CROSS-SECTOR COLLABORATION FOR COMMUNITY DEVELOPMENT & HEALTH

Low-Income Forum on Energy 2016 Conference

Jennifer Miller, PhD
May 26, 2016
Build Healthy Places Network
Vision: Communities where all people can live rewarding and healthy lives

www.buildhealthyplaces.org
By joining forces, community developers and health professionals can have a more powerful impact.

Learn More About the Network

The Pulse
A monthly roundup of what we’re reading and where we’ve been at the intersection of community development and health.

View Past Issues Sign Up

JANUARY
What we’re not hearing enough about on the campaign trail

DECEMBER
Have a healthy, happy holiday

OCTOBER
Health is more than health care
Background: RWJF & SF Fed
Vita Health & Wellness District, Stamford, CT
Hospital Expansion
Mixed-Income Housing
Whole-Neighborhood Revitalization

PROPOSED VIEW LOOKING NORTH ON NEW FINNEY LANE

VITA HEALTH AND WELLNESS DISTRICT | STAMFORD, CT

GAMBLE ASSOCIATES
Architecture + Urban Design

MADDEN PLANNING GROUP
Community + Economic Development

DEVELOPMENT STRATEGIES
Economic Impact + Market Analysis

TRIPP UMBACH
National Best Practices

SCHERR FULTINEER
Landscape Architecture

February 11, 2013
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1. HEALTH + WELLNESS IN THE COMMUNITY  
   Opportunities to enhance quality of life and well-being

2. HEALTHY EATING: URBAN AGRICULTURE + NUTRITION  
   Community engagement, opportunities for improved nutrition, and access to healthy food

3. ACTIVE LIVING: FITNESS + PHYSICAL ENVIRONMENT  
   Public realm improvements, connectivity and identity for a safe, healthy environment that fosters exercise

4. PROMOTING GOOD JOBS + LOCAL BUSINESSES  
   Workforce development and support for small businesses around health and wellness opportunities

5. HOSPITAL + COMMUNITY CONNECTIONS  
   Hospital growth potential and community redevelopment

CONCLUSION

ENDNOTES
Walkable, Connected Neighborhood

Health & wellness amenities

Better connection to downtown job center

Hospital campus opens to Stillwater Avenue
Urban Farm – Center of Community Activity
NETWORKS

Who's engaged?
## Financing

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<th>Charter Oak Communities Housing Developments: $186 million*</th>
<th>THE DEAL Total project cost $636 million</th>
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<td>Grants</td>
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<td>City general obligation bonds</td>
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<td>Charter Oak Communities investment</td>
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<td>HUD Sustainable Communities Grant</td>
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<td>Charter Oak Communities seed funding</td>
<td>Investment</td>
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*Detailed terms and specific investors vary for each of the housing development projects.*

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<th>Stamford Hospital Expansion: $450 million</th>
<th>THE DEAL</th>
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<td>State insured bonds</td>
<td>Loan</td>
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<td>Capital campaign</td>
<td>Grants and donations</td>
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Key Drivers for Collaboration

• Original opportunity – land swap
  – Hospital expansion
  – Affordable housing development

• Hope VI program

• Affordable Care Act -- Community Health Needs Assessment
California Hotel, Oakland, CA

Developer: East Bay Asian Local Development Corporation (EBALDC)
Permanent Supportive Housing

New apartment in the California Hotel
Community Garden

People’s Grocery: 9,000 sq. ft. community garden

Photo/People’s Grocery
Age-Friendly Community

Seniors as leaders

Organizing to advocate for safety, transportation

Photos/EBALDC 18
San Pablo Avenue Revitalization Collaborative (SPARC)

- Community quarterback: EBALDC

- Alameda County Public Health Department
- City of Oakland Community Development and Housing Department
- City of Oakland Planning Department
- East Bay Housing Organizations (affordable housing advocacy organization)
- Federal Reserve Bank of San Francisco
- Healthy Communities (faith-based service provider)
- LifeLong Medical Center
- People’s Grocery
- St. Mary’s Center (senior services and early childhood education provider)
- Two neighborhood residents
Funding for SPARC Work

- Partners in Progress “Community Quarterback” grant, $250,000
- BUILD Health Challenge grant, $250,000
- Alta Bates/Summit Hospital in-kind support, and $308,000 grant
Financing the Hotel

<table>
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<tr>
<th>THE DEAL: California Hotel</th>
<th>Total project cost: ~$39 million</th>
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<tr>
<td>City of Oakland</td>
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<tr>
<td>HUD HOME loan</td>
<td>$3.17 million</td>
</tr>
<tr>
<td>Redevelopment Agency loan</td>
<td>$5.25 million</td>
</tr>
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<td>City loans</td>
<td>$5.64 million</td>
</tr>
<tr>
<td>City grant</td>
<td>$300,000</td>
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<td>Alameda County</td>
<td>Housing Opportunities for Persons with AIDS loan</td>
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<tr>
<td>California Hotel Total Project Cost:</td>
<td>~$39 million</td>
</tr>
<tr>
<td>State of California</td>
<td>Dept of Housing &amp; Community Development Special User Housing Rehabilitation Program loan</td>
</tr>
<tr>
<td>CA Housing Finance Agency, Mental Health Services Act Housing Program loan</td>
<td>$2 million</td>
</tr>
<tr>
<td>Low Income Housing Tax Credit (LIHTC) and historic tax credit equity</td>
<td>$800,000</td>
</tr>
<tr>
<td>US Bank loan</td>
<td>$17.2 million</td>
</tr>
<tr>
<td>Deferred developer fee (this becomes developer equity in the project)</td>
<td>$250,000</td>
</tr>
<tr>
<td>Other deferred costs</td>
<td>$2.53 million</td>
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ReFresh, New Orleans, LA

A healthy food hub

Photos/Broad Community Connections
Whole Foods Market (new format)

Photo/Courtesy of Broad Community Connections
Goldring Center for Culinary Medicine

Photos/Goldring Center
Community Garden & Urban Farm

Photos/Broad Community Connections
## Financing

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<th>ReFresh Project: ~$25.8 million</th>
<th>THE DEAL Total project cost ~$25.8 million</th>
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<tr>
<td>JP Morgan Chase</td>
<td>New Markets Tax Credits financing $8 million</td>
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<td>Goldman Sachs</td>
<td>New Markets Tax Credits financing $10 million</td>
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<td>Goldman Sachs</td>
<td>Loan $3.1 million</td>
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<td>Low Income Investment Fund (CDFI)</td>
<td>Healthy Food Financing Initiative Loan $1.5 million</td>
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<tr>
<td>Foundation for Louisiana</td>
<td>Equity investment $500,000</td>
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<tr>
<td>New Orleans Redevelopment Authority</td>
<td>Commercial Corridor Revitalization loan $900,000</td>
</tr>
<tr>
<td><strong>City of New Orleans: Fresh Food Retailer Initiative</strong></td>
<td>Loan (forgivable &amp; low interest) $1 million</td>
</tr>
<tr>
<td>Newman’s Own Foundation</td>
<td>Grant $200,000</td>
</tr>
<tr>
<td>Developer</td>
<td>Bridge loan &amp; equity $600,000</td>
</tr>
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</table>
Community Health & Literacy Center, Philadelphia, PA

Children’s Hospital of Philadelphia & City of Philadelphia
Integrated Programming

City-run Health Center
Free Library
City Recreation Center
Children’s Hospital Pediatric Clinic

“That’s when it became really exciting.”
Peter Grollman, Children’s Hospital of Philadelphia
## Financing

**The Deal**  
Total project cost: ~$42.5 million

<table>
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<tr>
<th>Source</th>
<th>Contribution</th>
</tr>
</thead>
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<tr>
<td>City</td>
<td>1.59 acre site</td>
</tr>
<tr>
<td>City</td>
<td>$2.2 million</td>
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<tr>
<td>CHOP, New Markets Tax Credit equity</td>
<td>~$9.8 million</td>
</tr>
<tr>
<td>New Markets Tax Credit bank loans</td>
<td>$30.5 million</td>
</tr>
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Loans to be repaid by Children’s Hospital, out of operating revenue.
Cross-Sector Collaboration: It’s Challenging

• Different languages

• Different timelines, drivers, metrics

• Trust – between development partners & with community members

• Financing – complex!!
But...It Can Be Done

• Get people in the same room, share ideas, grow a common language.

• Build from what’s already there -- community assets, organizations, values.

• Incentivize with special investment funds, grants, tax credits, and criteria for awarding these to projects.

• Eyes on the prize – build excitement around a shared vision.
Community Close Up: Columbia Parc at the Bayou District-New Orleans, LA

BuildHealthyPlaces.org
@BHPNetwork
MeasureUp

Welcome to MeasureUp, a microsite of resources and tools to help you measure and describe your programs’ impact on families and communities and on factors related to health. MeasureUp provides examples, tools, and resources to help you make your case, without having to become an economist.

Here’s what’s available:

- Mapping Tools
- Measurement Tools
- Evidence Base
- Measurement Stories
- Deeper Dive

What We Talk About When We Talk About Measurement

Everything you’d want to know about measuring the health value of community development and neighborhood impact on health.

BuildHealthyPlaces.org
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Robert Wood Johnson Foundation

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