

Foundations as Place-Makers: Strengthening the Community Investment System

New Partners for Smart Growth

January 30, 2015

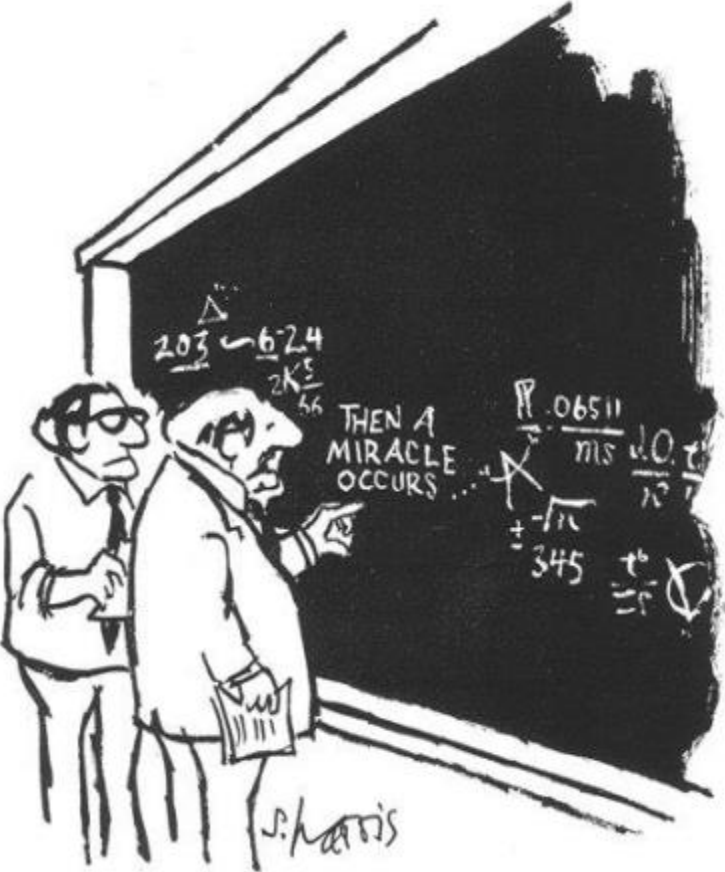
Boosting the Supply of Capital



Capital absorption builds the landing strip for community investment



What does it take for a community to absorb and benefit from outside investment?



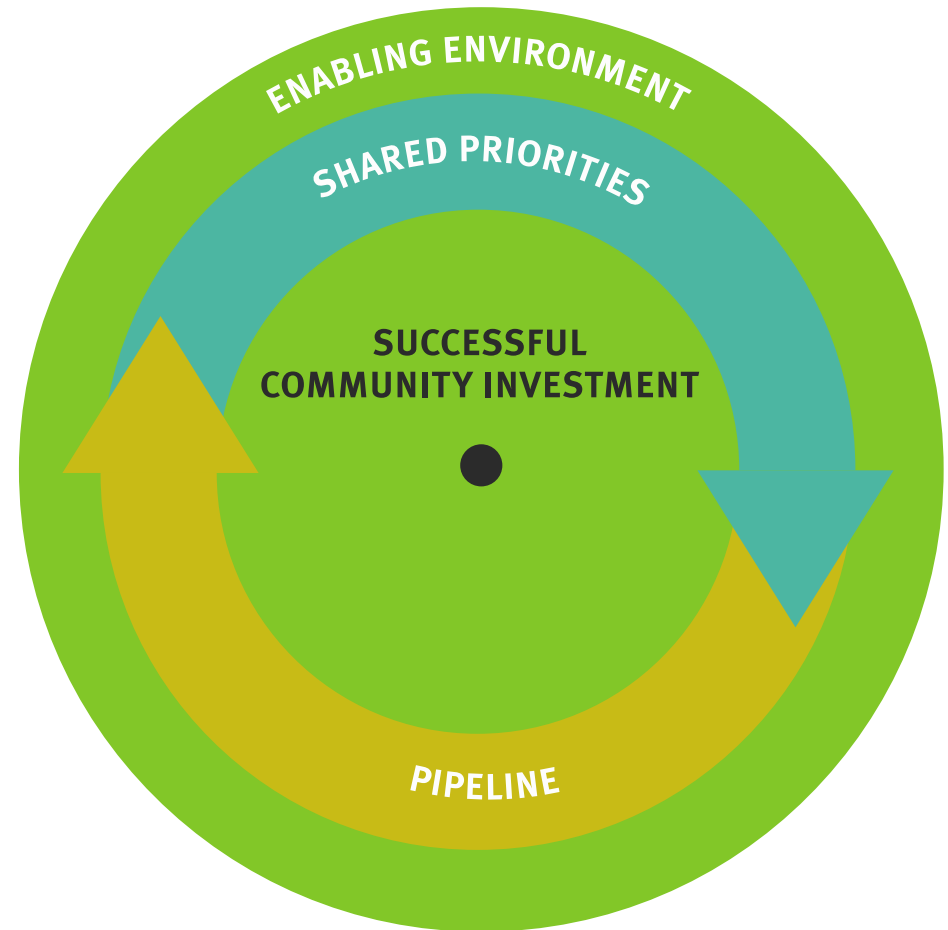
"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."

The Capital Absorption Framework

SHARED PRIORITIES

Ensure that investment meets recognized community needs, and is done with the support of community actors.

- Define needs
- Engage with community
- Convene stakeholders: “table setting”
- Determine priorities



The Capital Absorption Framework

PIPELINE

Generate deals and projects that contribute to defined community goals.

- Spot opportunities
- Pull together projects and deals
- Conduct predevelopment and development activities
- Leverage public resources
- Assemble capital, including identification and blending of sources
- Structure and underwrite investments
- Align deals and projects with vision and goals

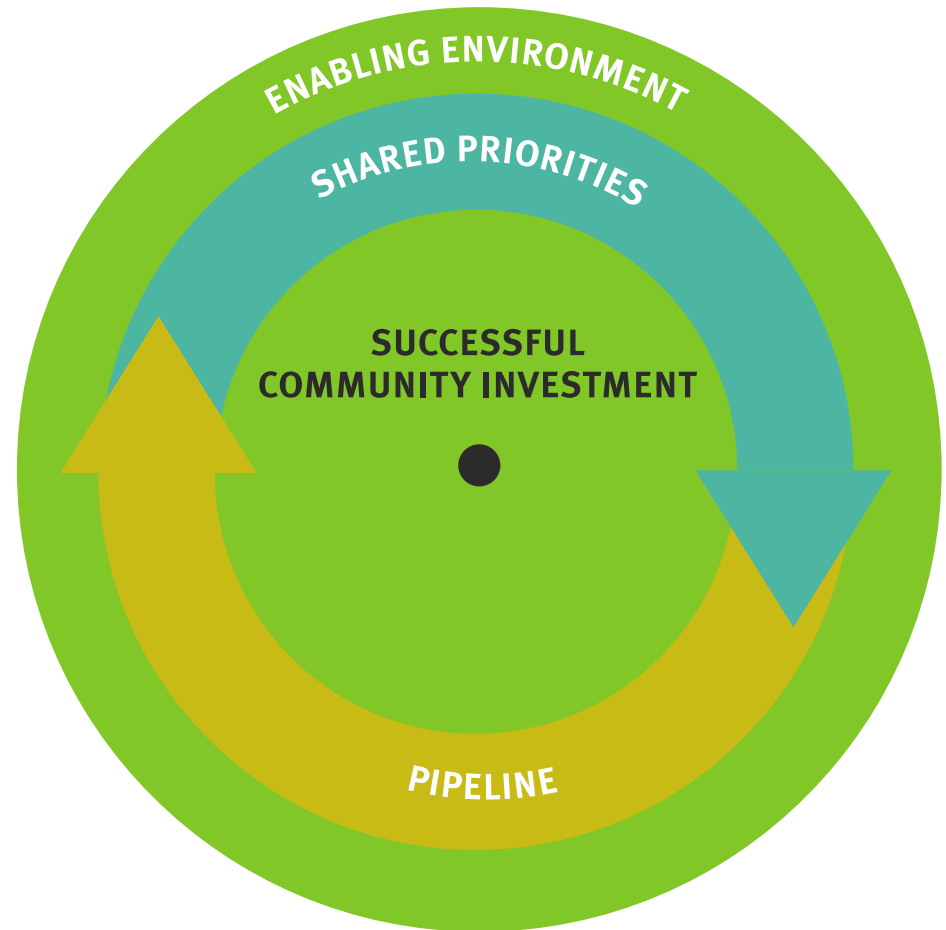


The Capital Absorption Framework

ENABLING ENVIRONMENT

Create policies, processes and mechanisms that foster community investment.

- Set and influence policy and regulatory environment
- Develop and enforce policies and regulations
- Generate and provide data
- Provide subsidies, first-loss money and training
- Ensure availability of diverse and capable actors



Foundation Roles in Strengthening Capital Absorption Capacity

1. **Convener:** assemble stakeholders
2. **Data provider:** collect and disseminate needed data
3. **Capacity builder:** strengthen end-users of capital and intermediaries
4. **Connector:** introduce new actors to the system and help them succeed
5. **Cheerleader:** tell the story and lend credibility
6. **Advocate:** support changes in policies
7. **Investor:** fill gaps, mitigate risk
8. **Deal-maker:** create structures, vehicles, projects
9. **Steward of mission:** hold the system accountable
10. **Systems engineer:** make transparent and enhance system architecture

Expanding opportunities in America's cities

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