



December 27, 2022

TO: The City of Winston-Salem

FROM: Self-Help Ventures Fund

RE: Redevelopment of Historic 1007 Marshall Street Property

The Self-Help Real Estate Team is supportive of the Marshall Street Project and interested in joining Cross Street Partners and the City of Winston-Salem on the redevelopment of the underutilized former Camel Coach Company and Bahnson buildings on the south side of Winston-Salem. We believe this project aligns with Self-Help's mission to create and protect economic opportunity for all. As envisioned, the redevelopment will bring reinvestment to a distressed census tract, improving healthy food access and providing space for low barrier-to-entry entrepreneurship in food through commercial kitchen access. This benefit, as well as other commercial spaces with high local economic impact, supporting innovation, healthy food systems, and the arts, are why Self-Help is considering making the 2-phase Marshall Street redevelopment our organization's first real estate investment in Winston-Salem.

About Self-Help

The Self-Help Ventures Fund is a member of the Center for Community Self-Help family of nonprofit organizations dedicated to economic opportunity for all. In addition to the Ventures Fund, under the Center's umbrella are included member-owned Self-Help State and Federal Credit Unions and the Center for Responsible Lending, a national nonpartisan research and policy organization dedicated to protecting homeownership and family wealth by eliminating abusive financial practices. In addition to being a community development lender as a registered CDFI, the Ventures Fund has 25 years of experience developing and managing a variety of real estate projects across the country. Self-Help has a particular expertise in utilizing tax credit financing and other subsidized equity and debt structures to put historic properties back into productive community and economic use, with a particular focus on communities and business owners that face current and historic exclusion from financial opportunity.

Partnership on the Marshall Street Redevelopment

While negotiations are ongoing, Self-Help has proposed entering into a joint venture as a member of the development entity alongside Cross Street Partners and its partners Beta Verde and Good Stuff LLC. Conversations regarding this project have been occurring between Self-Help and Cross Street for the better part of a year and we hope to solidify this partnership in early 2023. Self-Help is interested in playing a development role in 1007 Marshall St and providing necessary support, including, predevelopment financing, project management, assistance in securing tax credit investment as well as bridge and permanent financing, and construction oversight and administration.



Ownership & Economic Opportunity for All

Project Outcomes

Self-Help believes in the vision for the project, one that includes a number of uses, activities, and amenities that will support this neighborhood and have positive systemic effects in the wider surrounding region. The project will include new commercial space for the nationally recognized Cobblestone Farmer's Market, as well as space for new retail, business innovation, events, and the arts. We believe Marshall Street will include significant temporary job creation and is expected to create 400 permanent jobs between the two phases. Once redeveloped, the site will enhance healthy food access, the Winston-Salem Shared Kitchen will lower barriers for food entrepreneurs and the growth of small food-based businesses, in addition to saving and repurposing some of the historic fabric of the City and connecting a vibrant new business hub to the existing amenity of the Strollway.

Critical Support from the City of Winston-Salem

None of this will be possible without the \$2 million in public financing from the City of Winston-Salem, a crucial piece in leveraging multimillion dollar tax credit equity investments. These public funds make the \$14 million redevelopment of 1007 Marshall Street feasible, which in turn will open the door to bringing a \$24 million investment project to this neighborhood with phase 2 at 1001 Marshall. This City support is particularly important as market pressures leave many similar projects stalled in the face of shifts in the financial market and ongoing increases in the cost of construction.

The Self-Help Real Estate team is excited for this opportunity to invest in a catalytic project in Winston-Salem and create opportunities, particularly for low-wealth members of the community, to access healthy food, entrepreneurship, and workforce opportunities.

Sincerely,

Dan Levine
Director of Real Estate
Self-Help Real Estate Team