports to respective team's Core Team Leader. | To Be Hired (possibly from the community employment project) | 50% each |
| Data Collection Analyst | Contractor responsible for collecting, maintaining and analyzing metrics pertaining to progress made towards community priorities and outcomes. Reports to Program Director. | This will be bid out to a contractor. In addition, we utilize a Google Team for Data Analysis | N/A |
| Administrative Assistant | Employee responsible for assisting Sponsor and Grant Manager. | To Be Hired (possibly from the community employment project) | 100% |
| Project Volunteers | Perform tasks assigned by Core Team members. | The Core Team leaders will coordinate with local volunteer groups to provide support on implementation and maintenance. These volunteers will be paid through AmeriCorps | N/A |

2.4.3 Financial Stability and Controls

St. Louis Arts Chamber of Commerce has managed international, federal, state, and private foundation grants since its inception five years ago. We have the systems in place and strong staff capabilities to manage the various processes for grant administration – such as sound procurement policies around contracting and sub-granting, accounting, fiscal compliance, and programmatic and technical evaluation and reporting.

Our grant management policies follow the "Best Practice Guide for Procuring Services, Supplies, and Equipment Under EPA Assistance Agreements" issued in November 2022, ensuring compliance with all federal, state, and local regulations. These policies include regular internal audits, transparent reporting structures, and strict adherence to Uniform Grant Guidance

(UGG) for all federally funded projects. Additionally, the St. Louis Arts Chamber of Commerce has implemented a dedicated compliance officer to ensure all grant requirements are met, including timely reporting, audit procedures, and procurement processes in accordance with 2 CFR 200 guidelines. Our systems include the use of modern accounting software to track expenditures (Netsuite), sub-grant allocations, and programmatic outcomes, ensuring fiscal responsibility and clear communication with stakeholders and funders.

Examples of these controls include:

- Written procurement policies and procedures consistent with federal procurement guidelines.
- Written accounting policies and procedures consistent with standard GAAP policies
- An accounting system that allows organizational expenses to be tracked to a specific contract, specific project, specific tasks, and specific cost-type categories.
- Employment agreements with clear roles and responsibilities.
- Insurance including general liability, worker’s compensation and, when necessary, specific insurance to a specific project such as events.
- Written policies on procurement, conflict of interest, fraud prevention, whistleblower protections, IT and data, and a non-discrimination policy.
- Password management guidelines and two factor authentication, Google Cloud Platform Security.
- Experience with federal, state, and private grant requirements and reporting.

2.4.4 Implementation Schedule

All the strategies, projects, and tasks can be successfully performed within the grant’s three-year period of performance. The following timeline assumes a start date of November 2024:

| PHASE | ACTIVITY | ESTIMATED TIMEFRAME |
|--------------------------------------|---|---------------------|
| Phase I: Planning and Preparation | Initiate the project, form project sub-teams, establish the Steering Committee, hold kick-off meetings with project partners, establish the Steering Committee, and finalize the implementation plan. | Nov 2024 |
| | Hire Construction and Engineering Project Manager | Dec 2024 - Jan 2025 |
| | Solicit bids from contractors for architectural and engineering design, and negotiate terms to select the best candidate for the project. | Dec 2024 - Jan 2025 |
| | Establish metrics, reporting tools, and templates to track project outputs and outcomes. | Jan 2025 |
| | Conduct planning-level meetings with regulatory agencies to define the level of permitting and compliance requirements. | Feb - Apr 2025 |
| | Conduct thorough assessments of the sites, including surveys, geotechnical studies, land ownership, and environmental evaluations. | Mar 2024 - Feb 2025 |
| | Develop detailed architectural and engineering plans for the project sites. | Feb 2025 - Dec 2026 |
| | Obtain necessary permits from local authorities for those identified in the pre-permitting meetings. | Mar - Oct 2025 |
| | Solicit bids from construction contractors, evaluate proposals, and negotiate terms for the Thomas Dunn Learning Center resiliency hub updates. | Feb -Mar 2025 |
| | Solicit bids from construction contractors, evaluate proposals, and negotiate terms for the Chippewa and Nebraska intersection project. | Feb - Mar 2026 |

| | | |
|---|--|---------------------|
| | Solicit bids from construction contractors, evaluate proposals, and negotiate terms for the Marquette Park project. | Feb - Mar 2027 |
| | Initial community engagement to educate them about the project, gather feedback on project plans and designs, and build support. Examples: presentations at city meetings, design charrettes, public open house events, newspaper/radio updates. | Jan - Apr 2025 |
| | Measure and report on performance, identifying the initial project outputs and outcomes. | Oct 2025 |
| | Establish the workforce development program. | Aug - Oct 2025 |
| Phase II: Construction and Program Development | Upgrades to the Thomas Dunn Learning Center (e.g., roof, HVAC, indoor mold) | Mar 2025 - Oct 2025 |
| | Construction of improvements to Marquette Park | Apr 2026 - May 2027 |
| | Hire third-party Operations and Maintenance contractor to support initial project O&M and develop manuals and plans to ensure future O&M. | Jul - Sep 2026 |
| | Recruit and train the first cohort of participants in the workforce development program. | Jan - Oct 2026 |
| | Construction of the project at the intersection of Chippewa St. & Nebraska Ave. | Apr - Sep 2027 |
| | Recruit a second cohort of participants for the workforce development program. | Jan - Oct 2027 |
| | Continued community engagement to navigate challenges and provide progress updates on the project. Examples: presentations at city meetings, newspaper/radio updates, meetings with special interest groups (e.g., local businesses). | Apr 2026- Sep 2027 |
| | Measure and report on performance, identifying the interim project outputs and outcomes. | Oct 2026 |
| Phase III: Finalization and Implementation | Final review of construction projects to ensure that all structural, aesthetic, and functional aspects meet project specifications. | Mar - Apr 2027 |
| | Provide punch list items, and certify for Substantial Completion. | Apr - Oct 2027 |
| | Final community engagement to provide progress updates and share the completed projects. Examples: presentations at city meetings, newspaper/radio updates, informational videos, walking tours, meetings with special interest groups (e.g., local businesses). | Aug - Oct 2027 |
| | Measure and report on performance, identifying the final project outputs and outcomes. | Aug - Oct 2027 |

2.5 Past Performance

| PROJECT NAME | FUNDING | Recipient | AMOUNT | PERIOD OF PERFORMANCE | OUTPUTS/OUTCOMES |
|--------------------------------|--|--|-----------|-----------------------|---|
| Creative Placemaking in Delmar | Robert Woods Johnson Foundation, Smart Growth America Community Connectors Grant | St. Louis Arts Chamber of Commerce (ACC) | \$200,000 | 11/2023-6/31/2025 | Community engagement in neighborhoods along Delmar for input into street enhancements to mitigate damage from Dept of Transportation projects, Compile community recommendations into a temporary street calming project, Create the street designs |



| | | | | | |
|--|--|------------------------|--|---|--|
| | | | | | and submit to funding sources. Create a video of the project and an evaluation plan |
| NEA Big Read | National Endowment for the Arts Big Read | ACC | \$20,000 | 9/2023-5/2024 | Host community-wide reading events around a selected book, including discussions, author talks, and workshops. Partner with schools, libraries, and cultural organizations to boost participation. Develop educational materials and measure engagement through surveys and attendance records. Submit a final report on the initiative's impact on literacy and community engagement. |
| Regional Arts Commission | | ACC | \$35,000 | 7/2022-6/2023 7/2023-6/2024 7/2024-6/2025 | Community Art Project Mural Wall and Garden, Community Art Project Mill Creek Valley Memorial, Unrestricted funds |
| National Endowment for the Arts Our Town | National Endowment for the Arts Our Town | ACC | \$50,000 | 7/2023-6/2025 | Completed park design, garden installation and artwork for three parks in Vandeventer Neighborhood. |
| Lego Foundation | ChangeX | ACC | \$11,000 | 2022 | Designed and installed play space at historically underserved neighborhood school |
| Funding and Tracking | Deloitte | ACC | \$65,000 | 2022 | Develop Founding and Tracking Models |
| Arts Management | Devos Institute University of Maryland | ACC | \$46,000 | 2022 | Develop Management process including grant writing and management |
| West End Vacancy Collaborative | | ACC | \$35,000 plus \$50,000 in-kind contributions | 2022 | Design, fund, and install a community park in the historically underserved West End Neighborhood. |
| Cultural Expression Projects | Multiple Funders | ACC | \$40,000 | 2021-2022 | Support initiatives such as the Mask Up St. Louis campaign, Little Free Libraries, and cultural performances and exhibitions during the COVID-19 pandemic. |
| Capacity Building Activities | Community Development Agency's Neighborhood Transformation Grant | Dutchtown Main Streets | \$325,000 | 2023 | Funding for capacity building, neighborhood beautification, and hiring an Executive Director. |



Part 3. Feasibility, Sustainability, and Budget

3.1 Feasibility

The project sites - encompassing the intersection of Nebraska Avenue and Chippewa Street and Marquette Park - were strategically selected sites. All are City-owned right-of-way (ROW) and parkland where the City has the authority to make improvements for the public benefit. The designs build on robust analysis, planning, and public involvement from previous projects and plans and are modular and of a scale that they can be completed within the three-year grant period of performance. The project team has been meeting regularly for months and has developed a detailed Program Management Plan and schedule to ensure alignment with this project and future, independently funded, complementary projects. While design and construction projects naturally carry the risk of delays, multiple strategies will be employed to ensure timely completion, including:

- **Clear Objectives:** The project team's initial planning and design work have established well-defined goals and deliverables, which will serve as guiding principles throughout all phases of the project.
- **Strong Partnerships:** Since Nov 2024, the project team will cultivate a robust network of partners to support this initiative. Early in the process, key support staff, including a Project Manager, will be hired to enhance capacity and coordination, ensuring on-time delivery.
- **Realistic Budgets:** Engineers with experience in similar projects have developed cost estimates based on current market prices in Missouri. This approach ensures that the project budget is realistic, aligned with the scope, and consistent with the timeline.
- **Expedited Start:** The project schedule is designed to frontload activities wherever possible, initiating tasks early, such as promptly kicking off the project and commencing site assessments.
- **Early Stakeholder Engagement:** Engaging community members and stakeholders from the outset is crucial for securing buy-in, support, and identifying potential issues. Community engagement begins in Month 3 and continues through project completion.
- **Independent yet Interconnected Projects:** While the watershed-scale approach integrates the two sites, allowing them to complement and enhance one another, each can be constructed independently. This minimizes interdependencies and prevents delays in one area from affecting the overall project timeline.
- **Concurrent Activities:** The project timeline is structured to allow for overlapping tasks, enhancing efficiency and agility. For example, projects within Marquette Park can be completed in stages and educational programming can occur in parallel with construction.

3.2 Sustainability

Continued funding and operations and maintenance are critical to the success of sustained projects. The St. Louis Arts Chamber of Commerce and Dutchtown Main Streets will be aided in sustaining this project beyond the three-year grant period through the following.

Funding

The project team will leverage funding and grant resources from St. Louis Arts Chamber of Commerce, St. Louis Metropolitan Sewerage District, and external sources to build on and enhance the work started by this grant. Awarded grants include:

- Arts Place Initiative project: Funding from the St. Louis Arts Chamber of Commerce is supporting public art installations and community-led arts programming. These efforts are aimed at increasing cultural engagement, showcasing local artists, and creating a vibrant and inclusive public space.
- MSD Project Clear funding for stormwater improvement projects: Through the MSD EPA Project Clear Construction Funds, the project is improving stormwater management by installing rain gardens, permeable pavements, and other green infrastructure elements. This funding ensures that stormwater runoff is managed sustainably, reducing flooding and environmental damage.
- EPA Water Technical Assistance: This funding addresses critical public health issues by mitigating lead and arsenic contamination in local homes. The project will also provide community education about water safety and household treatment options.
- AmeriCorps (Youth and Employment): AmeriCorps volunteers will play a vital role in workforce development, providing youth employment opportunities through involvement in infrastructure maintenance, community engagement, and arts programming.
- Thomas Dunn Learning Center Budget items: Financial contributions from the Thomas Dunn Learning Center support educational programming, workshops, and community engagement activities that promote sustainability and environmental stewardship.
- Missouri Neighborhood Assistance Program (NAP) Tax Credits: NAP Tax Credits incentivize businesses to donate to the project by offering state tax relief, fostering private-sector support and investment in the community.
- Google Environmental Justice Data Fund: If awarded, this grant will provide the technology needed to monitor and evaluate environmental data, such as air and water quality. The project will use this data to guide future improvements and report on environmental health impacts.
- Google Cloud Platform Nonprofit tax credits to manage capacity and security.
- Oracle NetSuite Community Impact credits to manage capacity and security.
- Spire Foundation: Funding from the Spire Foundation supports arts and cultural events, particularly performances at the amphitheater, fostering a strong arts presence and community engagement.
- City of St. Louis APRA Funds: These funds are earmarked for street upgrades, accessibility improvements, and urban enhancements, which will improve the public space and contribute to the neighborhood's long-term sustainability.
- Smart Growth America Grant for evaluation design: This grant will support the evaluation design, ensuring that the project's impacts are measured and analyzed effectively to inform future decision-making and improvements.

In addition, the project team is exploring other potential sources of revenue to continue to fund operations and maintenance of the project, including:

- Rental of amphitheater for private events (e.g., weddings): The project plans to generate revenue by renting the amphitheater for private events, such as weddings, corporate events, and community gatherings, helping to fund ongoing maintenance and operations.
- Secure corporate sponsorship for amphitheater events: The project will seek corporate sponsorship for events held at the amphitheater, providing businesses with visibility and

opportunities to support local arts, culture, and sustainability efforts. Funds would be reinvested in operations and maintenance.

- National Endowment for the Arts & Regional Arts Commission: Future grant applications will be submitted to secure additional funding for expanding the project's arts and cultural programming, supporting local artists and fostering public engagement.
- East-West Gateway Council Department of Transportation: Future funding from the East-West Gateway Council will be used to enhance transportation infrastructure, including street repaving and improving pedestrian and cyclist accessibility in the project area.
- Transportation Alternatives Grant from East-West Gateway Council: This grant will fund sustainable transportation initiatives, such as pedestrian walkways and bike paths, aimed at reducing vehicle reliance and promoting environmentally friendly mobility options in the project area.

Operations and Maintenance

Operations and maintenance of the proposed grant projects exceed the current capabilities of CBO staff and City staff. Therefore, the project team is committed to building capacity and securing additional funding for operations and maintenance during and beyond the grant term.

- Utilize grant funds to hire a third-party contractor to oversee O&M and train staff/volunteers through CBO partners for O&M.
- Utilize grant funds to develop O&M plans for new project elements.
- Utilize grant funds to purchase necessary maintenance equipment.
- Use funding mechanisms (above) to sustain funding.

In addition, Marquette Park will rely on volunteers, directed by a Volunteer Coordinator, to support maintenance of green infrastructure. Potential volunteers include Missouri Master Gardeners, local corporate volunteer days, 4H clubs that currently meet at the park, and the newly formed Marquette GreenSpace committee of neighborhood residents.

Additional Considerations

Sustainability also extends beyond funding, operations, and maintenance to include other attributes. The plans for these projects were also created with the following in mind:

- **Forward-Looking:** All infrastructure will be designed for the future, including designing green infrastructure and nature-based solutions to incorporate likely projections of future changes in precipitation intensity, duration, and frequency.
- **Spark Future Projects:** Projects are intended to expand green infrastructure practices across the Neighborhoods with the hope that high-visibility, targeted outreach, and shared lessons learned will give rise to more widespread nature-based solutions.

3.3 Program Budget Description

The overall budget for this project is anticipated to be \$19,998,510. A detailed breakdown can be found in Attachment A. Project costs include Personnel to support and manage the project and their associated Fringe Benefits for social security, unemployment and workers compensation, retirement, health insurance, and cost of leave. Project staff will be hired from the local community and include a grant sponsor and manager, a compliance officer, a program director, a construction and engineering project manager, an integration project manager, a volunteer

coordinator, a procurement manager, and a communications director. In addition, the project would need Contractual survey and geotechnical and engineering as well as architectural design and permitting professionals to design and construct the proposed projects. A data analyst and auditor would also be contracted to support project evaluation, and an operations and maintenance team would be contracted to support initial O&M and development of a long-term maintenance plan. Construction costs incurred by the project are related to preparation (mobilization, erosion and water pollution control, utility protection and relocation, and temporary traffic control) as well as constructing and installing the new designs at the Chippewa and Nebraska Intersection and Marquette Park. These projects will directly support disadvantaged communities in the Gravois-Jefferson Neighborhoods through improvements that align with the community vision: protect the local watershed, promote greater connectivity and accessibility, drive economic growth, and contribute to the health and well-being of all residents. Other additional funds would directly aid local communities supporting the projects through a community stipend and subawards to Dutchtown Main Streets (Statutory Partner) and the Thomas Dunn Learning Center (Collaborating Entity) to support engagement and education and outreach.

Costs were derived by engineers and designers familiar with materials sources and contracting. Wherever possible local materials sources and contractors were utilized to provide rough order of magnitude costs based on the conceptual designs provided. The preliminary budget developed for the proposed projects was created to ensure that it is cost-effective and realistic for the three-year period of performance, and that it maximizes benefits to disadvantaged communities. Multiple strategies were used to ensure reasonable budget development, including:

- **Inclusive Community Engagement and Planning:** Project designs build on existing plans and engagement that have been in the work for years. Community members have been involved in the design process to date through various outreach events. Planning and engagement throughout the project includes a budget for actively involving community members, through direct subawards to Dutchtown Main Streets and the Thomas Dunn Learning Center, to ensure that their needs and preferences are included in the final design.
- **Public-Private Partnerships:** Through forming strategic partnerships with local businesses, non-profits, and government agencies, the project can leverage additional funding and expertise to enhance the scope and impact without increasing costs, as well as sustain the project beyond the grant period..
- **Volunteer and Community Involvement:** Volunteers will be included in the maintenance and operation of facilities. This will help reduce labor costs while also increasing community buy-in, ownership, and pride in the new facilities and resources.