

HR&A +



# Northfield Community LDC **Staten Island Community Land Trust**

**Concept Plan**

January 2025

# Vision



**Northfield LDC is leading efforts to create a Staten Island Community Land Trust (CLT), addressing the limited affordable homeownership options on Staten Island. The CLT will expand access to homeownership to counteract investor-driven property acquisition and support long-term, affordable housing solutions.**

**Key objectives for the CLT include:**

- **Securing affordable homeownership opportunities, focusing on 1-4 family homes and small apartment buildings.**
- **Building on partnerships with local stakeholders, residents, and organizations to ensure community-driven development.**
- **Creating a tripartite board structure with representation from Northfield LDC, residents, and the surrounding community, to guide the CLT's work.**

# Opportunity

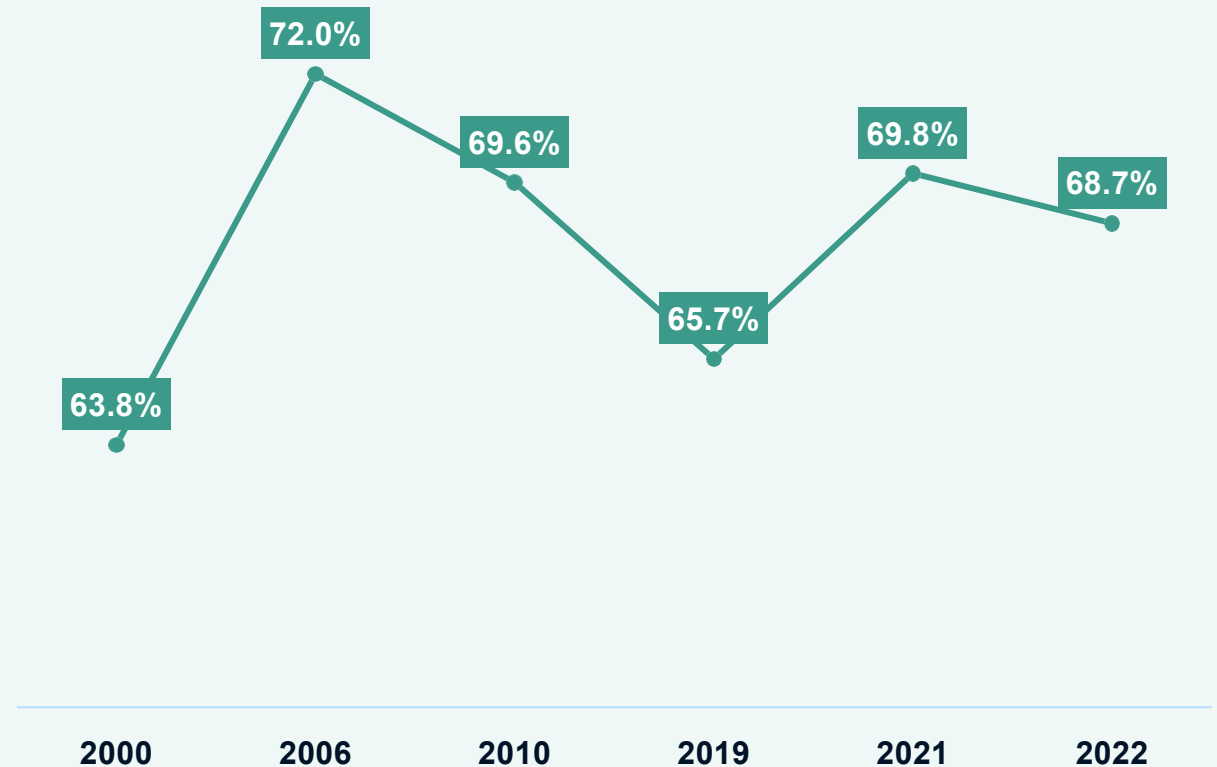


## Why Homeownership

**Staten Island has historically stood out as a borough where homeownership is attainable, but rates have decreased over the past few decades.**

**While homeownership in Staten Island is currently and historically been the highest out of all boroughs, Staten Island is the only borough that does not have an active CLT.**

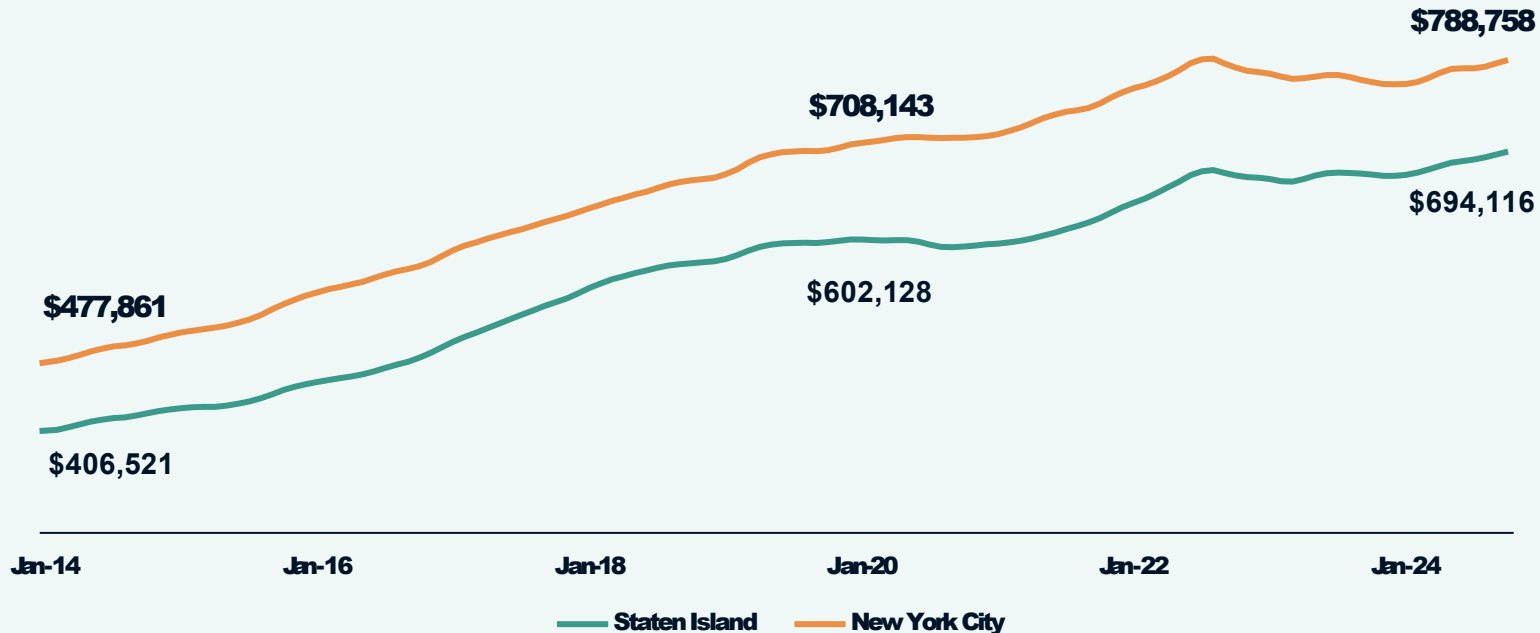
Homeownership Rate in Staten Island



## Why Homeownership

**The dream of homeownership on Staten Island is slipping further out of reach as home prices increase. Households priced out of homeownership have one less way to build intergenerational wealth and could be at risk of displacement from the community.**

Average Price of Single-Family Homes  
January 2014- January 2024



Home prices have increased significantly on Staten Island, rising **64% since 2014 - a rate 5% higher than the city.**

## Community Land Trust (CLT) Model

**A community land trust (CLT) enables long-term affordability of homes through mission-driven land ownership, to support a new generation of Staten Island residents.**

**Community land trusts (CLTs) are non-profits that maintain ownership of the land beneath homes, while homebuyers purchase the home itself.**

**CLT ownership allows residents to purchase homes at lower prices and allows CLTs to regulate how homes are used and their pricing upon resale.**

**Homebuyer purchases the home at a lower cost, maintaining a ground-lease agreement with the CLT**

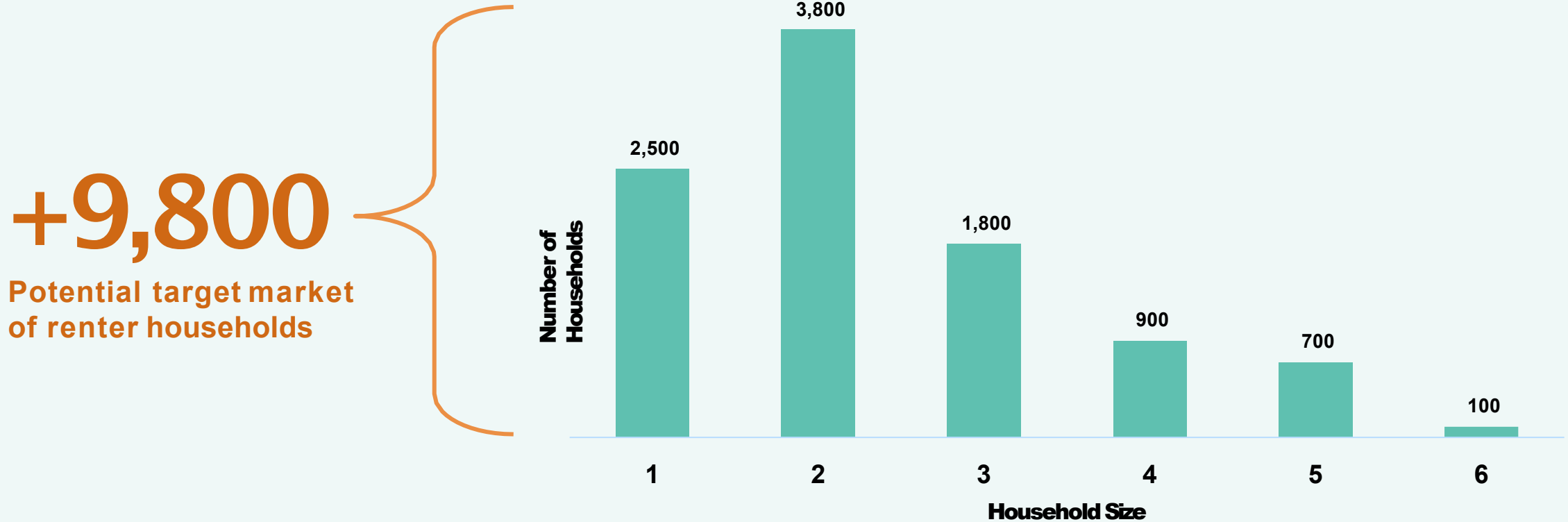
**Land remains owned by the CLT, allowing use and affordability of resale to be monitored.**



## Market Opportunity: Homebuyer Demand

**About 20% of Staten Island renter households may be eligible to purchase a home through a CLT model based on typical income requirements. Most of these households have three or fewer household members, requiring smaller-than-average homes.**

Renter Households with Incomes at 60%-100% of Area Median Income (AMI)



Source: ACS 1-Year 2022, Rounded to nearest 5 households

# Acquisition & Development Strategy







## Development Strategy

**There are multiple opportunities to increase the number of affordable homes on Staten Island – building on the work of other CLTs across New York City and State.**

Construction Type

### Home Type

	1- or 2- Family Homes	Multifamily Buildings
Rehab	<p><b>Albany CLT's strategy for increasing housing supply is acquiring and renovating homes. One of the 37 homes renovated and sold by the CLT is pictured here.</b></p> 	<p><b>East Harlem's El Barrio CLT is renovating four buildings with support from affordable housing developers to create 36 affordable rental units.*</b></p> 
New Construction	<p><b>Habitat for Humanity is developing 13 single-family homes in Southeast Queens through the Habitat Net Zero project in partnership with Interboro CLT.</b></p> 	<p><b>Northwest Bronx CLT has plans to develop 25 units for homeownership on a vacant site in the Bronx. Plans began in 2023.</b></p> 

\*While this example does not include homeownership units, condo or coop units could be created through renovations as well.

## Acquisition Strategy

**Each development strategy requires a unique approach to site acquisition.**

		Home Type	
		1- or 2- Family Homes	Multifamily Buildings
Construction Type	Rehab	<p><b>There is a continuous availability of occupancy- or rehab-ready, 1- or 2-family homes on Staten Island. The median home price is \$650K; 15% of homes are listed below \$400K.</b></p> <p><b>Nearly all homes are privately owned, with very few publicly owned sites suitable for a 1-2 family home rehab.</b></p>	<p><b>Multifamily rentals are not the dominant home type on Staten Island, limiting opportunities for rental-to-coop conversions. However, several legacy apartment buildings exist on the North Shore and in commercial districts along the Mid and South Shores.</b></p> <p><b>All are privately owned.</b></p>
	New Construction	<p><b>Given the cost of ground-up construction, new home development can only be feasible with publicly owned or otherwise donated land.</b></p> <p><b>There are ~300 non-protected, publicly-owned vacant lots in 1-2 family home neighborhoods in Staten Island, mostly Sandy-affected areas. The City <u>recently sold 24 such parcels</u> to an affordable housing developer for \$1 each.</b></p>	<p><b>There is a moderate availability of vacant private lots suitable for semi-attached homes or a small co-op building on the market (12 as of October 2024). But these sites are costly, ranging from \$2.5-\$5.0M.</b></p> <p><b>Public land disposition is likely the best opportunity for new construction to remain affordable. The recent <u>RFP for the Jersey Street site</u> is an example.</b></p>

## Strategic Prioritization

**Rehab of 1- 2 family homes is the most suitable strategy for a CLT in Staten Island near term, but opportunities in the other 3 strategies should be monitored.**

		Home Type	
		1- or 2- Family Homes	Multifamily Buildings
Construction Type	Rehab	<p><i>Primary Strategy</i></p> <p><b>Most promising strategy near term given the availability of on-market acquisition opportunities.</b></p>	<p><i>Unlikely Strategy</i></p> <p><b>Since Staten Island's existing housing is mostly 1-2 family homes, distressed multifamily buildings are the least likely opportunity.</b></p>
	New Construction	<p><i>Opportunistic Strategy</i></p> <p><b>While vacant land does exist on Staten Island, land pricing would need to be close to zero to make new development financially feasible. Therefore, the availability of affordable acquisition opportunities through public RFPs or nonprofit dispositions should be monitored.</b></p>	

# Funding Model



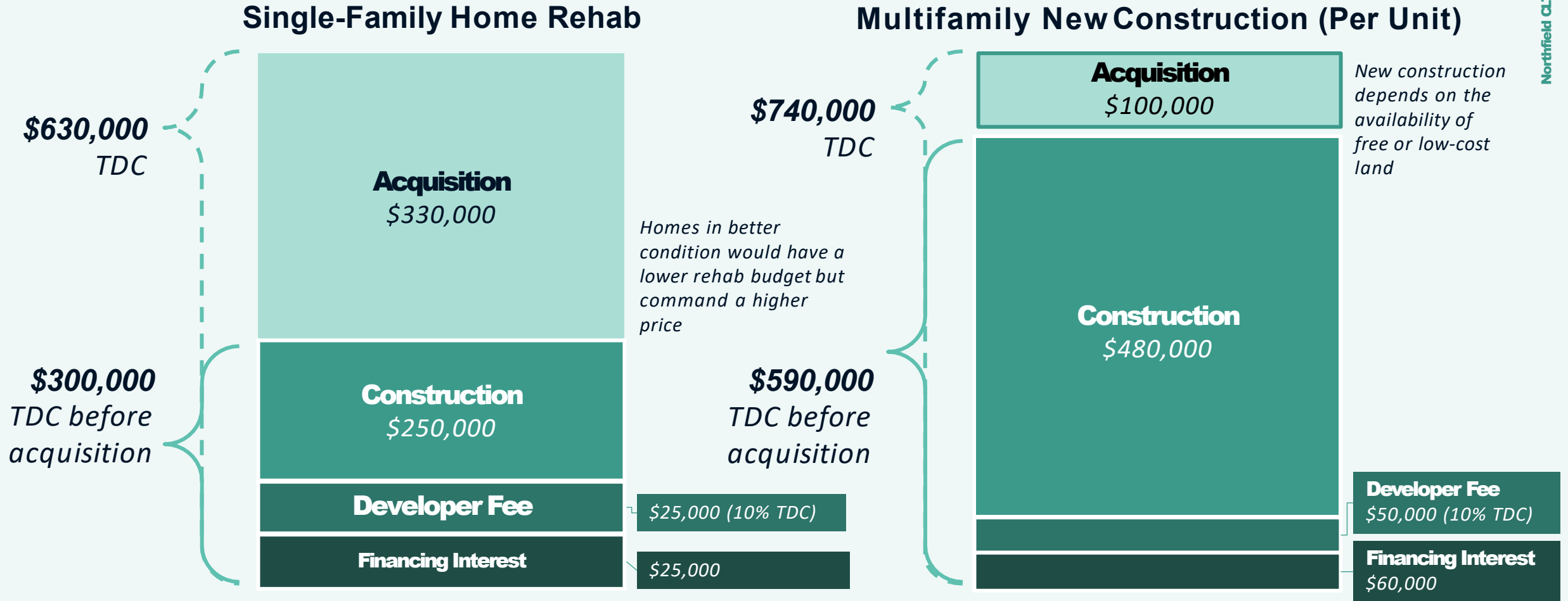
## Funding Requirements

**A CLT has two primary cost centers: the acquisition and development of homeownership projects and the ongoing operations of the CLT once homes are sold.**

	Acquisition and Development	Ongoing Operations
Uses	<ul style="list-style-type: none"><li>• Site/Home Acquisition</li><li>• Construction/Rehab Hard and Soft Costs</li><li>• Construction/Rehab Financing Costs</li><li>• Developer Fee (doubles as revenue if self-developing)</li></ul>	<ul style="list-style-type: none"><li>• Staff</li><li>• Marketing</li><li>• Compliance and Registration Fees</li></ul>
Sources	<ul style="list-style-type: none"><li>• Sale Proceeds</li><li>• Public Subsidies</li><li>• Philanthropic Support</li></ul>	<ul style="list-style-type: none"><li>• Ground Lease Revenue</li><li>• Developer Fees</li><li>• Public and Philanthropic Support</li></ul>

## Acquisition and Development: Funding Uses

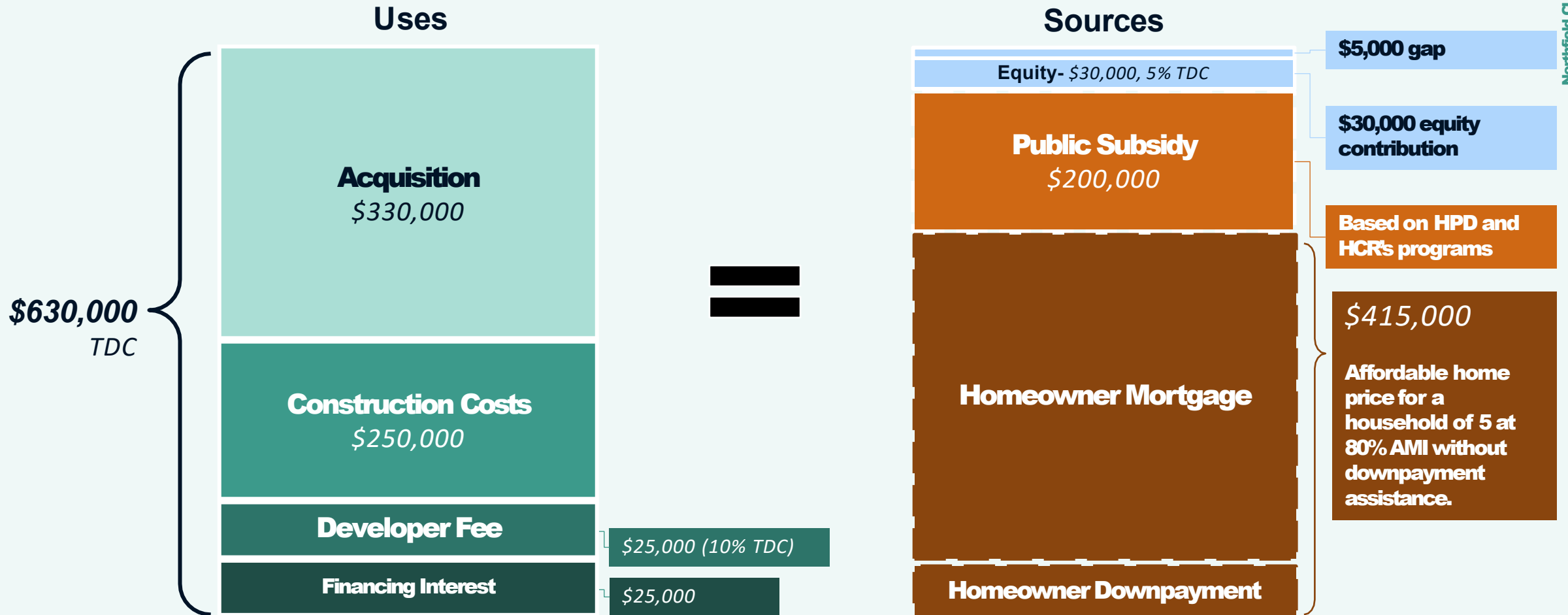
The CLT can choose to focus on rehab of existing homes or new construction at a comparable cost basis. Acquisition makes up the largest cost for rehab projects.



A single-family home is assumed to be a three-bedroom, 1,650 SF based on on-market opportunities. Modeling the average rehab cost of \$150 per SF for hard costs. The average co-op unit size is assumed to be a two-bedroom, 675 SF. Modeling average construction cost for Staten Island of \$485 per SF for hard costs.

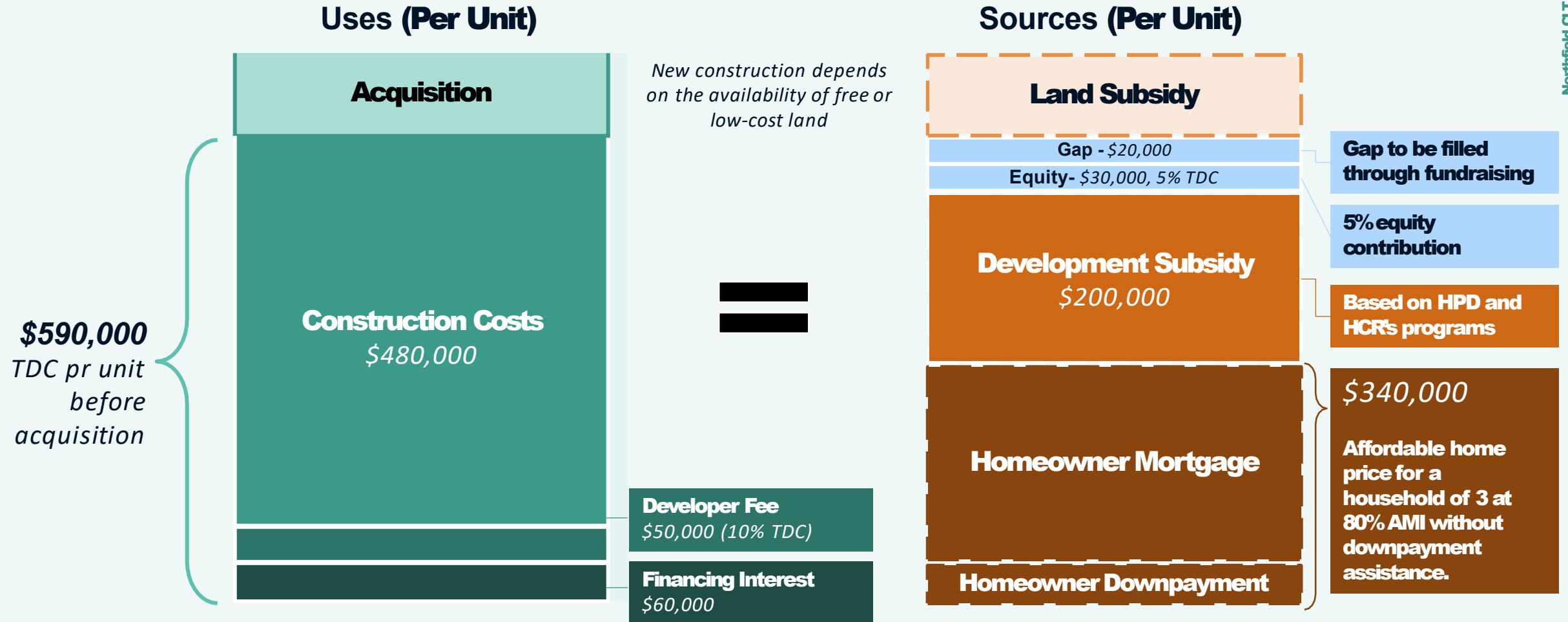
## Funding Model: Single-Family Home Rehab

To keep home prices affordable to households earning ~80% of AMI and assuming use of available public subsidies, the CLT will need to source ~\$30,000 per home rehab project.



## Funding Model: Multifamily New Construction

Keeping home prices affordable for newly built multifamily (i.e. co-op) projects will require the CLT to source ~\$50,000 per unit from other public or philanthropic sources.



## Ongoing Operations

**In addition to incurred costs from projects, the CLT will have annual operating costs that will increase as the CLT grows.**

**The CLT will need to sustain operations with a mix of funding sources to ensure long-term operations.**

Year 1		Year 5	
Executive Director	\$91,000	Executive Director	\$118,300
		Development Director	\$97,500
		Management Director	\$97,500
Office Supplies & Materials	\$2,000	Office Supplies & Materials	\$2,250
Professional Fees (trainings, legal, accounting)	\$50,000	Professional Fees (trainings, legal, accounting)	\$56,250
Insurance	\$10,000	Insurance	\$11,250
Operating Reserves (10% of total operation costs)	\$15,300	Operating Reserves (10% of total operation costs)	\$17,213
Total	\$168,300	Total	\$400,263

## 5-Year Development Goals

The CLT will need to balance its development and operating costs with revenue to ensure long-term sustainability.

**1 unit** per year =  
**\$30K** in fundraising

Year 1 - Uses	
Project Funding Gaps	\$30,000
Operating Expenses	\$168,300
Total	\$198,300

Year 1 - Sources	
HPD Subsidy	\$98,000
Fundraising	\$34,700
Developer Fees	\$75,000
Management Fees	\$600
Total	\$198,300

**3 unit** per year =  
**\$160K** in fundraising

Year 5 - Uses	
Project Funding Gaps	\$90,000
Operating Expenses	\$400,263
Total	\$490,263

Year 5 - Sources	
HPD Subsidy	\$98,000
Fundraising	\$165,463
Developer Fees	\$225,000
Management Fees	\$1,800
Total	\$490,263

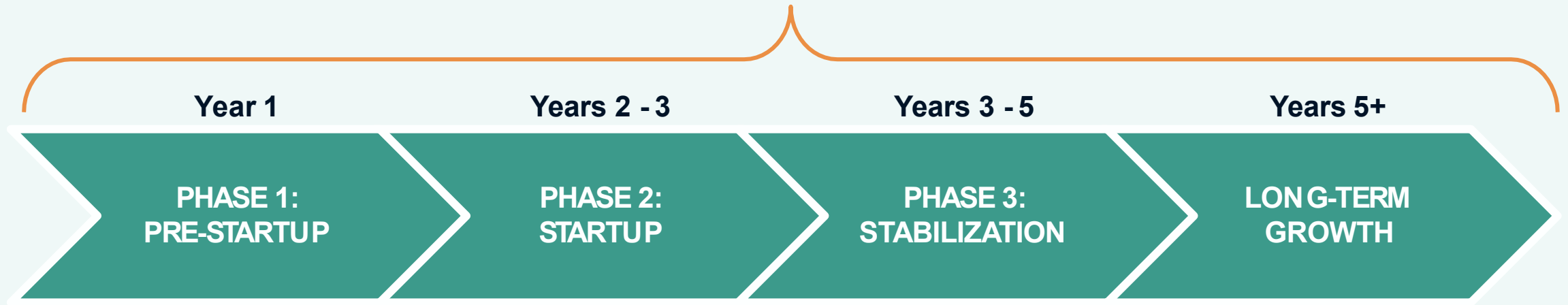
# Growth Strategy



## Strategic Roadmap | A Phased Approach

**The strategic roadmap aims to align Northfield LDC's capacity and goals with available real estate opportunities and funding resources.**

**Establishing a CLT will require a phased implementation plan centered on three areas of focus during each development phase.**



## Strategic Roadmap | A Phased Approach

**The success of the CLT will be driven largely by its governance and operations, successful pursuit of real estate opportunities, and nurture of partnerships to support its mission.**

### Governance & Operations



**Serves as the keeper of the vision**

**Keeps accountability**

**Provides a hierarchy to allow for efficiency in vision implementation**

### Real Estate Opportunities



**Identifies opportunities for real estate acquisition through RFPs, private sales, and donations**

**Works with development partners on redevelopment projects**

### Partnerships



**Engagement with community stakeholders to gain support for development projects**

**Visibility with public and private funders to increase likelihood of financial investments**

## Growth Strategy: Pre-Startup - Year 1

**Northfield LDC will lay the groundwork for the new CLT during Pre-Startup. This year will be dedicated to building partnerships, moving to incorporation, and identifying properties for acquisition.**



**Governance & Operations**

**Legal entity considerations, governing and operations structure**



**Real Estate Opportunities**

**Identify 1-3 feasible acquisition / development opportunities**



**Partnerships**

**Identify core partners and secure initial funding commitments**

**PHASE 1:  
PRE-STARTUP**

**PHASE 2:  
STARTUP**

**PHASE 3:  
STABILIZATION**

**LONG-TERM GROWTH**

## Growth Strategy: Startup - Years 2-3

**The CLT will focus on securing seed capital for operations and undertaking its first rehab project, with support from Northfield on acquisition and construction.**



Governance & Operations

**Establish staff roles, operating budget, and network of advisors**



Real Estate Opportunities

**Acquire and rehab first property (or properties)**



Partnerships

**Secure operating funds and expand fundraising base**

PHASE 1:  
PRE-STARTUP

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LONG-TERM GROWTH

## Growth Strategy: Stabilization - Years 3-5

**The CLT will focus on growth, securing more properties and pursuing projects of increasing complexity, including with development partners.**



Governance &  
Operations

**Expand staffing and support initial homebuyer(s)**



Real Estate  
Opportunities

**Undertake acquisition/rehab of 2-3 additional properties and/or multifamily development with a development partner**



Partnerships

**Secure public and nonprofit partnerships to develop site pipeline; secure funding for operations and development**

PHASE 1:  
PRE-STARTUP

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STABILIZATION

LONG-TERM GROWTH

## Growth Strategy: Long-Term Growth – Year 5+

**The CLT will focus long-term growth on continued management of a growing portfolio, support of homeowners, and pursuit of new development opportunities.**



Governance &  
Operations

**Continued review of budgetary and staff needs**



Real Estate  
Opportunities

**1-2 or development projects annually with development partners**



Partnerships

**Strengthened public and philanthropic partnerships and continued fundraising for operations and development**

PHASE 1:  
PRE-STARTUP

PHASE 2:  
STARTUP

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STABILIZATION

LONG-TERM GROWTH

# Immediate Priorities



## Growth Strategy: Immediate Priorities

**Immediate next steps for Northfield to advance its CLT vision are listed below:**



Governance &  
Operations

**Continue CLT training with HPD**

**Review and adapt precedent CLT agreements and templates**



Real Estate  
Opportunities

**Identify priority sites for acquisition**

**Engage with HPD, HCR, and civic landowners to identify site opportunities**



Partnerships

**Meet with community, philanthropic, and business partners to build support for the CLT**

# Appendix: HR&A Study Findings



# Appendix

## CLT Outreach



## CLT Outreach

**The main takeaways from existing CLTs were on sourcing low-cost acquisition opportunities, challenges during construction and ongoing operations, and funding sources.**

### Acquisition

- **City or State RFPs of land or property**
  - **Interboro's primary strategy**
- **Partnerships with land banks for foreclosure properties**
  - **Uniondale and Albany CLT's primary strategy**
- **Crowdsource opportunities from private owners**
  - **Tenants in the Bronx purchasing their building from the landlord with support from UHAB, Urban Homesteading Assistance Board, UHAB, and HPD.**

### Operations

- **Finding a good contractor is key to cost-effective and timely rehab projects.**
- **The ground lease with the homeowner is not a revenue generator for the CLT, rather a mechanism to stay engaged with the homeowners.**
- **Run by a small (1-3 FTEs) staff and supported by an active board (8-10 members)**

### Funding

**CLTs have funded projects through:**

- **City funds like HPD's Open Door**
  - **Actively working to expand support for CLTs**
- **State funds like HCR's AHOD**
- **Federal funds like HUD HOME**
- **CDFIs and impact investors like Enterprise Community Partners and Change Capital Fund**

**And operations through:**

- **Discretionary State funding**
- **Philanthropy (Citi)**
- **Nonprofit orgs like NYCCLI**

## CLT Outreach

# HR&A and Northfield met with 4 CLTs, 2 in New York City and 2 in New York State, each with different models and stages of operations.

CLT	Model	Acquisition Strategy	Funding Sources	Governance	Stage
Interboro	Partners with developers like Habitat for Humanity who acquire and develop the properties and then put them on the Interboro CLT to be managed.	All land acquisitions have been through city or state Requests for Proposals (RFPs) and are managed by the development partner	<ul style="list-style-type: none"> <li>State Funding: Received state funding in 2017 from the Attorney General in response to the foreclosure crisis.</li> <li>Philanthropy: Additional funding from Citi philanthropy.</li> <li>City Funding: Open Door for development and HomeFirst for down payment assistance</li> <li>Discounted Mortgages: Worked with the state to provide homeowners with discounted mortgages.</li> </ul>	Operates with a small staff, typically one full-time employee, and a board	Delivering its first project in partnership with Habitat in Southeast Queens, 16 modular homes
South Bronx	Mainly acquires land in the community to be preserved or repurposed for public use rather than specifically for homeownership.	Organizing crowdfunding and partnerships with local institutions to acquire vacant properties in the community.	<ul style="list-style-type: none"> <li>Crowdsourcing: Funded through grassroots efforts and crowdsourcing.</li> <li>Discretionary Funding: Received discretionary funding from NYCCLL</li> <li>Technical Assistance: Received technical assistance funding for staffing and redevelopment costs.</li> </ul>	Governance includes a board and a steering committee with monthly meetings and annual retreats	Acquired 1 vacant building and is working on redevelopment
Uniondale	Focuses on renovating distressed properties and incorporating them into the CLT	Acquires properties through foreclosure processes and partnerships with local banks	<ul style="list-style-type: none"> <li>HOME Funds: Relied heavily on HUD HOME funds.</li> <li>Local Grants: Received local grants and supplemented funding with outside fundraising.</li> <li>Loans: Obtained loans from local housing partnerships.</li> </ul>	Operates with a small staff and relies on volunteers	Rehabbed and sold 1 home so far
Albany	Focuses on purchasing distressed properties and rehabilitating them to incorporate them into the CLT, both homeownership and rental properties.  Scattered site, gut rehab	Acquires properties through foreclosure processes, state dispositions, and partnerships with local banks	<ul style="list-style-type: none"> <li>Rental Income: Part of annual income comes from rental properties owned by the CLT</li> <li>Federal, State, Local Programs: Utilizes various programs including HOME Funds, HCR Community Controlled Affordable Housing Program, and AHC Affordable Home Ownership Development Program (AHOD)</li> <li>CDFIs: Works with CDFIs for financing needs and has accessed capital magnet money.</li> </ul>	3.25 full-time equivalents (FTEs)	Has sold 45 properties and retained 60 within their rental portfolio.  Targets 2-3 gut rehab projects per year

# Appendix

# Market Opportunity







## Development Strategy

**There are multiple opportunities to increase the number of affordable homes on Staten Island – building on the work of other CLTs across New York City and State.**

Construction Type

### Home Type

	1- or 2- Family Homes	Multifamily Buildings
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**Each development strategy requires a unique approach to site acquisition.**

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	New Construction	<p><b>Given the cost of ground-up construction, new home development can only be feasible with publicly owned or otherwise donated land.</b></p> <p><b>There are ~300 non-protected, publicly-owned vacant lots in 1-2 family home neighborhoods in Staten Island, mostly Sandy-affected areas. The City <u>recently sold 24 such parcels</u> to an affordable housing developer for \$1 each.</b></p>	<p><b>There is a moderate availability of vacant private lots suitable for semi-attached homes or a small co-op building on the market (12 as of October 2024). But these sites are costly, ranging from \$2.5-\$5.0M.</b></p> <p><b>Public land disposition is likely the best opportunity for new construction to remain affordable. The recent <u>RFP for the Jersey Street site</u> is an example.</b></p>

## Market Opportunity: Acquisition Supply

**HR&A's research of opportunities on the market showed continuous availability of rehab opportunities of single- and two-family homes on Staten Island, especially concentrated on the North Shore.**

### Building Type

**All single-family and two-family homes on the market in Staten Island**

### Rehab-Ready Indicators\*

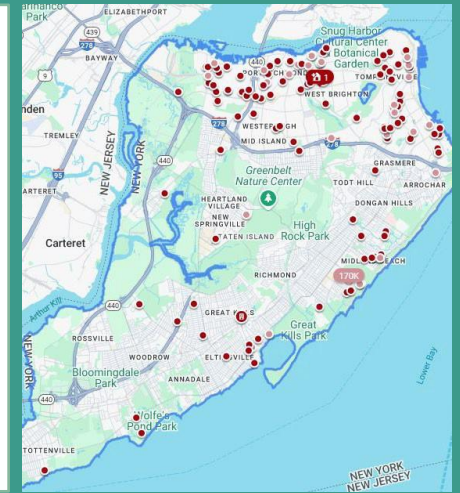
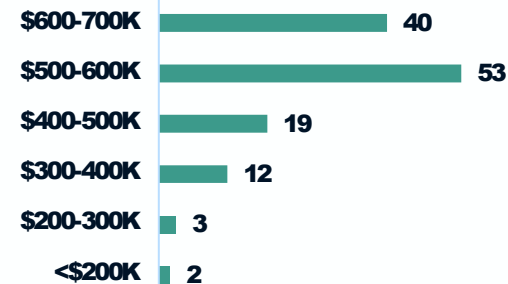
**Constructed before 2005**  
*Homes will require major repairs about every 15- 20 years.*

**Listing Price Below Median**  
*Median home price in Staten Island is \$650,000. It is unlikely for a rehab opportunity to be selling above the median.*

### On-market Opportunities

**129 Listings as of Oct. 2024**  
**Approximately 40 homes added per month,**  
**10 below \$500K sales price**

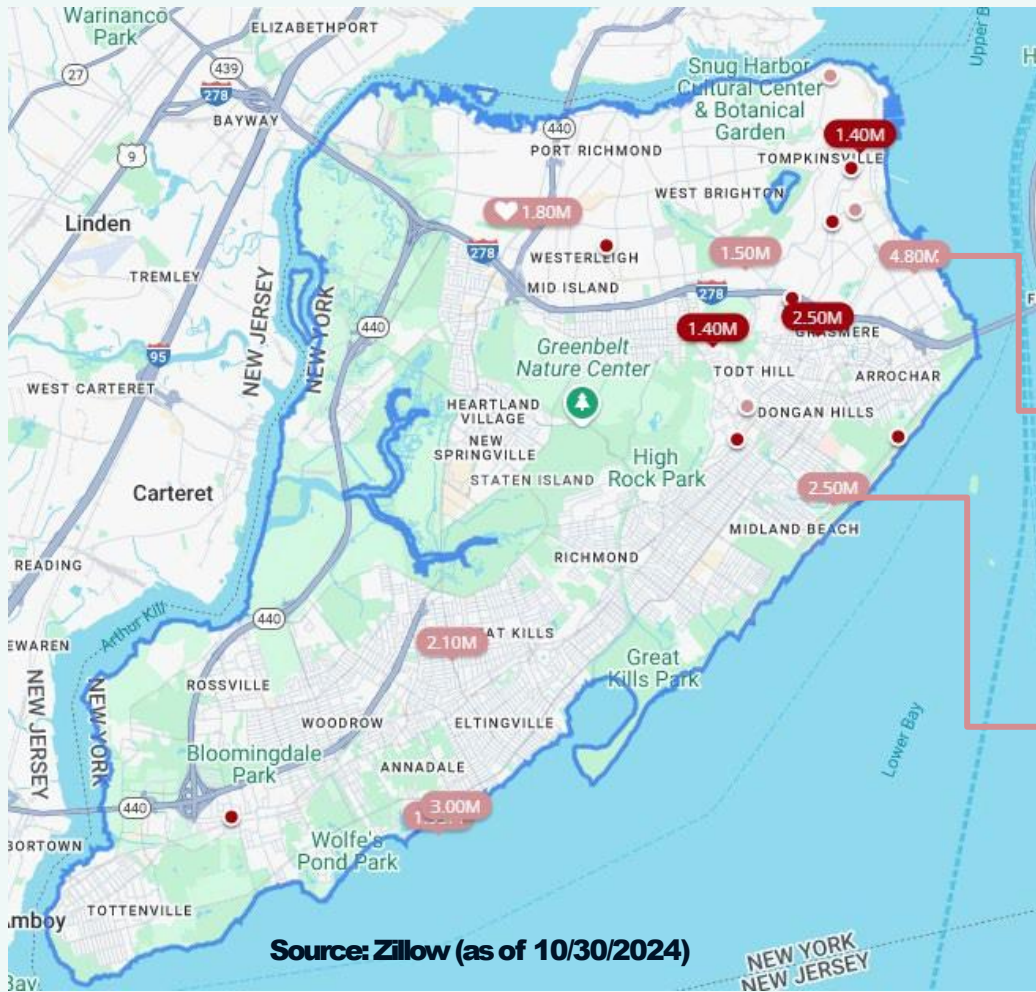
#### Listings Count by Sales Price



\*Listings require individual analysis to determine the building's condition and need for repairs, but other variables can be referenced to estimate the size of the potential rehab opportunity pool. Due to renovations and other unique factors, this estimate should be considered as the upper bound.

## Market Opportunity: Acquisition Supply

**A new construction approach is most suitable for a denser product, like townhomes or a condominium building, given the cost of ground-up development. Although expensive, there are some appropriate vacant lots for sale.**



Source: Zillow (as of 10/30/2024)

**Filtering for lots that could be suitable for a CLT, there are currently 12 lots for sale priced below \$5,000,000 and between 0.5 and 1.0 acres.**

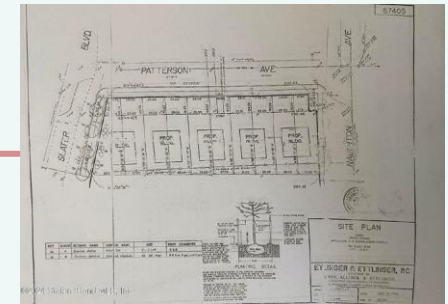
### Examples



**4 Winman Pl, Staten Island, NY 10305**

**0.61 acres, approved for 30 units and 24 parking spaces**

**Sales Price: \$4,799,000**



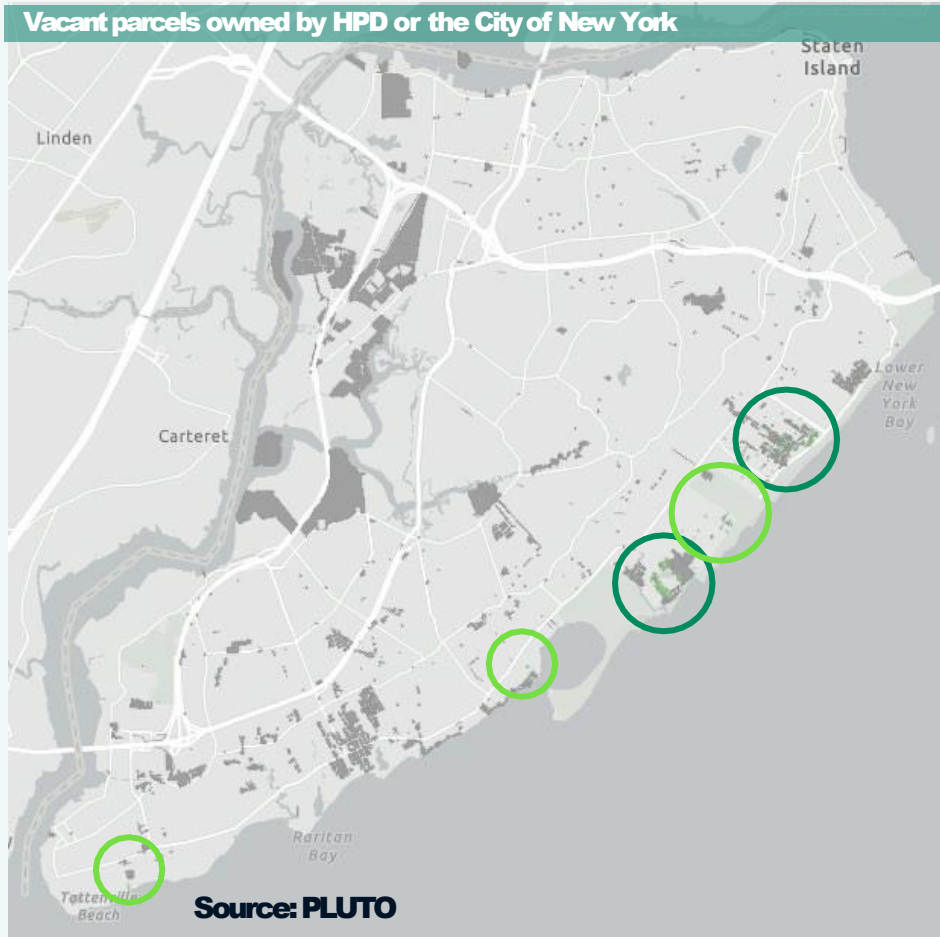
**0 Patterson Ave, Staten Island, NY 10306**

**0.51 acres, proposed 10 semi-attached homes**

**Sales Price: \$2,500,000**

## Market Opportunity: Acquisition Supply




**Many CLTshave been able to acquire vacant sites off-market or through partnerships with public entities, usually at a highly subsidized cost. However, there are few remaining publicly owned sites in Staten Island, most which are in previously Sandy-affected areas.**



**Potential Acquisition Opportunities**

**The City and HPD’s vacant land parcels have been repurposed for homeownership before.**

**The City recently sold 14 parcels acquired in the aftermath of Hurricane Sandy for \$1 each to an affordable housing developer.**

Potential Opportunities	Key	Number of Parcels
<b>City of New York</b>		<b>307</b>
<b>NYC Housing Preservation and Development (HPD)</b>		<b>26</b>
<b>Disposition Not Likely</b>		<b>2,500+</b>

## Market Opportunity: Acquisition Supply

**Vacant land owned by nonprofits and cultural institutions could also be acquisition opportunities. Opportunities for acquisition would need to be regularly tracked as nonprofits' land needs change.**

### Tax Exempt Vacant Sites

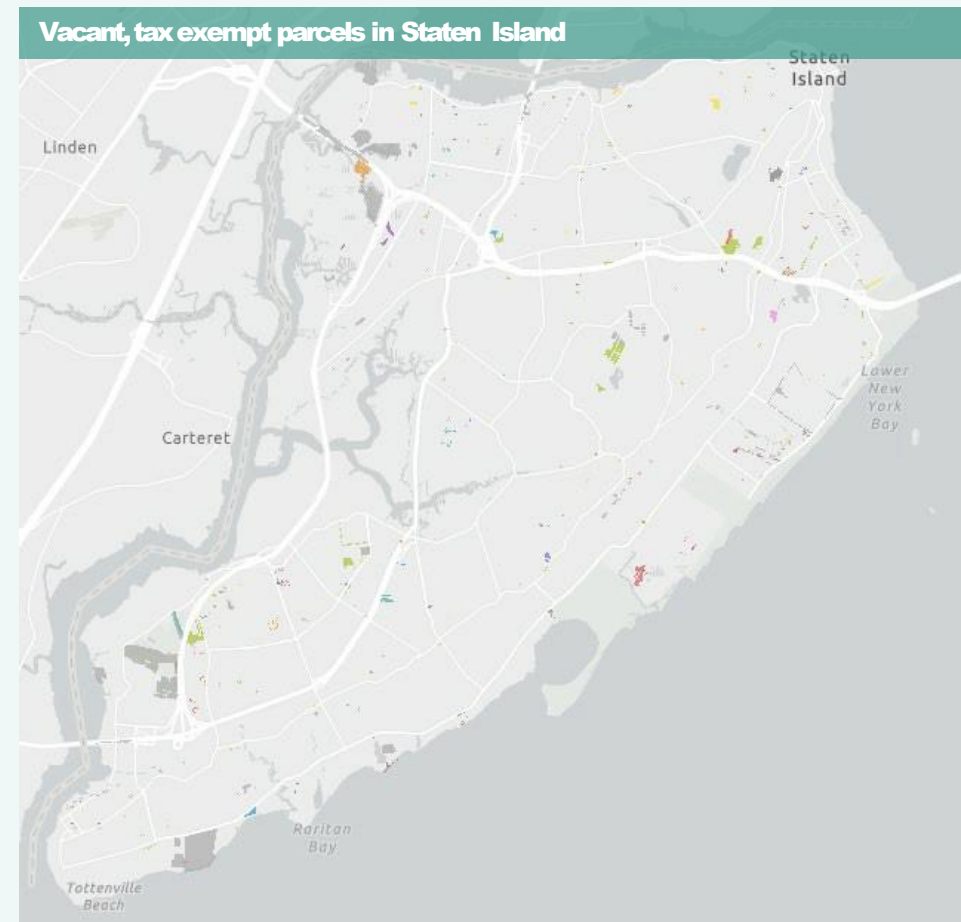
**There are over 870 vacant parcels on Staten Island that are tax exempt.**

**The largest owners of land include SIY Soccer League, The Nature Conservancy, Boy Scouts of America, Jewish Community Center of SI, and more, including many HOA organizations.**

### Disposition for Housing Development

**Recent opportunities for housing development include the closure of St. John's University's Staten Island campus. Housing is being considered for this space given its scale and zoning compatibility.**

Source: PLUTO



# Appendix

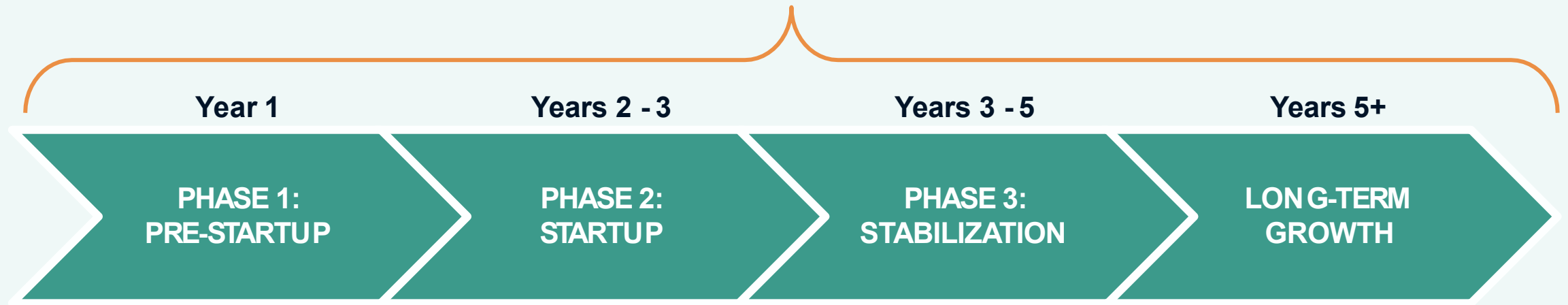
# Growth Strategy



## Strategic Roadmap | A Phased Approach

**The strategic roadmap aims to align Northfield LDC's capacity and goals with available real estate opportunities and funding resources.**

**Establishing a CLT will require a phased implementation plan centered on three areas of focus during each development phase.**



## Strategic Roadmap | A Phased Approach

**The success of the CLT will be driven largely by its governance and operations, successful pursuit of real estate opportunities, and nurture of partnerships to support its mission.**

### Governance & Operations



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**Provides a hierarchy to allow for efficiency in vision implementation**

### Real Estate Opportunities



**Identifies opportunities for real estate acquisition through RFPs, private sales, and donations**

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### Partnerships



**Engagement with community stakeholders to gain support for development projects**

**Visibility with public and private funders to increase likelihood of financial investments**

## Growth Strategy: Pre-Startup - Year 1

**Northfield LDC will lay the groundwork for the new CLT during Pre-Startup. This year will be dedicated to building partnerships, moving to incorporation, and identifying properties for acquisition.**



**Governance & Operations**

**Legal entity considerations, governing and operations structure**



**Real Estate Opportunities**

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**Partnerships**

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**PHASE 1:  
PRE-STARTUP**

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STABILIZATION**

**LONG-TERM GROWTH**

## Growth Strategy: Pre-Startup - Year 1

**During Year 1, Northfield LDC will prioritize CLT entity formation, define the governing structure, and delineate internal roles for operations.**

### CLT Formation and Operations

*Define the CLT's structure and prepare supporting documents. Documents can remain in draft form until a development opportunity is identified.*

- **501(c)(3) designation**
- **CLT bylaws**
- **State and local filing requirements**
- **Ground lease**
- **Resale formula**

### CLT Governing Board

*Identify responsibilities for the CLT's governing board based on bylaws.*

- **Recruitment of key board members (community leaders, housing advocates, financial expert, fundraising leads)**
- **Priority skills and characteristics needed (fundraising, real estate development, homeownership experience, etc.)**

### Staffing Plan

*Determine staff needs based on priority tasks, assign responsibilities based on the capacity of Northfield LDC.*

- **Real estate opportunities lead (identify properties, coordinate for potential acquisition)**
- **Partnerships lead (collaboration with local organizations and funders)**

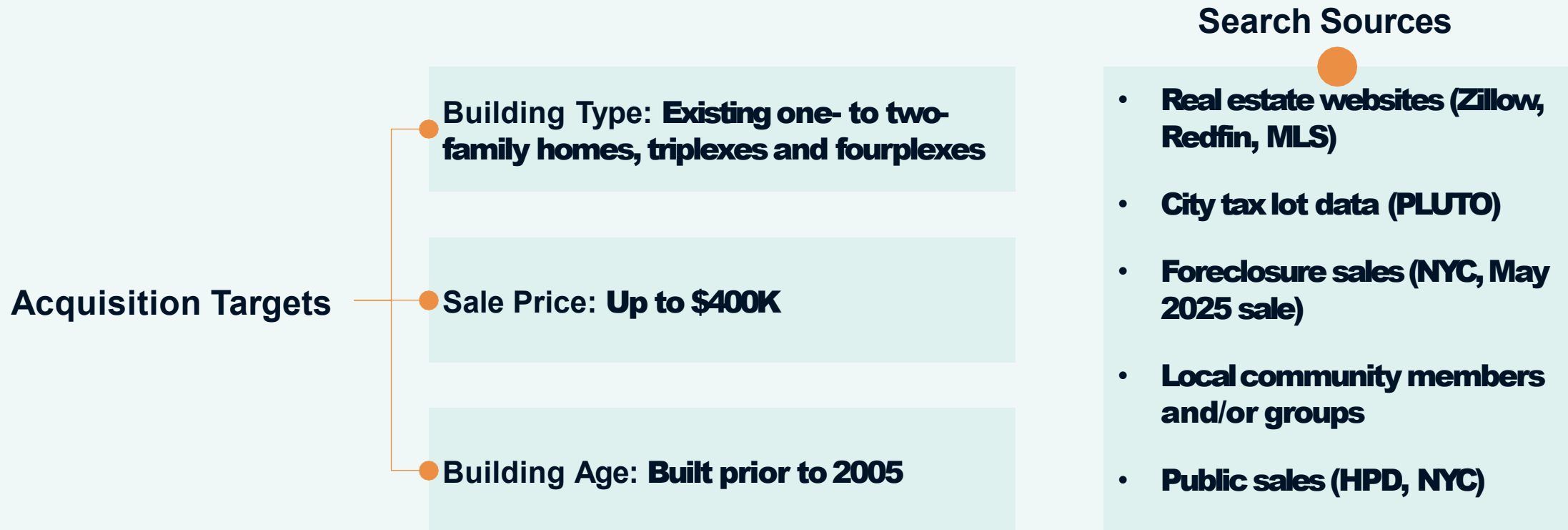


Governance &  
Operations

**Year 1 Outcomes: Legal entity defined, governing board identified, staff roles defined and operational**

## Growth Strategy: Pre-Startup - Year 1

**Northfield LDC will conduct a targeted search of feasible development opportunities. This search will prioritize rehab properties while identification of a feasible large-scale development opportunity continues.**



Real Estate Opportunities

**Year 1 Outcomes: Identification of 1 to 3 feasible acquisition targets.**

## Growth Strategy: Pre-Startup - Year 1

**At pre-startup, Northfield LDC will prioritize building relationships with local community stakeholders and potential funders.**

### Community Stakeholders

- **Local Partners: SI Borough President, St. John's University, neighborhood civic associations, borough faith groups, SI Legal Services**
- **Public Entities: NYCHPD, HCR, NYCHA, EDC**
- **CLT & Homeownership Network: NYCCLI, Interboro, Habitat for Humanity, MHANY, New Economy Project**

### Potential Funders

- **Public Entities: NYCHPD – Open Door and CLT program teams, HCR – AHOP, AHOD and other subsidy program teams, EDC**
- **Impact Investors: Wells Fargo, Citi Foundation, Change Capital Fund**
- **Local Partners: SI Borough President, SI University Hospital, NYCCLI**
- **Corporate Anchors: Amazon, Northfield Bank, Richmond County Savings Foundation**
- **CDFIs and Others: LISC, Enterprise, Nonprofit Finance Fund**



Public and  
Private  
Partnerships

**Year 1 Outcomes: Identification and ongoing conversations with 2-3 community partners and 3-5 potential funders.**

## Growth Strategy: Startup - Years 2-3

**The CLT will focus on securing seed capital for operations and undertaking its first rehab project, with support from Northfield on acquisition and construction.**



Governance &  
Operations

**Establish staff roles, operating budget, and network of advisors**



Real Estate  
Opportunities

**Acquire and rehab first property (or properties)**



Partnerships

**Secure operating funds and expand fundraising base**

PHASE 1:  
PRE-STARTUP

PHASE 2:  
STARTUP

PHASE 3:  
STABILIZATION

LONG-TERM GROWTH

## Growth Strategy: Startup - Year 2-3

**During Years 2-3, Northfield LDC will strengthen the CLT's ongoing operations to ensure it has the capacity to move forward with its first project.**

### CLT Staffing & Operations

*Refine and submit legal documents for operation, support ongoing CLT operations.*

- **Refine and submit legal documents for entity formation**
- **Ensure staff is qualified to support property identification and acquisition**
- **Ongoing identification and submission of RFPs for City- and State-owned properties**

### CLT Governing Board

*Ensure Board is fully staffed and active in decision-making.*

- **Board members are active through regularly scheduled meetings and strategy planning**
- **Board is involved in selection of properties considered for acquisition**
- **Board is involved in fundraising campaigns and partnerships**



Governance & Operations

**Year 2-3 Outcomes: Legal entity formalized, governing board operational, staff supporting fundraising and property acquisition**

## Growth Strategy: Startup - Year 2-3

**During Years 2-3, Northfield will have identified and secured one feasible development opportunity for rehab and sale through the CLT structure.**

### Project Development

- **Feasibility Analysis: Analyze feasibility of development accounting for acquisition price, construction costs, and maximum sales price**
- **Site Acquisition: Assess if a Purchase and Sale Agreement, Option to Purchase, As-Is Sale Agreement are best-suited**
- **Pre-Development Tasks: Coordinate project management, including design and engineering, environmental reviews, and financing agreements**
- **Development Tasks: Select a project contractor and oversee construction management**



Real Estate  
Opportunities

**Year 2-3 Outcomes: Identification, acquisition and redevelopment of one property.**

## Growth Strategy: Startup - Year 2-3

**At Startup, Northfield LDC will pursue and obtain public, private, and philanthropy funding for its first development project and to cover costs from ongoing CLT operations.**

**Potential sources of funds to support initial property acquisition and rehab.**

Public Subsidy Sources	Philanthropy & Impact Investors	Soft CDFI Loans & Grants	Local Initiatives
HPD Open Door	Ford Foundation	Enterprise Community Loan Fund	Fundraising
HCR Affordable Homeownership Opportunity Program (AHOP)	MacArthur Foundation	LISC Housing	Staten Island Borough President Funds
HCR Affordable Home Ownership Development Program (AHOD)	Citi Foundation		
HCR Community-Controlled Affordable Housing Program	Amazon, Northfield Bank, Richmond County Savings Foundation		
HCR Legacy City			



**Public and Private Partnerships**

**Year 2-3 Outcomes: Successful allocation of funding for development project.**

## Growth Strategy: Stabilization - Year 3-5

**During Years 3-5, Northfield LDC will sustain the CLT's ongoing operations to ensure it has the capacity to move forward with existing and new projects.**

### CLT Staffing & Operations

*Support ongoing CLT operations.*

- **Review key performance indications (KPIs)**
- **Ensure staff is qualified to support property identification and acquisition**
- **Ongoing identification and submission of RFPs for City- and State-owned properties**

### CLT Governing Board

*Ensure Board is active in decision-making.*

- **Board members are active through regularly scheduled meetings and strategy planning**
- **Board is involved in selection of properties considered for acquisition**
- **Board is involved in fundraising campaigns and partnerships**



Governance & Operations

**Year 2-3 Outcomes: Supportive governing board, staff actively involved in fundraising and property acquisition**

## Growth Strategy: Stabilization - Years 3-5

**The CLT will focus on growth, securing more properties and pursuing projects of increasing complexity, including with development partners.**



Governance &  
Operations

**Expand staffing and support initial homebuyer(s)**



Real Estate  
Opportunities

**Undertake acquisition/rehab of 2-3 additional properties and/or multifamily development with a development partner**



Partnerships

**Secure public and nonprofit partnerships to develop site pipeline; secure funding for operations and development**

PHASE 1:  
PRE-STARTUP

PHASE 2:  
STARTUP

PHASE 3:  
STABILIZATION

LONG-TERM GROWTH

## Growth Strategy: Stabilization - Year 3-5

**During Years 3-5, Northfield will be actively working on the construction and management of the initial property, as well as moving forward with additional acquisition opportunities.**



### Initial Property Rehab

- **Legal documents for homebuyer (land lease, re-sale agreement)**
- **Agreements for ongoing operations (real estate taxes, insurance, management fees)**
- **Identification of homebuyer and successful property sale**



### New Large-Scale Rehab/Development

- **Identification of private properties for large-scale redevelopment or successful RFP bids**
- **Identification and selection of development partner**



Real Estate Opportunities

**Year 3-5 Outcomes: Construction and sale of initial property, identification, acquisition and redevelopment of one to two new properties.**

## Growth Strategy: Stabilization - Year3-5

**At stabilization, Northfield LDC will continue to pursue and obtain public, private, and philanthropy funding for its first development project.**

**Potential public sources to support property acquisition and rehab.**

Program	Use Types	Max. Subsidy (per unit)	AMI Range	Developer Equity	Max Devel. Fee	Loan Interest
HPD Open Door	New Construction	\$190,000*	80-110%	5-10%	10%	0.3%
		\$165,000	110-130%			
HCR Affordable Homeownership Opportunity Program (AHOP)	New Construction or Adaptive Reuse 5+ units	\$200,000	80%	5%	12%	0.5%
		\$150,000	100%			
HCR Affordable Home Ownership Development Program (AHOD)	New Construction, Acquisition, Rehab 1-4 units	\$75,000	60-110%	5-10%		-
HCR Community-Controlled Affordable Housing Program	Pre-Development	\$50,000				-
HCR Legacy City	Rehab 1-3 units	\$200,000	80%	5%	15%	0.5%



Public and Private Partnerships

**Year 2-3 Outcomes: Successful allocation of funding for development project.**

## Growth Strategy: Long-Term Growth – Year 5+

**The CLT will focus long-term growth on continued management of a growing portfolio, support of homeowners, and pursuit of new development opportunities.**



Governance & Operations

**Continued review of budgetary and staff needs**



Real Estate Opportunities

**1-2 or development projects annually with development partners**



Partnerships

**Strengthened public and philanthropic partnerships and continued fundraising for operations and development**

PHASE 1:  
PRE-STARTUP

PHASE 2:  
STARTUP

PHASE 3:  
STABILIZATION

LONG-TERM GROWTH