

Community Development Finance Lab

United Families of Sunset Park Presentation
12/13/2019

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THE
NEW
SCHOOL

MILANO

Class Mission: Social enterprises think of innovative ways to design projects that utilize profit-seeking capital to achieve a specific social mission.

Our goal is to think about creative ways to utilize capital to help the United Families start a limited equity co-operative.

Hemos pensado sobre maneras creativas para ayudar a UFSP a comenzar una cooperativa de capital limitado.

Presentation at Tishman Environment and Design Center
February 20, 2020

Overview

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Guiding Principles

Equity in policy, planning and development

Respect for the diversity of all communities, and those who live, learn, work, play and serve therein

Value in social and public benefits as well as financial return

Opportunity and innovation across public, private and nonprofit sectors

Originally launched 2001, this course engages students in a project-based curriculum with the following components:

- **Classroom instruction** on development finance and impact investing analysis, strategies, techniques, and tools.
- **Student teams** complete projects by taking on specific financing challenges with a nonprofit organization or government agency.
- **Interdisciplinary engagement** that uses projects with community partners to bring together student teams from Milano with their counterparts in Parsons and other divisions at the New School.
- **Guest lectures** by leading experts and alumni on development finance and impact investing strategies.
- **Networking** opportunities with seasoned professionals from the development finance and impact investing field.

Faculty: Kevin McQueen

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- Part-Time Instructor at Milano since 2013
- Partner in a national consulting firm (BWB Solutions) specializing in impact investing strategies and nonprofit planning and governance
- Expertise in corporate and development finance developed at NatWest, Citibank, and Capital Impact Partners
- Former Board Chair, Partners for the Common Good and Director, SeaChange Capital Partners
- A.B. with honors in Philosophy, Brown University; completing Master's in Global Political Economy and Finance at NSSR
- Received the Innovative Curriculum Award from Association for Collegiate Schools of Planning and The Lincoln Institute of Land Policy in 2018

Learning Modules

Strategic Objectives

**Produce High
Quality Talent**

**Collaborate with
Communities**

**Build
Organizational
Capacities**

**Channel
Investment
Capital**

Shared Values

- ❑ Community Development Finance Industry Overview and Approaches to Community
- ❑ Introduction to Financial Statement Analysis and Deal Structuring
- ❑ Development Lending and Investing
- ❑ Underwriting and Deal Structuring of For-Profit, Nonprofit, and Social Enterprises
- ❑ Real Estate Finance: Basic Structures
- ❑ Introduction to Subsidies and Tax Credit Finance
- ❑ Real Estate Finance Using Low-Income Housing and New Markets Tax Credits
- ❑ Underwriting and Deal Structuring of Energy Efficiency Projects
- ❑ Creating and Measuring Impact: Social Return on Investment
- ❑ The Future of Community Development Finance

Types of Projects: 2003-2019

	New York City	New Jersey	Beyond
Affordable Housing	Community Land Trust Cooperative Housing Property Management Multifamily Development Homeownership	Homeownership Community Land Trust	Homeless Housing (CA, LA) Homeownership (DC)
Commercial Real Estate	Mixed-Use Development Food Services Facility Office Building	Community Center Mixed-Use Development Office Building Business Improvement District	Historic Renovation (OH) Commercial Land Trust (LA) Mixed-Use Development (LA)
Creative Place-Making	Community Arts Center Arts District Children's Museum	Art Studios Theater	Museum (NC) Theater (OH)
Education	Charter School	Charter School	
Financial Intermediaries	Credit Unions		Loan Fund (LA)
Social Enterprise	Worker Coops		
Sustainability	Urban Agriculture Recycling Center Solar Generation Brownfield Redevelopment	Green Development	Energy Efficiency (DC)

What are the Finance Lab alumni doing today?



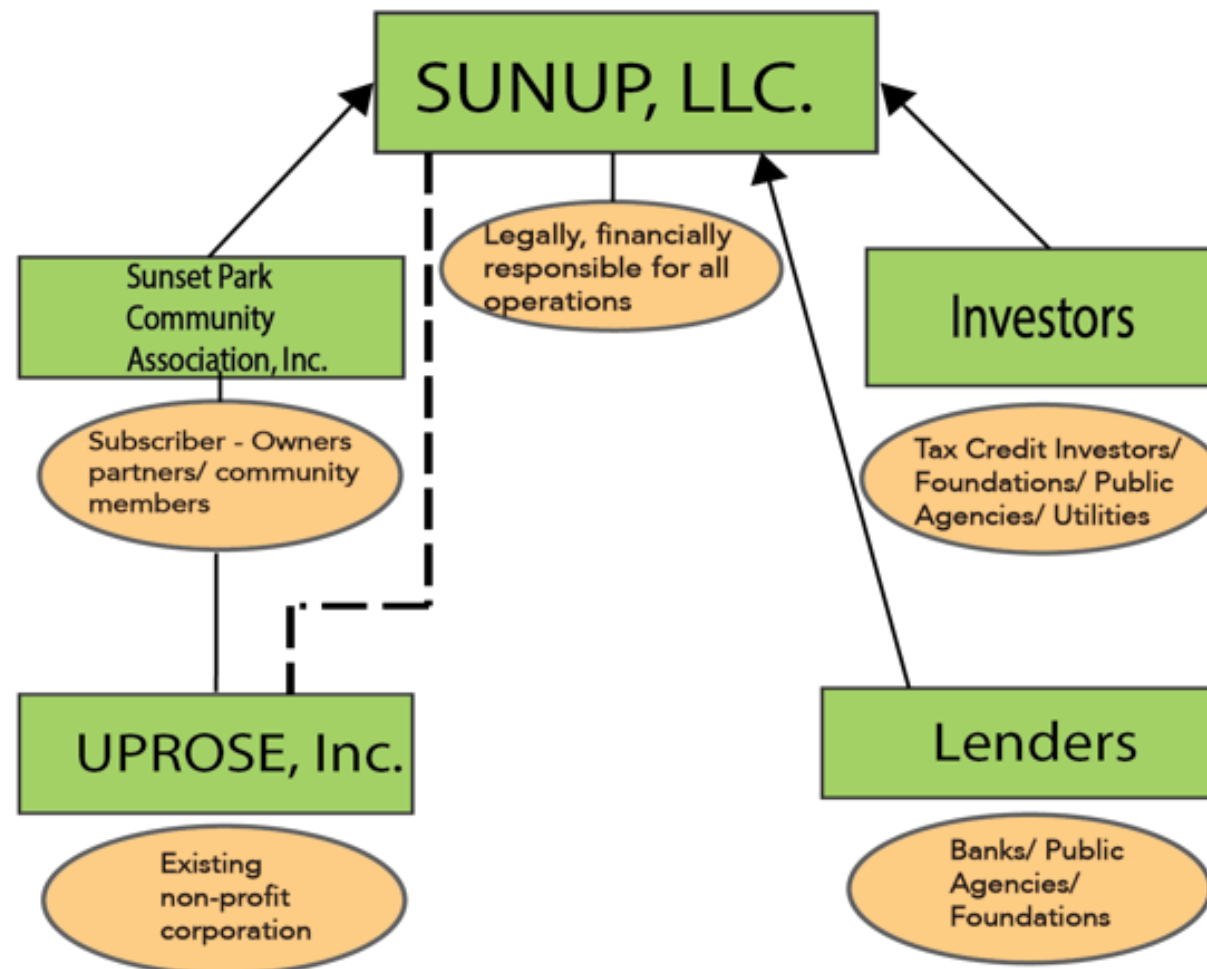
Field Practicum

The Community Development Finance Lab assembles teams of three or more students each year to work with nonprofit organizations, social enterprises, and government agencies to complete a project that addresses a specific “financing” challenge or strategy. The following slides provide a sampling of projects since 2012 that addressed sustainability.

UPROSE Solar Generation Project

Sunset Park, Brooklyn, NY

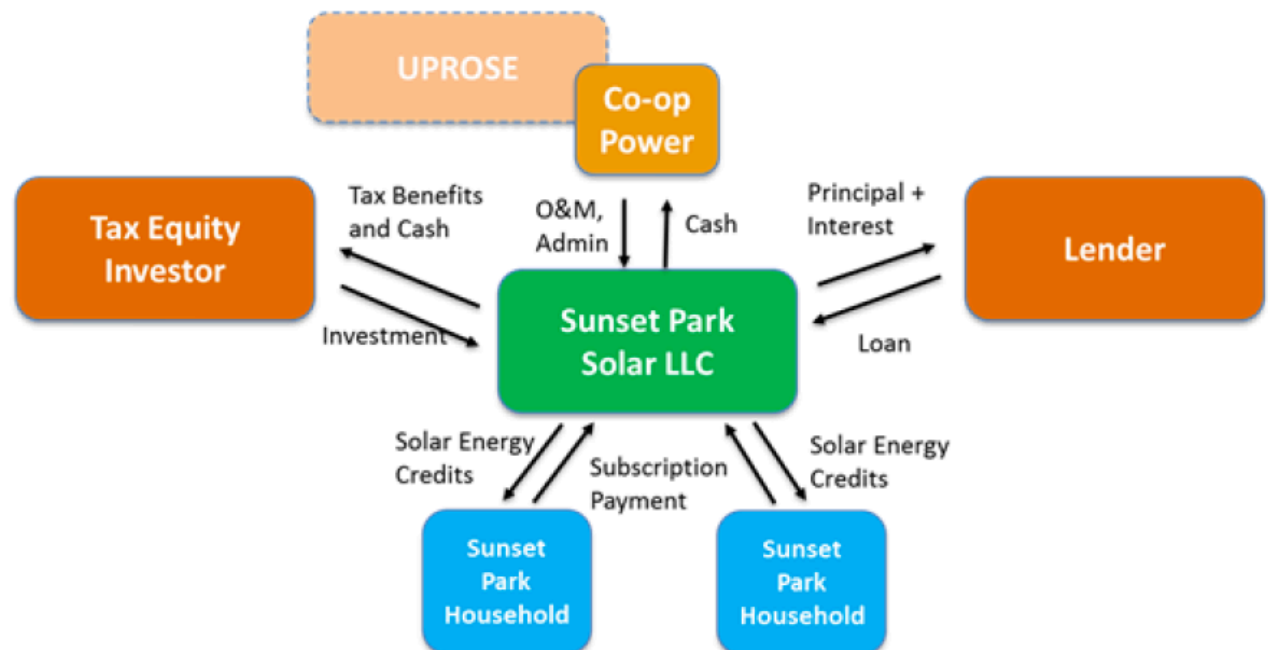
SUNUP, LLC. Organization Chart



UPROSE'S Sunset Park Solar (2019)

The Sunset Park Solar Community Benefits

- **NY's first cooperatively-owned solar** developed, owned and operated by the local community through the New York City Community Energy Co-op.
- **Energy Democracy:** Ownership options for UPROSE after the ownership flip



CDFL 2017

Expansion of Sure We Can Redemption Center, Bushwick, Brooklyn, NY

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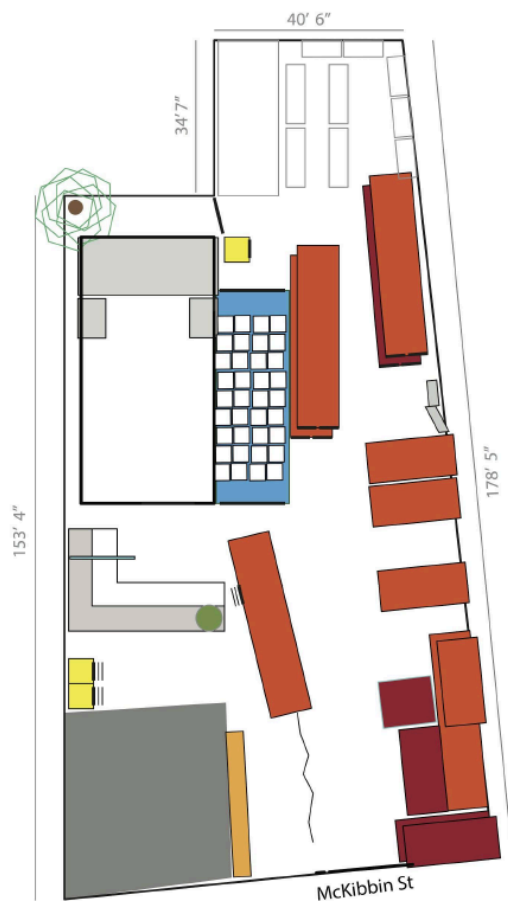


Figure 1. Current Site Plan

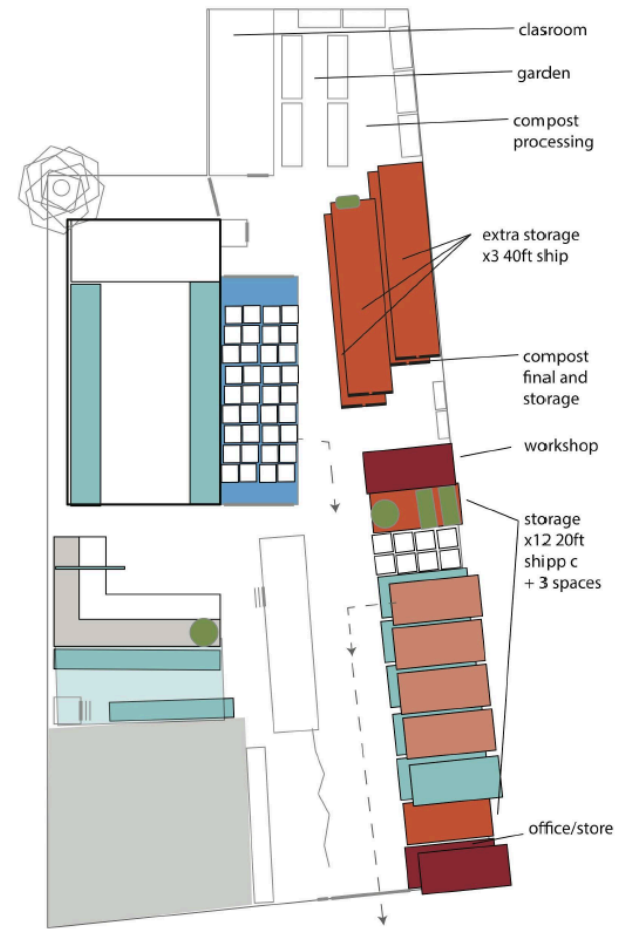


Figure 2. Future Site Plan (Lower Cost Option with No New Structure)

CDFL 2016

“Creating a Sustainability Framework for Jersey City”

City of Jersey City, NJ

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Students' Recommendation:

“...begin with a sustainability clearinghouse, managed and operated by an intern or part-time staff to showcase green initiatives that the city is taking on and offer resources to the public. This option will create (at low overhead) institutional and public momentum and support an eventual transition to a coordinator or office of sustainability.”

“Jersey City’s Office of Sustainability was established in 2018 to oversee the City’s sustainability efforts across a variety of departments and sectors. The Office coordinates across City departments to improve the Jersey City’s sustainability practices and develop action plans for meeting the City’s climate and environmental goals. The Office also researches and implement new community sustainability policies and engages with the community to raise awareness of sustainable practices and sustainability resources.”

-- City of Jersey City Press Release,
April 2, 2018

<https://jcmakeitgreen.org/office-of-sustainability/>

CDFL 2015

Business Plan for Project EATS' Classroom Curriculum New York, NY

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CDFL 2014

Developing a Financially Viable Operating Model for Project EATS: Scale and Expansion for Community-Based Urban Agriculture New York, NY

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We work with working class communities to create full functioning community-owned farms, farmers markets, health and body products, arts and cultural projects, and prepared food enterprises.

Each purchase of food and products from Project EATS creates local jobs, healthy food choices, and better environmental conditions in our urban communities.



”...Finance Lab recommendations are for Project EATS to consider restructuring its organizational model, taking pieces of more traditional organizational structures, but also considering newer, innovative ways to let its social justice work and commercial growing complement each other more strategically. This would provide new capacities and opportunities Project EATS cannot support at the moment, but which have helped other organizations achieve financial sustainability.

From the work Project EATS is already doing, the projected models show that a new site, if strategically managed, could help it take a huge step towards financial solvency.”

CDFL 2013

Financing Energy-Efficient Capital Improvements at Transitional Housing Corporation's Partner Arms 1 Washington, DC

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- ❑ Coordinate energy efficiency upgrade plans with Department of General Services
- ❑ Engage residents in PA1 on their water use
- ❑ Enroll residents in Utilities Discount Program
- ❑ Obtain resident permission for online access to utility bills across portfolio
- ❑ Apply for DC SEU's Low-Income Multifamily Comprehensive Program
- ❑ Sign up for RFP notifications from DDOE
- ❑ Visit other organizations' capital projects and properties

