

McMillan Coalition for Sustainable Agriculture
1231 Randolph Street, NE – Washington, DC 20017

APPENDIX B.2

MCSA Organization Partners

**Microventures Support, Inc.
The Family Fish Farms Network, Inc.
& Green Ivy City Alliance**



Executive Summary

The Family Fish Farms Network, Inc.

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We eliminate pollution, save millions of gallons of fresh water, cut the carbon footprint, support community economic development, create NEW decent green jobs, and grow healthy natural local food.

The Company's Competitive Advantage -The Family Fish Farm Network (FFFN) will become the first aquaponics company to bring commercially competitive local farming, and fish production to cities around the country and around the world. We intend to build 400 urban aquaponic farms in the inner cities across the country. The Company's proprietary technology will reduce costs and boost profits while also eliminating the need for fertilizer, reducing the need for water, using vertical farming, and making agriculture no longer dependent on the extremes of the weather. The Company seeks to raise \$ 5 Million if Private Equity.

The Need - There is a significant demand for locally grown, nutrition dense food. A recent study by Karp Associates found an over \$3 million pent up demand for local food in one Midwestern city alone. In addition, millions of Americans are without access to fresh food, living in food deserts in the inner cities.

The Technology - Aquaponics is a re-circulating growing system. In our model fish and vegetables are grown in adjacent tanks. The filtered effluent of the fish provides the basic nutrients necessary for the plants, therefore eliminating nitrate fertilizer from the environment. The plants extract nutrients and filter the fish effluent, which is then bio filtered and returned as clean water to the fish. FFFN has developed proprietary technology and processes that radically improve the productivity of urban farming yields. These improved technologies and processes are widely applicable and will be employed to grow seafood, vegetables, and mushrooms.

The Company has developed a unique growing system that can produce year-round, high-profit specialty crops. The seafood, vegetables, mushrooms and other produce are free from all antibiotics, growth hormones and animal protein based fish feed. Our process is environmentally friendly.

Business Model- Our company will achieve local, regional, and finally, national distribution through progressive deployment of a hub and spoke system. In our model all production will be 'local food.' We will build 'hubs' in the population centers and expand our spokes on the outskirts (10-50 miles) from the hub. Each hub will support between 3 to 5 spokes depending upon individual market demographics and consumer demand. This approach provides for maximum flexibility to market demand, food security, and also provides for redundancy in the production system in case of crop failure, or other unforeseen events.

- Create an aggressive corporate branding program
- Grow in the cities and surrounding areas where the demand exists;
- Produce and sell on a 12 month basis;
- Employ a distributive production model ensuring flexible response to consumer demand;
- Introduce efficient production automation to reduce costs and assure quality;
- Invest heavily in training a high performance workforce.



Current Status - We have a commitment for a \$400,000 investment along with co-location of our first production facility, through a collaborative marketing partnership with ProFish, Inc, a \$50 million dollar regional distributor of seafood in the mid-Atlantic region. Virtually all of their customers are likely prospects for our fish and vegetables. This assures initial market penetration, sales, and distribution.



The ProFish relationship is symbiotic in that we provide them with a production capacity enabling them to control the timing and guarantee delivery during the off seasons for time sensitive micro greens, herbs, and other highly prized herbs and vegetables further solidifying their relationship with their existing customer base. As an internal customer, ProFish provides FFFN with a built-in market with sales and a local distribution network, assuring uptake of our production capacity from the very first day of operations. We also have a commitment from Bon Appetit Management, Inc., a national sustainable food company that provides food to companies and colleges and universities to buy any of our products. From the onset, all the food that that we sell has a virtually guaranteed market.



Competitive Advantages

- **Fresh Local Food** - Our ability to deliver fresh (not frozen, not days, but hours from market) fresh local food on a 12 month basis with price stability and predictable availability is a major market advantage. Coupled with our partner's existing and extensive sales and distribution network, we can sell virtually everything we can grow from adjacent to our proposed first site.
- **Vertical Growing** - We grow in urban environments utilizing existing outmoded former industrial buildings. To control ambient lighting and maximize growth potential a vertical growing model with movable racks and LED lighting optimizes production. We can grow four to five times the production of a similar sized greenhouse.
- **Proprietary Technology** - We have confirmation of the unique process strategies we have developed. Bellis & Katz, patent attorneys, have reviewed our concept and found a strong likelihood that patentable technology exists.
- **Distributive Production** - As we plan to expand locally, regionally, and nationally using our hub and spoke method, all food production will be local. All production will be local as will all deliveries. The redundancy built into the system assures a wide range of product delivered at the most cost effective price point and the freshest possible nutritional content.
- **Branding Program** - Essential to the success of a distributive system is universal high quality and effective management of the corporate brand. This includes all aspects of the company's public face -- our image, the conduct of our business with our customers and vendors and suppliers, and in all media, as we envision our environmental and social policies as assets of the corporation and to proceed so as to identify our company with those attributes. These are the elements that support ever-growing customer identification with, and demand for, the Family Fish Farm product.
- **Sales & Local Distribution** - Our ProFish partner brings extensive sales and distribution capability including a proprietary CRM and customer engagement process that has enabled them to dominate the market in the mid Atlantic region.





Strategic Plan

The first phase will be the construction of a demonstration unit. Upon full funding, this is followed as soon as possible with a full-scale operation together with training facilities and development capacity in the DC area. This will be followed by the construction of a network of units near urban centers in the USA. In the first 5 years the network will be expanded to 40 units, and it is on this basis that the financial projections are presented. Over a period of 10 years it is planned to expand to a network of 400 units.

There is also a huge potential internationally, particularly in countries that have limited or polluted water.

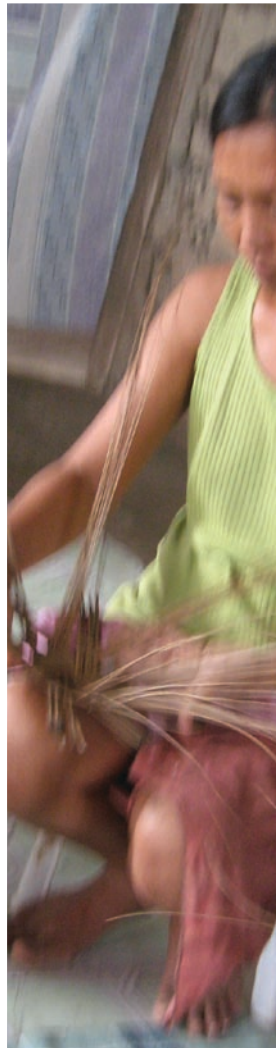
Financial Projections - In the fifth year, the financial projections based on 40 units at the end of five years show revenues of \$334 million, gross margin of \$121 million, EBITDA of \$77 million and profit after tax of \$39 million ROI as shown in the following table:

CONSOLIDATED FINANCIAL POSITION						
	Year 1	Year 2	Year 3	Year 4	Year 5	
	All figures in US\$ except where noted					
Profit and Loss Account Summary						
Revenues	\$4,919,000	\$36,200,000	\$101,866,000	\$195,948,000	\$334,068,000	
Gross Margin	890,000	7,737,000	28,723,000	59,975,000	121,314,000	
EBITDA	81,000	2,909,000	16,514,000	35,210,000	77,349,000	
EBIT	-96,000	1,726,000	13,701,000	29,850,000	68,618,000	
Profit after tax	-326,000	-492,000	6,638,000	15,049,000	39,141,000	
Balance Sheet Summary						
Net Fixed Assets	3,328,000	21,504,000	38,105,000	71,619,000	102,066,000	
Working capital less cash	999,000	5,991,000	12,223,000	23,236,000	36,383,000	
Assets deployed	4,327,000	27,495,000	50,328,000	94,855,000	138,449,000	
Retained earnings	-326,000	-567,000	6,077,000	21,132,000	60,285,000	
Financing	5,400,000	35,400,000	65,400,000	125,400,000	185,400,000	
Cash position	1,055,000	8,494,000	23,855,000	56,785,000	115,469,000	

A fully evolved formal business plan and detailed financial pro forma with subsidiary schedules and assumptions is also available.

A TRANSFORMATIVE MODEL FOR SOCIALLY RESPONSIBLE VENTURE INVESTMENT

A Position Paper



“...policies should consider not only aggregate economic impact but also the distribution of employment. **Socially responsible venture** capital and microcredit initiatives can foster employment-generating businesses that complement the local culture and environment”

PURPOSE OF DOCUMENT

Our purpose in publishing this is to present our vision of the future of the microfinance sector, and to argue that we believe a new and more effective transformative model of microfinance is needed.

This is what we believe, and this is where we intend to direct our energy and resources.

MISSION

MicroVenture Support (MVS) addresses the issue of global poverty through innovative and cooperative application of strategic investment, hands-on operating support, and engagement of capital markets. MVS develops the business management capacity of all microentrepreneur partners, and then invests time, expertise and capital in select microbusinesses. We support and invest in those microenterprises that have the potential to grow into sustainable¹, profitable enterprises.

GUIDING PRINCIPLES

MVS adheres to the tenets of the triple bottom line.²

1. Socially Responsible
2. Environmentally Sound
3. Economically Viable

Each partner enterprise will practice these elements of ethical conduct. In order to assure an end to the cycle of economic oppression, and in affirmation of the dignity of all who labor in the enterprise. (see addendum)

MVS offers its investors and partners the opportunity to participate in a “double bottom line”³ venture, where success is measured both by financial return and the social benefits realized.

1 “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” Brundtland Commission, United Nations, 1987

2 John Elkington, “Cannibals With Forks, The Triple Bottom Line of the 21st Century,” New Society Publishers, 1998

3 Drew Tulchin, “Microfinance and the Double Bottom Line,” BYU 7th Microenterprise Conference

Microfinance has spawned a revolution in global finance, and moved millions out of poverty. As of 2007, microfinance reaches at least 77 million borrowers, with US\$17B in loans.⁴ We believe that the model used by the Microfinance Institutions (MFI) presents an opportunity to expand the present schema of lending to the poor. Microcredit effectively serves the sustainable capital needs of 90% of the borrowers. There is another 10% who, if provided adequate support, could grow their microenterprises to provide a greater level of market impact and jobs creation in the community.

We see a gap in the service delivery of the MFI. This gap is caused in part by the lending mindset that drives the MFI to a rapidly expanding portfolio, while keeping the growth of service costs to a minimum. This imperative, coupled with the profit motive, limits the breadth of services available to the borrower. In order to optimize these small business enterprises, the proprietors need to acquire the management skills necessary to grow and run a business, and a long-term capital resource to fund that growth. We see our resources as additive, not competitive, with the MFI. We act as partners in the economic development cycle.

“We are Investors, not Lenders”

MicroVenture Support’s transformative model integrates microcredit into a comprehensive, community-based solution. It expands the set of resources: both expertise and capital are provided, and support the economic engine necessary to a sustainable community. The principal difference between the traditional MFI and MVS is that we are investors, not lenders. MVS supports the sustainability and growth of the fledgling borrowers, providing our venture partners with the knowledge, skill, counseling, mentoring and expertise unavailable through most MFI’s.

Finally, although we are venture investors, we seek achievement of a larger social mission. This mission is the universal human need for social justice. The path to social justice⁵ leads us to the individual’s right to the dignity of productive work, and, through honest labor, to the preservation of the family and to the community at large. Achievement of these goals secures economic stability, for without economic justice, social justice has diminished value. Our venture investments are directed to the creation of a just and prosperous community, in which jobs are available and where human dignity is supported and thrives.

⁴ Micro Capital, The Role of International Capital Markets in Microfinance, January, 2008

⁵ Encyclical Rerum Novarum of Leo XIII, 15 May 1891

GLOBAL POVERTY: Our Mutual Enemy

Rationale

Approximately half of the people on this planet can be described as “poor.”⁶ Each year more than 8 million people around the world die because they are too poor to stay alive. Over 1 billion—1 in 6 people around the world—live in extreme poverty, defined as living on less than \$1 a day. Indeed, most of us are all too familiar with these statistics.

Causes of Poverty

Poverty has a broad range of causes: political instability, structural governmental policies, corruption, environmental matters, global economic conditions, etc., both generic and specific. In fact, the causes of poverty are both diffuse and manifest.

The Global Development Research Center summarizes the generic causes of poverty as follows:

- Inadequate non-poverty employment opportunities
- Inadequate overall demand
- Low national income

Solutions

It appears as if every NGO and think tank from The Brookings Institution and World Bank to OxFam and World Vision has one or more solution strategies. Even a cursory review of the literature will produce dozens of reports and white papers that address the poverty issue and posit solutions. Since poverty can have so many causative factors, organizations are faced with addressing those factors that are within their expertise. Lacking a thorough understanding of the cause of poverty, one often ends up addressing the symptoms instead, sometimes with deleterious effect. The history of anti-poverty interventions is replete with good intentions and less than exemplary results, and often unintended consequences of otherwise well intended efforts. For example: food dumping (or, donations) often causes problems with local domestic production and demand. The results of largess can sometimes be negative and even detrimental.

Given the many causes of poverty, whatever strategy one chooses, there is the potential problem of other issues intervening and, of course, the possibility of adverse unintended results. However, if we increase the per capita income of the poor, if the poor have more income, through the creation of commercially viable enterprise and resulting increases in employment, certainly we are taking a step in the right direction. It is our belief that the creation of a profitable business through the provision of both capital and human capacity enhancement can have a direct impact on one of the primary causes of poverty: *inadequate employment opportunities.*

6 The End of Poverty, Dr Jeffrey Sachs, World Bank; UN, 2005

In her now famous book of the same name, Hillary Clinton says that “*it takes a village*” to raise a child. We believe that it takes a community to raise up and support a family, and that without a firm economic base, a community will not thrive. Any development strategy that ignores the community will have limited long-term results. The micro-finance movement seeks to end poverty one family at a time. Our intention is to move the dialog forward and to address poverty through *community* economic development. We will build communities one business at a time. As the microfinance movement advances the individual to support the family, MicroVenture Support advances the business to support the community.

The MVS Approach

Our locus of interest lies on the far side of micro-lending. The MFI provides sustenance lending to family run businesses, with the goal of leveraging them out of poverty. We are looking to those businesses that have the potential to grow outside of the family, and provide gainful employment to the larger community. Community-based employment enables community-based resources. Economic empowerment leads to social and political empowerment. Lacking a commercial infrastructure, social and cultural bonds are difficult to maintain.

When people have gainful employment, they do not have to spend all of their waking hours in search of food. When one can move above Mazlow’s⁷ survival stage, the path to self-actualization is opened, with the opportunity for leisure⁸ being essential to one’s life. Our mission is to address the pernicious problem of poverty through the creation of successful, growing commercial enterprises, that will provide a secure base of employment and then, through this economic engine, the establishment of a prosperous and sustainable community.

7 Abraham Mazlow, *Motivation and Personality*, Harpers, 1954

8 Aristotle, *Ethics*, Book II

MICROFINANCE TO MICROVENTURE: Extending the Linkages

Specific Strategy

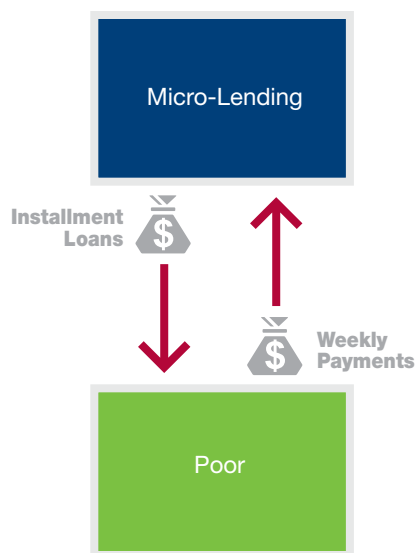
We see a broad-spectrum effort that employs not one, but three strategic modalities. These are:

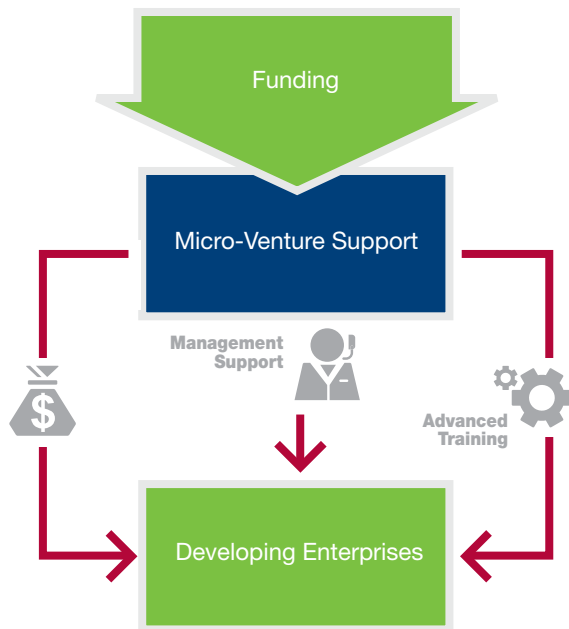
1. MicroFinance
2. MicroVenture Development
3. MicroVenture Creation & Support

Microfinance is a crucial first step in the alleviation of poverty through micro-entrepreneurship. We believe that it is time to extend that model to a more committed and involved experience for those who have the ability and desire to expand and grow their enterprise. Our argument is a simple one. The MFI is a lending institution. It makes many, many, small loans, and cannot reasonably afford to provide the personal and involved effort needed to identify and support the most promising. Once a loan is made, the MFI is rewarded by making more small loans, and not by providing time and resource intensive support. The MFI model was created to address the needs of the poorest of the poor. It is focused upon making sustenance loans and alleviating financial pressures on poor families, not for creating value and supporting a growing business enterprise.

We partner with MFIs; this relationship is critical to our success, and to our goal of developing profitable, sustainable businesses that will grow the community. The candidates for the ventures that we describe below will largely come from the pool of MFI borrowers, and will be identified by loan officers and management of the MFI as the borrowers who have potential to develop a business as an ongoing concern. These entrepreneurs will have gone through the business management training that the MFI offers, with our assistance if need be, and will have shown their willingness to implement their lessons learned, and the skill to use them, to help their businesses succeed. This approach will *democratize* the selection process, so that we are not helping only those entrepreneurs who already have the skills and training to succeed.

Both MVS and the MFIs have the same ultimate goal of poverty alleviation. Our focus simply differs. While the MFI serves the individual family, our effort focuses upon the enterprise as a potential economic engine of a community. Our motto: “Building communities, one business at a time.”



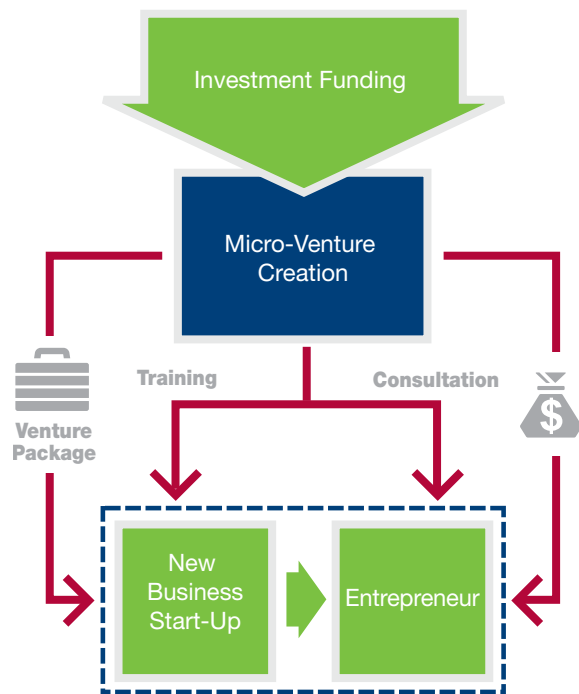


We are not lenders. We are investors. We believe this is a critical distinction, and fundamentally changes the dynamic. Our clients are not borrowers who make payments. The client business is a partner in whom we have an investment, and a vested interest. We are not looking for payments each week, but the achievement of development goals that will improve and enhance our *investment*. Our model for investment is a partner-centric, performance enhancement approach. It is also designed to maximize control of the investment asset. This is accomplished by a well planned and structured selection process coupled to an aggressive staff development, mentoring, and consulting program. Our selection process operates on several levels. Performance evaluation and intervention points are predetermined, with objective measurement and evaluation criteria that are both culturally balanced and fiscally responsible. Rational and appropriate application of technology, and effective feedback mechanisms, provide real-time information on performance.

APPROPRIATE APPLICATION OF TECHNOLOGY

Conventional wisdom says that for most people who live in low resource environments, technology is inappropriate and that one needs to walk before one runs. This is simply not true. Technology is a tool that can enable people to perform useful work more effectively and efficiently. The cell phone is a clear example of a high technology product that has had enormous success and impact in the developing world. The appropriate use of technology, along with effective training, enables a fledgling enterprise to leapfrog conventional methods and move to a higher and more effective operating level.

Our intention is to apply this to practice, and to use technology to manage and monitor each of our partner's businesses where ever possible. Where feasible, we will support our partners with accounting, inventory management, distribution and other aspects of business management and control.



Due to a lack of investment capital and general economic stagnation, many developing nations have an excess of educated and talented people who eventually leave the country to provide opportunity for themselves and their families. In fact, there are often educated people with ability who would be suited to enterprise management if they had the opportunity and resources to engage in such commercial ventures. In Cameroon, West Africa, one of our development partners has scores of university educated people trained in the fundamentals of entrepreneurship, who have no hope of starting a business for lack of markets, capital, and specific expertise. The situation is not uncommon in developing countries. To address this and other similar situations where human capacity exists, but opportunity is missing, we have designed the third level of commercial opportunity: MicroVenture Creation.

Where no business exists, we have a franchise model for new business creation. Essentially a “business-in-a-box,” microventure creation employs a standard set of policies, processes, and procedures that can be implemented by novice management, with the initial support of our team. One example is “Barefoot Power⁹,” an environmentally sustainable power generation model, that markedly reduces kerosene consumption while providing a basic living for the proprietor. Another venture creation opportunity is “GrowFish¹⁰,” an integrated hybrid aquaculture/hydroponics and truck farm concept that has been successfully tested by the U.N. in a variety of low resource environments. The effluent of the aquaculture provides the fertilizer for the vegetable farm. The farm provides high-quality protein for the village and a cash crop of vegetables for the village to sell in the marketplace. It is our intention to package both of these commercial enterprises using the franchise training method, and apply them to our overall community economic development plan.

These three development strategies form the basis of our overall transformative model. It is a four-tier approach that ties microlending into microventures, and provides a realistic linking mechanism from the MFI to MicroVenture, to Commercial Banking, and even to Global Capital Markets. This approach forms the foundation of our Transformative MicroVenture Model.

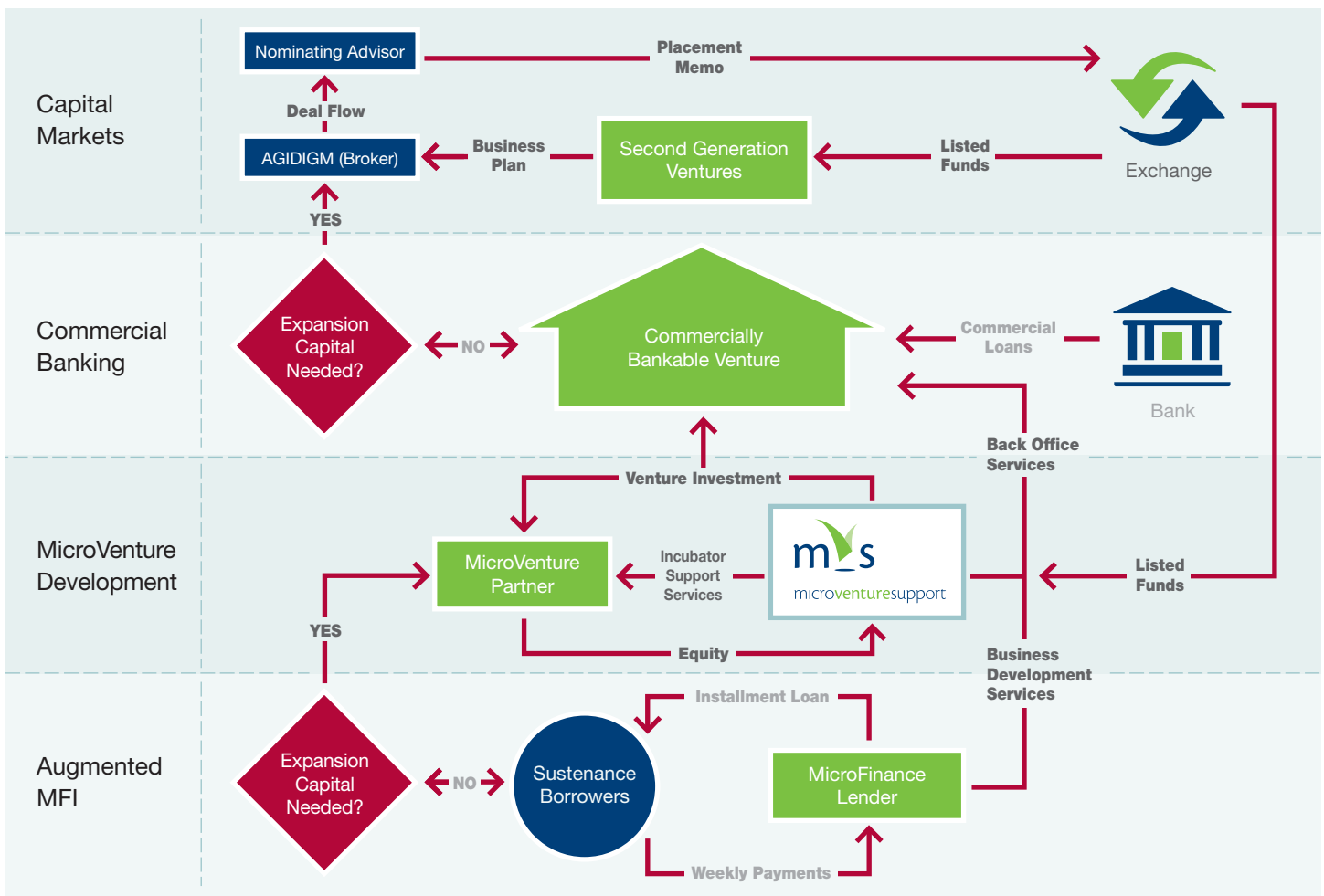
⁹ <http://www.barefootpower.com/>

¹⁰ <http://www.growfish.com/>

A TRANSFORMATIVE MODEL FOR MICROFINANCE

This model reflects a growing sense within the greater Microfinance community that it is time to expand the outreach effort, to refocus upon the success of the borrower, and to recognize that the expansion of human capacity is as necessary as capital credit in the larger MFI equation. In fact, within the borrower community knowledge assets may even be more important than capital assets.

TRANSFORMATIVE MICRO FINANCE MODEL



Augmented MFI

This is the traditional MFI providing lending to the poor and unbankable. Approximately 90% of these borrowers are sustenance businesses. The MFI lending effects marked improvement in the family's life. Our transformative model begins by partnering with the MFI, through whose auspices MicroVenture Support enables an expanded suite of business development services (BDS) services, while keeping MFI operating costs to a minimum.

MicroVenture Development

In partnership with a local MFI, and through our free and ongoing BDS support to their borrowers, MVS identifies promising entrepreneurs with an interest in growing their businesses. MVS establishes an economic partnership that permits us to consult, mentor, educate, and invest in these microenterprises. Our mentoring and investment model extends and enhances the partner's human capacity, building new expertise and capabilities.

Commercial Banking

Whenever the partner reaches the stage of economic stability where it can qualify to participate in the commercial banking system, MVS continues to mentor and support the partner until they can stand alone and do not need further assistance. This is the goal of MVS: the creation of independent, sustainable businesses, operating on their own, creating jobs in the community, and operating with an established management team.

Capital Markets

Only a very few microenterprises will ever reach the capital markets level. Successful attainment of this level will be an economic miracle equal to the Grameen Bank's elevation of illiterate village women to the board of an international bank. Still, we are certain it will happen; but without this ladder of opportunity, without the mentoring, education, and capacity development of MVS' transformative model, such accomplishments will only remain dreams.

It is important to note that we are a microventure development and support organization, with a primary focus on community economic development through the creation and support of a viable commercial infrastructure. This means investment in local microenterprises that will provide jobs and sustainable community development. However, the critical distinction is that *we are not lenders, we are investors.*

Microventure investment is not revolutionary, nor is it without precedent in the burgeoning microfinance sector. What is unique and innovative is the manner in which we seek to advance and empower the enterprise, not merely as a means to personal enrichment of the principals, but as a means to leverage the community. The provision of capital is a key resource, but more important is the need for knowledge and skill. Our focus upon human capacity development and the level of training and mentoring devoted to the management team is not commonly part of the traditional venture management paradigm.

Finally, we believe that the Venture Management Process Model we have developed gives us far greater control over the operational and financial outcomes than has, up to now, been possible in conventional Venture Capital engagements. This provides our client partners with an unprecedented advantage in the commercial and capital markets.

ADDENDUM

An explanation of Justice Based Management™

Justice Based Management combines the principles of equity (justice and ownership) with principles of efficiency, to raise the performance of an enterprise and its workers to their highest potential, in order to better serve their customers and other stakeholders. Instead of tapping into the wisdom, knowledge and creativity of only a few, the new system would recognize the advantages of drawing out and combining the wisdom, knowledge and creativity of every worker. Some of the most progressive private sector firms have begun to implement successful new approaches for motivating workers, improving productivity and quality, facilitating changes and maintaining continuity in their organization's culture. One comprehensive approach, developed by the Center for Economic and Social Justice (CESJ) in Arlington, Virginia, is called "Justice-Based Management."



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A Position Paper



microventure support

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Building Strong Communities, One Business at a Time



Presents:

The Sustainable Eco Campus

By

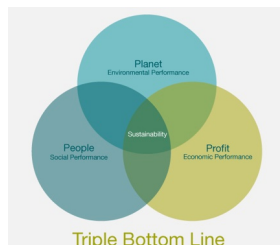
Gloria Wyche-Moore, Ph.D. & Jerome J. Peloquin

The Triple Bottom Line
People, Planet, & Profit

Wikipedia Definition

People, planet and profit" succinctly describes the triple bottom line and the goal of [sustainability](#). John Elkington coined the term Triple Bottom Line in 1995. The concept of TBL demands that a company's responsibility lies with [stakeholders](#) rather than [shareholders](#). In this case, "stakeholders" refers to anyone who is influenced, either directly or indirectly, by the actions of the firm. According to the [stakeholder theory](#), the business entity should be used as a vehicle for coordinating stakeholder interests, instead of maximizing shareholder (owner) profit.

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microventure support



National Headquarters, Demonstration, and Workforce Development Center
of
The Family Fish Farms Network, Inc.
An Employee Owned, linked Network of 400 Urban Aquaponic Farms



Executive Overview

Ivy City is a blighted, often ignored, section of Washington, DC. A major commercial development effort is about to change Ivy City forever. The Green Ivy City Alliance, (GICA) a consortia of local enterprise and civil society plan to assure that the forthcoming changes will result in positive outcomes for all who participate; commercial enterprises and community residents are all improved by cumulative results of our combined efforts. In accordance with the Mayors Green City initiative, a package of green and clean tech initiatives will make this a green national demonstration project that will become a beacon and a blueprint for inner city redevelopment every where.

The center piece of this project will be: *The Sustainable Eco Campus*, a linked series of green tech buildings with green, living roofs, renewable energy production and clean tech, efficient shared technology to assure effective resource management and deployment. Furthermore, the Sustainable Eco Campus will house the National Center for Urban Micro Enterprise and contain a collaborative partnership between Universities, public and private sector organizations fostering advanced green and clean-tech job training and certification, a bio security research center, urban aquaponic farming, micro food processing and an International Food Hub. The center will also be economically sustainable in that once funded it will generate positive cash flow from commercial enterprise and commerce. Finally, unique community and business ownership models like ESOP's and Cooperatives will be used to empower and sustain the existing community. The Campus and attendant businesses will hire and train local veterans, single parents, and community members on a priority

We envision a new structure for a sustainable urban ecology. Our vision is of a model that integrates social values into the cultural commercial mix of today's urban topology. Guided by the definitive concept of sustainability, it is our belief that any enduring structure must include all three dimensions of the triple bottom line, socially responsible, environmentally sound, and economically sustainable P³ (*people, profit, planet*).

The aquaponics urban farm will form the foundation of a much broader sustainable community of innovative efficient and commercial economic development centers - a model for the inner cities everywhere. The *Sustainable Eco Campus* revitalizes city cores with sustainable focused start-ups powered by the enduring P³ drivers.

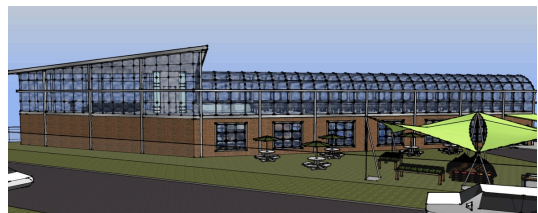
It is our collective intention to build an urban space that is an exemplary application of food, energy and learning technologies but also reflective of the best possible collaborative human workspace. This is a new paradigm created by a melding of justice based workforce management and an incentive driven equity expansion model. This holistic approach uses enlightened self-interest to eliminate the adversarial labor/management relationship built into today's workplace and unleashing the power of a totally engaged workforce.

Our Vision for Ivy City

The Sustainable Eco Campus

The Douglas Organizations purchase and planned renovation of the former Hecht building into a green roof LEED certified building, along with ProFish's acquisition of 1356 Okie Street is the beginning. ProFish plans a fish smoking operation, a demonstration aquaponic farm, including a high-end restaurant and club. All of this points the way to an economic resurgence in the heart of DC's former warehouse and commercial distribution center. Like SoHo in NY. Ivy City will be transformed into a new community, athwart the major entrance and exit to the city - New York Avenue and adjacent affluent Prince George's County.

Engagement with the full range of commercial and civil society and in close association with DC government, Councilman McDuffie of Ward 5, along with two of the



cities major universities, GICA plans to acquire the 90K sqft. former Pappas Food aggregation center across the street from both ProFish and the Douglas building. These three structures with their close proximity

present an exciting opportunity to build a Sustainable Eco Campus applying modern regenerative construction techniques, storm water reclamation, renewable energy methods, and clean tech monitoring and control systems to assure efficient and effective operations.

International Food Hub

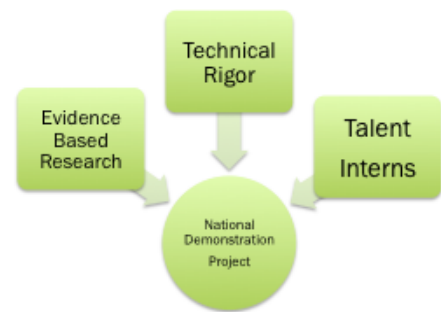


Aquaponic Urban Farming

The Eco Campus will have, as its first tenant The Family Fish Farms Network, Inc. National Headquarters, Demonstration and Training Center. The company plans a national network of 400 urban aquaponic farms in response to existing food security issues, the demand for fresh nutritious local food, and the pressures of environmental degradation.

University Partnerships - Our intention is to create a new green industry in Washington DC. Aquaponic Urban Farming is a NEW food production methodology. It is one of the new industries of the 21st century. GICA will work with the universities to provide evidence-based research in support of our mutual strategic goals. Planned projects include:

- Establishment of a program to investigate, analyze, and develop a model for aquaponic nutritional density that will assure equal of superior nutritional value in all food grown.
- The assessment of business models to develop and exportable package of processes and procedures and training necessary to deploy clean and green tech methods across the country.



Focused workforce development. GICA intends to provide guaranteed Placement Job Training – GICA through its non-profit parent MicroVenture Support, Inc (MVS) will train and support a host of urban micro enterprises as part of the GICA program. The Eco Campus will also provide job training in green roof installation, rainwater catchment and distribution systems, biodigester installation and training as well as commercial energy conservation and installation. Trainees will be certified technicians and will be hired by GICA's own spin off enterprises and for other companies for whom we are training a Green Tech workforce

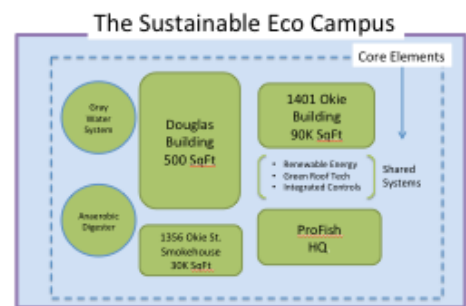
New Green Industry

- *Aquaponic Farming* – is the logical successor to traditional farming as water and suitable uncontaminated land become scarce. As The National Center for Urban Micro Enterprise, The Sustainable Eco Campus will provide certified aquaponic technicians to this growing new green industry.
- *Food Micro Processing* – As the food growing expands, local processing of smoked fish, pesto, and other value added food products will be logical extension of the local food available.
- *Green Roof Construction – Maintenance*, Almost all new



construction in DC and other major cities are either required by regulation or motivated by tax incentives to build green roofs. This may be used to grow vegetation or to simply funnel and collect storm water for reuse in other capacities (window and street washing, lawns and gardens etc.)

- *Renewable Energy* – The trend towards local energy production (distributive) along with the difficulty in licensing new coal fired facilities is driving the trend. As we are a food hub, there will be abundant food waste and tailings that can be used in a bio digester to generate local energy for Ivy City
- *Commercial Energy Conservation* – We intend to train para electrical technicians to install high-use commercial energy devices such as digital voltage regulators, fast discharge capacitors, light harvesting, and other technology to reduce the cost of lighting and power for large commercial structure. Significant economic savings are available with off-the-shelf technology.



New Models For Worker Equity

The ESOP - The ESOP (Employee Stock Ownership Plan) is designed to spread private ownership to a wide number of people thereby expanding the middle class and assuring long-term prosperity in the widest possible audience. It permits all equity accrued to be held in a tax sheltered trust until liquidation, similar

to the 401K. This makes The ESOP an ideal community economic development tool.

The Cooperative – provides another model for employee ownership, although there are no specific tax advantages unlike the ESOP specific tax deferral is not part of the ERISA (Employee Retirement Income Security Act)



GICA plans to engage with the National Cooperative Bank and others within the financial community along with the city and foundations to devise specific strategies for enactment of practical means to expand ownership among the citizens of Ivy City.

Expanded Home and Land Ownership

The Citizens Land Bank

The for-profit “**Citizens Land Bank**” (“**CLB**”), also referred to as the for-profit “Citizens Land Cooperative” (“**CLC**”) and “Community Investment Corporation” (“**CIC**”), is one of several innovative credit financing vehicles aimed at realizing a free enterprise vision for re-humanizing the future of the American economy.

<http://www.cesj.org/homestead/strategies/community/cic-full-nk.html> The CLB is designed to finance livable and inspiring "new communities" in which every worker and resident would be afforded the right and the effective means to participate personally in capital ownership accumulations, profits and local decision-making. It functions just as the Rouse Corporation did in building Columbia, Maryland or the Reston Corporation did in building Reston, Virginia — but with a difference. The CLB turns community residents into its principal shareholders.

The CLB offers a planning framework for financing local infrastructure to increase land values and attract new worker-owned industries and entrepreneurial opportunities. It can also provide financing incentives for introducing and commercializing advanced technologies that can be owned by local workers, create new private sector jobs, and enhance the economic growth of the community within local, national and global markets.

Conclusion

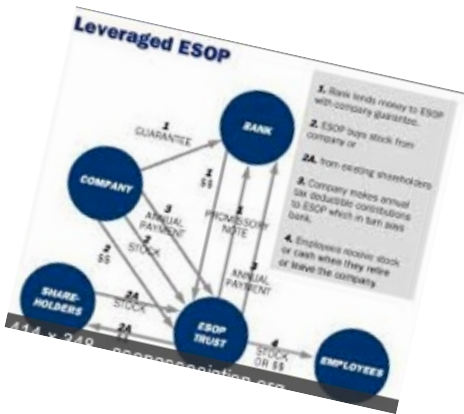
The overall intention of the *Sustainable EcoCampus* is to create a destination venue that combines the production of locally grown, nutrition dense food, innovative new green jobs, expanded worker ownership, and community economic development. The *Sustainable*

EcoCampus is optimized to conserve resources and energy, and to maximize economic impact.

Recommendation

The first word in our model is “Sustainable.” We recommend therefore that we build the *EcoCampus* using a “sustainable design,” we start with a design centered around The Network Hub. Once the food production facility is operational and profitable, we move forward on sustainability triggers, incrementally adding one sustainable element at a time. It will, in itself, attract national attention with the focus on Washington, DC as thought leader among the nation’s cities.

We recommend the formation of a working group of key stakeholders including: The City of Washington, DC, UDC, Howard University GW, and others, The Foundations, and green focused community organizations to help fund and implement this enterprise



About The Authors:

Gloria Wyche. – *Gloria Wyche-Moore, Ph. D. - is a Member of the Board of the Family Fish Farms Network, Inc. Dr. Wyche-Moore is the **Founding Dean of the four-year College of Agriculture, Urban Sustainability and Environmental Science (CAUSES)** at the University of the District of Columbi. This new college encompasses the integration of academics, research and outreach and offers Bachelor's and Graduate Degree programs. Dr Wyche-Moore also served as **Acting Dean for Community Outreach and Extension and as Associate Dean of Research and Advanced Studies**. In addition she held positions as **Chairwoman, Board of Directors for The Northeast Regional Aquaculture Center, and Interim Director of The Water Resources Research Institute.***

Jerome J. Peloquin, M.S. – Is President of The Family Fish Farms Network, a DC based start-up company that plans to build 400 employee owned urban aquaponic farms in the inner cities of America. The Company is composed of global experts in aquaculture and hydroponics and intends to build its Headquarters in Ivy City, here in Washington, DC. Jerry moderates a LinkedIn group called; Commercial Aquaponics and is a charter member of The Recirculating Farms Coalition. A former executive consultant to US AID, he has developed and managed global sustainability programs in Africa and India. He is also former Technical Training Manager for Honda America Manufacturing and Director of Consulting Services for Sylvan Learning Systems.

Charter Members Of The GREEN **IVY** Alliance CITY



MicroVenture Support, Inc is a registered 501 C, 3 non profit Corporation. The company has worked in both Africa and India in the MicorFinance field and in the creation of small business start up programs necessary to build an economy with in impoverished populations. The organization specializes in small business development and task based training.



OceanPro aka ProFish started in 1988. It is the largest seafood distributor in the mid-Atlantic region. They have 23 trucks that range from Delaware to North Carolina. The company has been located on Okie Street in Ivy City for over 20 years. Greg Casten the company president is expanding existing operations and has just purchased an adjacent building for that purpose.



The Family Fish Farms Network, Inc. is a Start up located in Washington, DC. The Company plans to build 400 employee owned urban aquaponic farms in the inner cities of America, starting her in The District of Columbia and in Ivy City. Aquaponics is an environmentally friendly growing process that creates fresh food, ends farm pollution, saves millions of gallons of water, and creates decent GREEN jobs with a future.



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Registered 501, C, 3 non-profit Corporation

The Green Ivy City Alliance
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