### **Unlocking the Development Finance Toolbox**



Toby Rittner President & CEO

November 18, 2014

Council of Development Finance Agencies



# **CDFA's Five Focus Areas:**



### **CDFA Vitals:**

- 32 years old, created in 1982
- 32 member Board of Directors
- Headquarters: Columbus, OH
- 15full-time staff
- 7 part-time staff
- Network: 22,500+
- 100+ sponsors
- Dozen formal partnerships
- 400+ members
- 13state roundtables
- 5,200 online resources
- 15 newsletters
- Funded by memberships, registrations, sponsors, grants, partnerships, sales and contract income

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# 13 Training Offerings

- Fundamentals of Economic Development Finance Course
- Intro Bond Finance Course & Advanced Bond Finance Course
- Intro Tax Increment Finance Course & Advanced Tax Increment Finance Course
- Intro Tax Credit Finance Course
- Intro Revolving Loan Fund Course
- Intro Energy Finance Course
- Intro Public-Private Partnership (P3) Finance Course
- Intro EB-5 Finance Course
- Intro Food Systems Finance Course
- Seed & Venture Capital Course
- Intro Brownfields Finance Course





# **Actively Advocating for Development Finance**

- Preserving & Protecting Tax-Exempt Bonds
- Reforming & Modernizing Manufacturing Bond Tax Code
- Increasing Access to Capital for Energy Finance
- Advocating for State Small Business Credit Initiative (SSBCI)
- Advising Federal Agencies & Administration on Federal Development Finance Policy
- Advising Congressional Offices on Federal Financing Policy





# **Advisory Services & Research**

- Conduct numerous studies and compile data on development finance tool usage including:
  - TIF State-by-State Statute Review
  - Revolving Loan Fund Program Database
  - National Bond Volume Cap Report & Map
  - Federal Financing Clearinghouse (179 Federal Programs)
  - State Financing Program Clearinghouse (coming in 2014)
- Provide Advisory Services & Research for Clients including:
  - Development Authorities
  - Universities
  - World Bank
  - Federal Agencies





# **CDFA Online Resource Database**

The CDFA Online Resource Database (ORD) is the nation's only electronic resource collection dedicated exclusively to development finance.

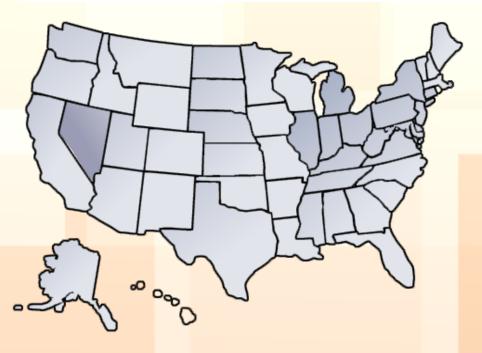
# **#1 in Development Finance Resources**

- CDFA Online Resource Database 5,200 tagged and categorized resources
- Federal Financing Clearinghouse 179 federal program overviews
- Resource Centers Bond, TIF, RLF
- Development Finance Review Weekly e-newsletter with 21,000 subscribers
- 6 Targeted Newsletters Tax Increment Finance Update, Bond Finance Update, Clean Energy + Bond Finance Initiative, Legislative Front Update, State Small Business Credit Initiative Update, Brownfields (Revolving Loan Fund Update coming soon)
- 13 Targeted State Financing Roundtable Newsletters CA, GA, FL, IL, NY/NJ, MI, OH, TX, OR, PA, AZ, SC, MO (VA, KY, MD, WA & CO coming)
- Daily Headlines Over 20,000 daily development finance headlines available at CDFA.net



### 24 National Sponsors & 75 Program Sponsors





### And 400+ member organizations in 48 states, DC, Guam, and the U.S. Virgin Islands.

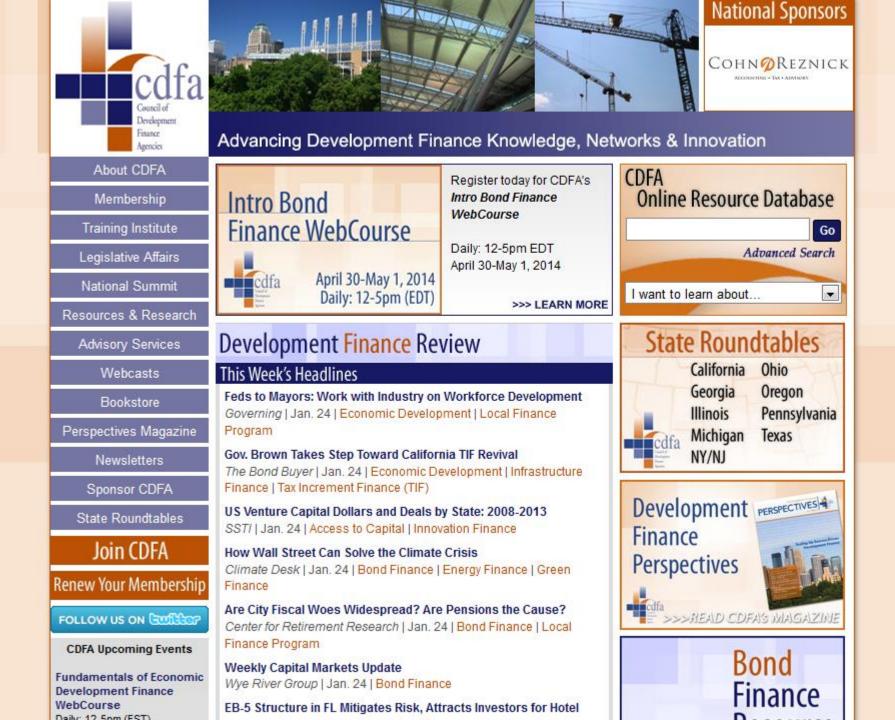




# **Network Opportunities**

- Over 60 individual CDFA events a year training, conferences, roundtables, webcasts, seminars
- 24 Free Webcasts BNY Mellon Development Finance Webcast Series, Stifel Small Town Webcast Series, State Roundtable Webcast Series – over 10,000 attendees a year
- 22,500+ networked connections
- Over 100 unique sponsors (including 24 National Sponsors)
- 13State Financing Roundtables (five more coming)
- In the second second
- CDFA Development Finance App (powered by Stern Brothers & Co.) coming in tomorrow
- Dozen strategic partners including:
  - Clean Energy Group, IIUSA, CALED, TEDC, NYSEDC, InformAnalytics, Portfol, Governing, University of Tennessee, ADFIAP, Novogradac & Company, Municipal Bonds for America Coalition, Clean Energy + Bond Finance Initiative





# Understanding Development Finance





### What is Development Finance?

- Development finance is the efforts of local communities to support, encourage and catalyze expansion through public/private investment in physical development/redevelopment and/or business/industry.
- It is the act of contributing to a project/deal that causes that project/deal to materialize in a manner that benefits the long term health of the community.
- Development finance requires programs and solutions to challenges that the local environment creates.



### What Does DF Include?

- Debt, equity, credits, liabilities, remediation, guarantees, collateral, credit enhancement, venture/seed capital, early stage, workforce, technical assistance, planning, short-term, long-term, incentives, gap, etc.
- Proactive approaches that leverage public resources to solve the needs of business, industry, developers and investors.





### What DF Does Not Include

- Free handouts and unabashed subsidies
- Duplicative assistance
- Poor due diligence and transparency
- Poor oversight and performance measures
- Irrational responses to immediate challenges



## Why is DF Important?

- Businesses need working capital and the ability to invest in themselves
- Developers need assistance to achieve an acceptable ROI
- Communities need infrastructure and amenities
- Citizens need opportunities for advancement jobs, small business, education, etc.

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Regions need economic prosperity



## **Trends in DF Tool Use**

- 50% of finance agencies issue bonds
- 41% act as conduit bond issuers
- 50% provide direct loans
- 27% provide loan guarantees (collateral support)
- 39% provide grants
- 62% provide technical assistance

#### **Despite these trends:**

50% of all finance agencies allocate less than 20% of their actual budget to directly financing development?



## **Tool Use Trends**

- Nearly 40% of finance agencies do not use TIF (49 states have TIF capabilities)
- 65% of agencies do not use SIDs & BIDs (special districts)
- Less than 5% of finance agencies frequently employ the use of state & federal tax credit programs
- Only 9% of agencies are active in the venture capital finance industry (5% of agencies use alternative equity)
- Over 43% of agencies use RLFs frequently (federalized)



### **Tool Use Trends – Federal**

- CDBG 40% frequently use
- EDA 18% frequently use
- Reliance on federal funding remains strong yet this source is the most volatile and less reliable from year to year
- A note on grants over 25% of agencies are actively providing grants to finance development





## So What is Happening Here?

- Why are agencies ignoring tried and true tax-exempt bond financing tools for addressing manufacturing & non-profit development?
- Why are economic developers ignoring targeting financing tools such as TIF for addressing redevelopment, business district and revitalization?
- Why are tax credits programs underutilized? Tax credits abound NMTC, brownfields, historic, LIHTC, hundreds of replicable state program.

- Nearly 30 states have state sponsored venture funds?
- Why the reliance on federal funding?



### **A Few Answers**

- Complexity of financing programs
- Nature of locally controlled, political economic development efforts
- Lack of focus on financing strengths within community
- Little dedication to education and capacity building





# Building the Development Finance Toolbox





## **Introducing the Toolbox Approach**

- The Toolbox Approach is a full scale effort to building local and regional financing capacity to serve and impact a variety of business and industry needs.
- This is an investment in programs and resources that harness the full spectrum of a community's financial resources and is a dedication to public/private partnerships.



## Why the Toolbox Approach?

- Wide variety of programs already exist to help with both general and targeted financing needs (yet we continue to seek new programs and struggle to gain access to scarce sources of funding)
- One size does not fit all and there are different instruments for different users





## Why the Toolbox Approach?

- More parties can be involved with a comprehensive approach – banks, thrifts, educational providers, investors, angels, developers, planning authorities, etc.
- Diversity is very important in development finance efforts.



## **The Toolbox and Financing Spectrum**

**5** Practice Areas

### Practice Area 1: Bedrock Tools

- Bonds and the Basics of Public Finance

### **Practice Area 2: Targeted Tools**

 Tax Increment Finance, Special Assessment Districts, Government Districts and Project Specific District Financing





## **The Toolbox and Financing Spectrum**

### **Practice Area 3: Investment Tools**

 Tax Credits, Seed & Venture Capital and Angel Funds

### **Practice Area 4: Access to Capital Lending Tools**

 Revolving Loan Funds, Mezzanine Funds, Loan Guarantees and Microenterprise Finance

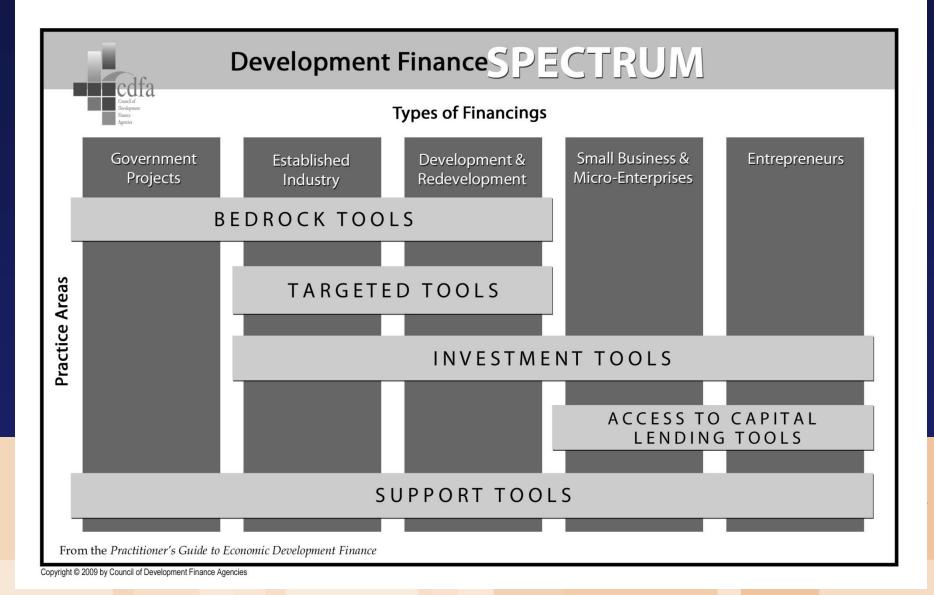
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### **Practice Area 5: Support Tools**

- Federal Funding and Abatements



## **Development Finance Spectrum**



## In the End...

- All economic development comes down to the access to financial resources for completing a given project or deal.
- Nearly all projects/deals hinge on the ability to leverage inexpensive sources of financing.
- As they say, cash is king, money makes the world go around and show me the money!



# Post-Recession Economic Development Finance



## **Recession's Impact**

- Reduction in state and local government tax revenues has severely hindered ability to spur economic development
- Constraints of federal government have reduced resources for economic development (fiscal cliff approaching)
- Inactivity of Congress has slowed economic recovery and created mixed message of policy vs. politics

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 States have acted irrationally to reduce strains on government to detriment of econ development efforts



### **Recession's Impact**

- Private sector has retracted and contracted
- Access to capital has "dried-up"
- Commercial real estate development has slowed significantly

- Bond markets have slowed to snail's pace
- Government expansion only now starting to pick-up
- Focus of economic development has shifted



## **Recession's Impact**

 Threats to common economic development tools are rampant and real

- Tax Exempt Bonds
- New Markets Tax Credits
- Historic Rehab Tax Credits
- CDBG, EDA, USDA
- SBA 504 and 7a



### **2014 Trends in Development Finance**

- Project focus has shifted
- Energy efficiency, sustainable development
- Urban infill, land reuse and revitalization
- Transit oriented development, intermodal opportunities

- Innovation finance, entrepreneurship
- Small business development
- Low spec development



## End on a High Note

- Opportunities are emerging
- P3 deals are gaining significant traction
- Bond markets are up over last year
- EB-5 reauthorized for three years
- Investment in sustainable infrastructure is now preferred by investment community

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Reshored manufacturing is happening



### Resources

- Over 5,200 online resources with dozens of categories and subcategories
- Designated resource centers to help break down some of the complexity



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Keywords

State:

October 31, 2012

Intro Tax Credit Finance WebCourse Dally: 12-5pm (EST) November 6-7, 2012

CDFA Pennsylvania Financing Roundtable Conference: Advancing Development Finance in the Commonwealth Harrisburg, PA November 14, 2012

CDFA-Stern Brothers Renewable Energy Finance Webcast Series: Digging Into the Ugly Side of Renewable Energy Finance Free Webcast November 15, 2012

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To conduct a Search of the ORD, use the search features below. Users can conduct a basic keyword search or select various categories to narrow the search results. To search deeper within a given category, click the [+] symbol to show a list of subcategories. Many resources are available to all users while others are restricted to CDFA members only. CDFA members must login with their unique CDFA username and password to access restricted items. Non-members can join CDFA today to gain access to the entire database.

Keywords & Phrases	Categories & Subcategories
	Access to Capital [ + ] (select all)
State:	Bond Finance [ + ] (select all)
Tale.	Brownfield Financing [ + ] (select all)
	Community Development [ + ] (select all)
Sort Results By:	EB-5 Visa [ + ] (select all)
Relevance 💌	Economic Development [ + ] (select all)
	Energy Finance [ + ] (select all)
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	Infrastructure Finance [ + ] (select all)
	Innovation Finance [ + ] (select all)
	Internal Revenue Service (IRS) [ + ] (select all)
	International
	National Science Foundation (NSF) [ + ] (select all)
	NIST Manufacturing Extension Partnership (MEP) [+] (select all)
	Revolving Loan Funds (RLFs) [+] (select all)
	Rural Development [ + ] (select all)
	Tax Credits [ + ] (select all)
	Tax Increment Finance (TIF) [ + ] (select all)
	Urban Development [ + ] (select all)
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	U.S. Economic Development Administration (EDA) [+] (select all)
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	U.S. Small Business Administration (SBA) [+] (select all)
	Webcasts

After selecting your criteria, click the Search button. Search results will populate below. Search

### **Resource Centers**



Development Finance Agencies



### **CDFA Federal Financing Clearinghouse**

#### CDFA Member Login

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Free Webcast October 23, 2012



Advancing Development Finance Knowledge, Networks & Innovation

### **CDFA Federal Financing Clearinghouse**

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CDFA-Stern Brothers Renewable Energy Finance Webcast Series: Digging Into the Ugly Side of Renewable Energy Finance



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An online searchable clearinghouse of federal economic development finance programs.

#### 504 Loan Program

Program Agency	U.S. Small Business Administration (SBA)
Financing Category	Access to Capital
	Community Development Urban Development
Financing Type	Direct Loan
Program Overview	The Certified Development Company (CDC)/504 loan program is a long-term financing tool, designed to encourage economic development within a community. The 504 Program accomplishes this by providing small businesses with long-term, fixed-rate financing to acquire major fixed assets for expansion or modernization.
	A CDC is a private, nonprofit corporation which is set up to contribute to economic development within its community. CDCs work with SBA and private sector lenders to provide financing to small businesses, which accomplishes the goal of community economic development. Typically, a CDC/504 project includes
	<ul> <li>A loan secured from a private sector lender with a senior lien covering up to 50 percent of the project cost;</li> </ul>
	<ul> <li>A loan secured from a CDC (backed by a 100 percent SBA-guaranteed debenture) with a junior lien covering up to 40 percent of the project cost; and</li> <li>A contribution from the borrower of at least 10 percent of the project cost (equity).</li> </ul>
	This type of setup means that 100 percent of the project cost is covered either by contribution of equity by the borrower, or the senior or junior lien.
Eligible Users	To be eligible for a CDC/504 loan, businesses must be operated for profit and fall within the size standards set by the SBA. Under the 504 Program, a business qualifies as small if it does not have a tangible net worth in excess of \$7.5 million and does not have an average net income in excess of \$2.5 million after taxes for

the preceding two years. Loans cannot be made to businesses engaged in

speculation or investment in rental real estate.

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Eligible Project Types	504 loans must be used for fixed asset projects such as:
	<ul> <li>The purchase of land, including existing buildings;</li> </ul>
	<ul> <li>The purchase of improvements, including grading, street improvements, utilities, parking lots and landscaping;</li> </ul>
	The construction of new facilities or modernizing, renovating or converting
	existing facilities; or • The purchase of long-term machinery and equipment.
	The 504 Program cannot be used for working capital or inventory, consolidating or repaying debt, or refinancing.
Special Notes	
How to Apply	There are about 270 CDCs nationwide, each covering a specific geographic area. If you are interested in applying for a 504 loan, contact your local CDC. A list of SBA CDCs is available online.
	SBA CDCs is available online.
Website & Contact Information	http://www.sba.gov/content/cdc504-loan-program
	New Searc

#### Additional Resources from CDFA's Online Resource Database:

#### Combining and Leveraging TIF with Other Tools

Access to Capital | Bond Case Studies | Bond Finance | Case Studies | Energy Finance | Federal | Green Bonds | Green Finance | Qualified Energy Conservation Bonds (QECBs) | Qualified Energy Conservation Bonds (QECBs) | SBA CDC 504 Loan Program | SBA CDC 504 Loan Program | State Resource | Tax Increment Finance (TIF) | TIF Case Studies | Understanding TIF | U.S. Small Business Administration (SBA) Jim Snyder of Ice Miller LLP discusses layering TIF with other sources of financing and presents the Kone Center case study.

#### **Chester County Economic Development Council**

Access to Capital | Community Development | Community Development Corporation (CDC) | Federal | Innovation Finance | Local Finance Program | Local Green Finance Programs | Revolving Loan Funds (RLFs) | Rural Development | SBA CDC 504 Loan Program | SBA CDC 504 Loan Program | State Finance Program | State Tax Credit Programs | Tax Credits | Technology Financing | U.S. Small Business Administration (SBA) Gary Smith of Chester County Economic Development Council reviews the organization's programs to support economic development and capital access in the region.

#### SBA Office of Capital Access Performance Highlights

## **CDFA State Financing Roundtables**

### Newsletters

- Webcasts
- State Conference
- Resource/Research Center
- Networking





CDFA // BNY Mellon Webcast Series: Compliance, Evaluation & Sound Decisions for Smart

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CDFA is pleased to announce the launch of the CDFA Florida Financing Roundtable. The Roundtable is dedicated to developing a sustainable economic development finance climate in Florida by bringing the development finance industry together through education, resource development, research and networking.

#### Cocoa Revises Economic Development Incentives Programs

Cocoa City Council approved an Economic Development Incentive (EDI) Fund, Small Business Assistance Program and an Ad Valorem Tax Abatement Program to be administered by the Office of Economic Development.

#### Bill Would Ban Development Impact Fees, Traffic Concurrency

A wide-ranging economic development bill by the House Economic Development & Tourism Subcommittee, would prohibit applying impact fees or transportation concurrency to new business developments of less than 6 000 square feet. The legislation allows local government to opt out

### **Contact CDFA**

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