

Rating Factor 1: Purpose and Outcomes

The DC Department of Housing and Community Development (DHCD), in partnership with the National Community Reinvestment Coalition (NCRC), proposes to use funding from the Community Challenge Planning Grant to build on a comprehensive housing and economic development planning process that leverages major City and Federal investments in the Congress Heights – Historic Anacostia – St. Elizabeths area of Washington, DC and coordinates investment and planning efforts by multiple agencies – including the DC Office of Planning, the DC Office of Transportation, the DC Department of Employment Services, and the Office of the Deputy Mayor for Planning and Economic Development – to ensure that surrounding redevelopment benefits low-income residents of Historic Anacostia. To this end, DHCD and NCRC will:

1. Sustain and expand affordable homeownership and improve low-cost rental options for lower-income and senior households through two housing funds
2. Leverage public and private investment to develop an economic development implementation plan that strengthens the unique assets of the Historic Anacostia commercial district, expands small business development and enhances employment opportunities for and job skills of the area's current lower-income residents
3. Conduct a community engagement campaign to ensure residents have strong input into and shape the ensuing redevelopment of Historic Anacostia

Neighborhood Context: This proposal seeks to build on existing City and Federal investments in the Congress Heights – Anacostia – St. Elizabeths (CHASE) area of Washington, DC to develop a specific set of implementation strategies for the Historic Anacostia neighborhood that explicitly benefit the neighborhood's current lower-income residents. The CHASE area incorporates three different neighborhoods in the area East of Anacostia River and much of the significant investment in the area is focused on the St. Elizabeths area. St. Elizabeths is a former hospital on 350 acres with two campuses – the west campus owned by the federal government and slated for redevelopment to consolidate the Department of Homeland Security and the east campus owned by the District and slated for complementary redevelopment. This and other significant projects are further described below.

Historic Anacostia is one of Washington's oldest communities and home to many valuable yet under-leveraged assets. Over the past several years, City and Federal officials and private investors have committed significant public and private investment in the area. This investment has attracted new residents, businesses, and institutions. Historic Anacostia's convenient proximity to downtown, historic buildings and magnificent views of Capitol Hill and the Anacostia River all but guarantee that this area of the City will someday be revitalized as a vibrant and healthy community. One of the District government's primary objectives in approaching development in this community is to ensure that Anacostia's rebirth benefits its existing residents that have called that area home for many decades. This proposal builds on major City and Federal investment projects currently underway in the broader CHASE area of Washington, DC to develop a specific set of implementation strategies for the Historic Anacostia neighborhood that ensure the area's current lower-income residents will directly benefit from the surrounding redevelopment.

Historic Anacostia is located in Ward 8 in the area of the District east of the Anacostia River. The target area is roughly bounded by the Anacostia River to the west, 25th Street to the east, Pennsylvania Avenue to the north and Morris Road to the south. Anacostia is historically a working-class community and one of the City's first suburbs. Initially designated a historic site in 1973, the neighborhood has more than 500 buildings dating from the late 1800s and early 20th century; some are free-standing or semi-detached frame structures with front porches and Italianate detail, while others are brick row houses. The neighborhood is also home to the historic Frederick Douglass Home, a national historic site, and the Smithsonian's Anacostia Community Museum. The area's primary commercial corridor is along Martin Luther King, Jr. Avenue.

Economic Conditions: Despite its strengths and ample assets, Historic Anacostia has struggled for years as a very low income community lacking economic opportunities for its residents. The area has roughly 10,000 residents, or about 2 percent of the District's population, 97 percent of whom are African American. The median household

income for the neighborhood is \$21,175, almost half the District's average, with an annual per capita income of just over \$12,000. 74 percent of the neighborhood's residents have a high school degree or less education.¹

The unemployment rate in Ward 8, where Historic Anacostia is located, is 28.7 percent, the highest in the City.² A full 58 percent of the working age population within the neighborhood is out of work. As a consequence of this level of unemployment, the poverty rate is over 40 percent, which is double the citywide measure.³ The area has little industry, and commerce along the neighborhood's main corridors—Martin Luther King Avenue and Good Hope Road—is limited, with many storefronts vacant. While new investments in the area will bring some jobs, they may be inaccessible to residents, who largely lack the necessary skills and education. While planned developments may spur some commerce, it is unclear how much will trickle down to the neighborhood. Employees at the new Department of Homeland Security site, for example, are likely to remain on site throughout the day and therefore interaction with Anacostia residents and businesses may be limited.

Housing Conditions: Access to quality affordable housing is a major barrier to stability and economic opportunity for Historic Anacostia residents. Currently, 20 percent of the neighborhood's housing units are owner-occupied, compared to over 40 percent city-wide. Over 18 percent of neighborhood's housing stock is vacant.⁴ As of 2007, one-third of renter households in Ward 8 were cost burdened, spending more than 30 percent of their income for housing, and 15.5 percent were severely cost burdened, spending more than half of their income. Among the owner households, one-quarter were cost-burdened and 9.1 percent were severely cost-burdened, spending more than half of their income on housing.⁵

At the same time, many of the properties are currently in great need of repair: roughly half of the neighborhood's historic homes are in need of moderate to major repairs and many do not currently meet minimum building standards. Needs range from weatherization and lead-based paint abatement to plumbing, electrical or heating repairs or even complete replacement of the roof. Because of high unemployment rates and low incomes, many residents, whether they own or rent, are struggling to simply remain in their homes; maintenance is often out of the question. While the Department of Housing and Community Development (DHCD), currently operates a limited grant program to repair and rehabilitate low-income homes across the District, this program must be expanded to address the enormous need.

Recent price increases and a high rate of foreclosure have reinforced the instability of the area's housing market. Over the past decade, purchase prices have risen sharply: despite a slight decline in 2007 through 2009, the median home sales price rose by 167 percent from 2000 to 2009.⁶ But like African Americans and other minorities across the country, residents of Historic Anacostia have been disproportionately affected by the housing crisis. In 2009, the neighborhood had one of the highest rates of troubled loans in the District, as well as one of the highest foreclosure rates. Interestingly, Historic Anacostia is simultaneously dealing with increasing home prices and continued foreclosures; existing residents may have benefited from the rise in home value, but they are also struggling with foreclosure, while potential homebuyers are struggling to afford the higher prices. Both of these forces threaten the stability of the neighborhood and need to be addressed with targeted housing programs and opportunities for economic development.

Historic Anacostia will soon face a crossroads. With its many assets and the rapid pace of development in Washington, DC, it is virtually inevitable that the area will experience significant investment. Without substantial and intentional investment to stabilize and anchor this population, this investment will result in continuing rising home prices and the eventual exodus of its current residents.

¹ <http://planning.dc.gov/planning/cwp/view,a,1284,q,640853.asp>

² <http://www.dcfpi.org/wp-content/uploads/2009/03/7-6-10unemployment.pdf>

³ <http://planning.dc.gov/planning/cwp/view,a,1284,q,640853.asp>

⁴ <http://planning.dc.gov/planning/cwp/view,a,1284,q,640853.asp>

⁵ Bay area Economics. "Ward 8 Housing Techniques and Strategies." August 28, 2008.

⁶ http://www.neighborhoodinfodc.org/nclusters/nbr_prof_clus28.html

Surrounding Neighborhood Context: As revitalization in Washington DC has spread from west to east, the area east of the Anacostia River – particularly Historic Anacostia and the larger CHASE area – has become the subject of intense scrutiny and significant investment from the City: District agencies have completed seven land use and neighborhood revitalization plans and four transportation and transit plans in these neighborhoods, with another five studies currently ongoing. Despite the amount of work being done in Anacostia and the surrounding neighborhoods, these agencies have only recently begun to coordinate efforts, address gaps that may have been inadvertently created, and ensure that a truly comprehensive and sustainable approach – one that is envisioned by HUD’s livability principles – is being followed and promoted within and across these neighborhoods. The Community Challenge Planning grant would provide crucial support to solidify and strengthen these coordination efforts in Historic Anacostia.

The overall collaborative initiative is referred to as the CHASE initiative (covering the area of Congress Heights, Anacostia, and St. Elizabeth’s), and a number of large projects affiliated with the initiative are currently underway, with more planned for the next few years. These projects include:

- **St. Elizabeth’s West Campus:** The U.S. Department of Homeland Security (DHS) is consolidating its headquarters at St. Elizabeth’s Campus, a former psychiatric hospital located two miles from the heart of Historic Anacostia. 14,000 DHS employees will be relocated to this area upon completion of what is said to be second largest commercial development effort undertaken by the Federal government since the construction of the Pentagon. The project will include roughly six million square feet of offices and parking, as well as major landscaping and infrastructure work on roadways. The first phase is scheduled to be finished in 2013, and the entire project should be completed by 2016.
- **Anacostia streetcar line:** The District Department of Transportation (DDOT) is currently building a \$38.7 million streetcar line that will run from the U.S. Naval Support Facility (Joint Base Anacostia-Bolling) to the Anacostia Metro station; it should be completed by 2013.
- **TIGER II Transportation Discretionary Grants:** DDOT is also submitting a \$16 million proposal for the TIGER II Transportation Discretionary Grants that would, in part, extend the line from the Anacostia Metro station to downtown Anacostia. The streetcar line will connect residential areas and Federal facilities with Historic Anacostia and the waterfront parkland system along the Anacostia River, and will provide a foundation for future connections with areas west of the river.
- **11th Street Bridge:** This \$300 million project will expand the bridge, which feeds directly into Martin Luther King Avenue, Historic Anacostia’s main artery. Adding a new lane as well as a shared bicycle and pedestrian path, the project is intended to spur economic development opportunities along the Anacostia River and better connect Historic Anacostia with neighborhoods west of the river. Construction is slated to be completed by 2013.
- **Sheridan Terrace:** This former public housing site is now a HOPE VI redevelopment site a mile from Historic Anacostia. It will be transformed into a 344-unit mixed income development. Groundbreaking occurred May 2010.
- **Neighborhood Stabilization Program 2 (NSP2) Investments:** The Department of Housing and Economic Development recently received a \$9.5 million grant to acquire and rehabilitate abandoned and foreclosed residential property in Historic Anacostia, as well as in a few other areas of the City.

Alignment with Livability Principles: This proposal aligns with all of the Livability Principles of the Partnership for Sustainable Communities:

Provide More Transportation Choices: DHCD and NCRC are not directly providing transportation choices but are leveraging the existing infrastructure and planned transportation investment to provide more transportation choices to a larger population of low- and moderate-income residents by increasing the supply of affordable housing. Historic Anacostia is a multi-modal transportation hub. Historic Anacostia is home to the Anacostia Metro Station, which serves as the transfer point for 24 bus routes. Historic Anacostia lies between the \$300 million 11th Street Bridge project (to be completed in 2013) that connects Capitol Hill to Southeast neighborhoods and the burgeoning job center of the new U.S. Department of Homeland Security at the St. Elizabeths West Campus (to be completed in phases between 2013 and 2016). Historic Anacostia is located within five miles of the job centers on Capitol Hill and in downtown Washington, DC. To build on Historic Anacostia’s multi-use and multi-modal

infrastructure, DC is putting forward a proposal under the TIGER II Discretionary Grant opportunity for \$16 million to build the second phase of our City's new Anacostia Streetcar line, from the metro station through Historic Anacostia, the same target area as the Community Challenge Planning Grant program. This exciting addition would also improve resident access to the Department of Housing and Community Development's Housing Resource Center located in Historic Anacostia.

Promote equitable, affordable housing: DHCD and NCRC's housing funds will provide housing purchase and rehab finance assistance and directly increase the supply of affordable housing around in a neighborhood that is extremely accessible to job centers and that contains significant transportation infrastructure, thereby increasing the supply of location-efficient affordable housing. Housing built or rehabilitated under this program is held to strict green guidelines under the DC Green Building Act of 2006 and the Enterprise Green Community Standards, thereby increasing the energy efficient housing choices of the area's residents.

Enhance Economic Competitiveness: Through this project, DHCD and NCRC will increase access to economic opportunities for current residents by developing a rehabilitation implementation strategy for Martin Luther King, Jr. Avenue in coordination with the revival of a Main Streets program or the creation of a Business Improvement District (BID), marketing the commercial potential of this commercial corridor, and assessing the entrepreneurial potential and job skills and training needs of the residents. In addition to improving local economic development opportunities, this proposal also enhances access to regional opportunities by increasing affordable housing options within easy access of major new transportation infrastructure.

Support Existing Communities: Historic Anacostia is one of Washington, DC's oldest communities and all redevelopment that occurs as a consequence of these planning activities will be rehabilitation of existing structures or infill development. In addition, the District is focused on supporting and enhancing the existing residential and business community. DHCD funds three grantees to focus on small business technical assistance in Anacostia and Congress Heights, as well as two community based organizations located in Ward 8 for housing counseling. Further, the Department of Small and Local Business Development continues its work on the Congress Heights Main Street, a commercial revitalization project on the east side of the St. Elizabeths redevelopment. Moreover, a key distinguishing feature of this proposal is DHCD and NCRC's focus on ensuring major investment currently underway and planned in Historic Anacostia and in the larger CHASE area promotes the current residents as the primary beneficiaries of development.

Coordinate Policies and Leverage Investment: DHCD and the District agencies endorsing this proposal have committed to coordinating their multiple efforts within the larger CHASE neighborhood. This project also leverages significant City and Federal investment by building on the projects described above.

Value Communities and Neighborhoods: This project enhances a multi-modal, multi-use neighborhood with a high quality of life for existing low-and moderate-income residents, as well as new residents. DHCD and NCRC are committed to ensuring that the residents of Anacostia are partners in their neighborhood's progress and will launch an intensive community engagement campaign to ensure that the revitalization of Historic Anacostia is led by area residents.

At the neighborhood level, our proposal puts into practice these livability principles that are also pursued in the Washington region's Sustainable Communities Planning grant application. The challenge grant proposal complements the \$5 million application of the Metropolitan Washington Council of Governments (MWCOC) under the Sustainable Communities Regional Planning Grant that seeks to create a Regional Plan for Sustainable Development (RPSD). The goal of the RPSD is to ensure that job and activity centers have all the elements needed to be healthy, integrated, and complete, including affordable housing, economic opportunities, and transportation options.

Project Outcomes: Direct outcomes of the activities launched under this project include increasing the supply and quality of affordable housing in Historic Anacostia by financing acquisition of vacant properties for use as affordable housing, home purchase assistance, rehabilitation and weatherization assistance for single family and

multifamily properties, and affordable refinancing for homeowners facing foreclosure. This affordable housing will be within a multi-modal transit hub that is within five miles of employment centers in Capitol Hill and downtown Washington, DC. This project will also drive increased economic development by enhancing infill development and rehabilitation of the Martin Luther King, Jr. commercial corridor, providing small business assistance, and helping residents obtain job skills needed to help rebuild their community. Finally, this project includes an intensive community engagement campaign to ensure residents actively participate in the decision-making process in developing and carrying out these activities.

Rating Factor 2: Work Plan

This proposal complements District inter-agency coordination and planned investment in the larger CHASE area by ensuring that the needs of Historic Anacostia are explicitly addressed as redevelopment efforts enhance the livability of the neighborhood and the economic opportunities for its residents. Specifically, the proposal will build on and expand current plans and City and Federal investments being pursued in the area to develop a specific set of strategies for the Historic Anacostia neighborhood that will benefit the area's current lower-income residents.

This project's main goal is to anchor the existing residents of Historic Anacostia, which will not be affordable in another decade unless direct, explicit and significant actions and investments are made to ensure a continued supply of affordable housing. This will be accomplished by: 1) Bolstering homeownership, particularly historic properties, and maintaining affordable options; 2) Promoting commercial redevelopment and entrepreneurship and enhancing job readiness, with a particular focus on leveraging the area's current assets and the developments occurring nearby to create economic opportunities; 3) expanding job opportunities to help current residents better afford housing; and 4) Enhancing resident participation.

The proposal seeks to benefit Historic Anacostia residents by addressing the neighborhood's challenges in a multifaceted manner. Housing is a necessary first step, in anchoring current residents and helping them build assets. Every study covering the area that the City has drafted in recent years, including the 2006 Comprehensive Plan's Far Southeast Area Element, the 2008 Ward 8 Housing Techniques and Strategies study, and the 2008 Anacostia Neighborhood Investment Fund Plan, have cited as major needs the preservation of the current housing stock, particularly historic properties, more affordable homeownership options, and better quality affordable rental housing. The Office of Planning's 2008 Ward 8 Housing Techniques and Strategies study, for example, finds that "the challenges facing Ward 8 housing include preservation of existing units...as well as homeownership assistance and neighborhood support." This proposal aims to implement some of these plans' recommendations by developing an implementation plan and establishing structures needed to address challenges faced by a wide variety of residents: renters and owners, those who live in historic properties, those who can't afford to maintain their homes, and those at risk of losing their homes.

Past studies, including the Comprehensive Plan, the 2007 Retail Action Strategy, and the Anacostia Neighborhood Investment Fund Plan, have also detailed the need to enhance economic opportunities for Historic Anacostia residents, particularly in the form of small business assistance and job skills. To address these needs, this proposal also includes an economic development implementation plan that addresses physical redevelopment of the area's main commercial corridor, expanding opportunities for business development and enhancing residents' job readiness. Throughout the planning and implementation of these housing and economic development activities, community members will be engaged in visioning and decision-making, ensuring community buy-in and ownership. This proposal envisions a three-part redevelopment program to be supported by the Community Challenge Planning Grant:

Activity 1. Sustain and expand affordable homeownership and improve low-cost rental options for lower-income and senior households through two housing funds.

To successfully anchor low-income residents in their communities, a range of low-cost housing and financing options must be available. This proposal seeks to address the area's homeownership challenges through a multifaceted program of homeownership stabilization and expansion, low-interest rehabilitation loans for homes and rental units, and assistance in cases of sudden unemployment. Funding allocated for this goal will be used in

two ways. First, it will launch an innovative homeownership sustainability fund that will leverage initial funding to raise further investments, both public and private. Second, it will be used to expand a range of services available to Historic Anacostia by utilizing DHCD's existing housing fund, the Unified Fund.

Unified Fund: DHCD's Unified Fund was launched in 2009 as an amalgamation of multiple local revenues received by DHCD. The Unified Fund is currently used to provide a mix of financing assistance for homebuyers and developers, rehab and maintenance funding, as well as acquisition funds for DHCD to purchase vacant, abandoned, and foreclosed properties (See the United Fund 2009 annual report, attached).

Funding from the Community Challenge Planning Grant will allow DHCD to segregate a portion of the funds and earmark them for Historic Anacostia, while utilizing the Unified Fund's existing infrastructure to market the assistance, identify potential recipients, and conduct other administrative tasks. Expansion of the Unified Fund will allow DHCD to target funding for five programs in and around the Historic Anacostia neighborhood. The following programs were chosen specifically to address the identified needs in the neighborhood:

1. Rehabilitation assistance for homeowners. This activity would expand on DHCD's existing and well-utilized Single Family Residential Rehabilitation Program, which provides low- or no-interest amortized or deferred loans, or grant funds, to low and moderate income homeowners to repair their homes. In FY09, the fund was used to rehabilitate 58 single family homes around the City. DHCD officials monitor the rehab process from start to finish and, in accordance with DC's Green Building Act of 2006, utilize environmentally sustainable retrofit materials when possible.
2. Home purchase assistance for home buyers through DHCD's Home Purchase Assistance Program (HPAP), implemented through the Residential and Community Services Division (RCS). HPAP provides gap financing to first time home buyers throughout the City. Qualified buyers earning 120 percent of AMI or less can receive a five year deferred low interest loan to fill the purchase gap up to \$40,000. All new home buyers through HPAP are required to go through homeownership counseling with one of the five Community-Based Organizations with which the Department has contracted to offer HUD-certified counseling services to consumers before and after purchasing the unit. The combination of counseling and regulations surrounding the types of loans permitted under this program has resulted in low rates of foreclosure and delinquency.
3. Rehabilitation and preservation assistance for homeowners in historic properties through the DC Office of Planning's Historic Homeowners Grant Program, a successful initiative that provided 57 grants around the City totaling over \$1 million in FY08 - FY10 before its funding was drastically decreased as a result of budget cuts. With its established infrastructure for providing grants to homeowners who qualify and its mission of funding exterior repairs and structural work on historic properties (which can be expensive to maintain and repair), this existing program is an ideal use for funds designed to benefit the neighborhood's homeowners.
4. Direct acquisition of vacant and abandoned properties for rehabilitation and subsequent disposition as affordable rental or for sale housing. This program builds on DHCD's Property Acquisition and Disposition Program (PADD), which acquires vacant, abandoned, and deteriorated properties through negotiated friendly sale, eminent domain, donation, or tax sale foreclosure, then sells them to individuals or developers to be rehabilitated into high quality affordable and market-rate single-family or multifamily for-sale housing.
5. Rehabilitation and weatherization of small multifamily buildings through the multifamily division of DHCD's Residential Rehabilitation Program, which funded the repair or lead abatement of almost 300 properties in FY09. All projects that are funded by this program are covered by DHCD's requirements that they comply with DC's Green Building Act as well as the more stringent requirements of the Enterprise Green Communities Criteria. Because no multifamily buildings are located within Historic Anacostia's borders, the target area would be expanded in this case to include roughly a dozen apartment buildings that lie within a one-mile radius of the neighborhood.

Homeownership Sustainability Fund: In an effort to proactively maintain and expand Historic Anacostia's supply of affordable single family homes, DHCD and NCRC will establish a Homeownership Sustainability Fund through NCRC's Community Development Fund (NCRC CDF). Through this innovative fund, DHCD will address the displacement that results from foreclosures by purchasing foreclosed, real estate-owned properties at steep discounts and reselling them to their former owners or tenants, or to other low-income residents, using sustainable mortgage products. The fund would be modeled on the Boston Community Capital's (BCC) Stabilize

Urban Neighborhoods program, a national best practice initiative that purchases homes in foreclosure and resells them at reduced prices with affordable mortgages to the previous owners. BCC established its fund with the intention that it be replicated elsewhere, and the program's director has expressed willingness to NCRC to share policies and procedures and assist with its establishment in Washington, DC. By building on this existing model and receiving guidance from its director, implementation of the fund will be more efficient and effective.

Funding from the Community Challenge Planning Grant will allow DHCD and NCRC CDF to establish two intermediaries: an entity to purchase distressed properties, and a licensed mortgage lender to originate affordable mortgages for participants. This program will also leverage NCRC's HUD-certified Housing Counseling Network and its community-based members to refer and provide counseling for participants. With this funding, DHCD and NCRC will also develop the internal processes necessary to launch and to begin capitalizing the fund. Internal processes include participant intake procedures and eligibility requirements. Finally, DHCD and NCRC will build on the detailed housing market research currently being carried out under the Neighborhood Stabilization Program.

Activity 2: Leverage public and private investment to develop an economic development implementation plan that strengthens the unique assets of the Historic Anacostia commercial district, expands small business development and enhances residents' job skills

District officials have worked intensively with the Historic Anacostia community over the last five years to complete multiple land use, transportation, and economic development planning studies. The recently completed Retail Action Strategy outlines a roadmap for strengthening the unique characteristics of the Historic Anacostia commercial district that leverages planned investments, such as the redevelopment of large publicly-owned sites and the Anacostia streetcar line. Commercial and economic development strategies will reinforce the housing activities, as residents need the financial means to participate in the housing market.

This aspect of the project will develop a comprehensive implementation plan that will coordinate the multiple investment streams and ensure that economic opportunities are made available to current lower-income residents. The implementation plan will focus on three core recommendations for the area from the Retail Action Strategy and the Anacostia Neighborhood Investment Fund Plan. Under this activity, DHCD and NCRC will:

1. Create a building rehabilitation strategy for the historic core on Martin Luther King Jr. Avenue. This strategy will be coordinated by the revival of a Main Street Anacostia program or the development of a Business Improvement District working together with the Anacostia Economic Development Corporation, the Department of Small and Local Business Development, and the Deputy Mayor for Planning and Economic Development. This effort will be anchored by DHCD's recent investment in properties along the Martin Luther King, Jr. Avenue commercial corridor. Under this program, DHCD and NCRC will develop strategies for infill development plan, façade improvement and street beautification.
2. Develop branding elements to reinforce the Martin Luther King, Jr. Avenue position as the primary retail spine in Historic Anacostia. DHCD and NCRC will coordinate a broad marketing effort to promote investment and use of the Martin Luther King, Jr. Avenue commercial corridor. This marketing campaign will focus on highlighting the area's assets and amenities and will engage current residents as well as community development and real estate experts to shape the vision that the campaign projects.
3. Prepare a plan for small business start-up assistance and the establishment of alternative business ownership structures. Particularly with the redevelopment of St. Elizabeths West Campus into the Department of Homeland Security headquarters, surrounding redevelopment is hoped to spark economic development in Historic Anacostia. Under this activity, DHCD and NCRC seek to maximize the economic impact this has on Anacostia residents by determining the entrepreneurial potential of existing residents. To this end, DHCD and NCRC will assess the extent to which existing residents have the skills, capacity and desire to become business owners, the number and types of businesses that might be generated, and the type and extent of support these entrepreneurs would need to successfully establish a business. DHCD and NCRC will also survey existing businesses to determine the potential for expansion and need for support. Entrepreneurs and businesses identified throughout this process will have direct access to the business development services of NCRC's Women's Business Center and Minority Enterprise Center, which include business strategy consulting, marketing strategies, and capacity development. Within this assessment, DHCD and NCRC will specifically examine the potential for creating new businesses through the use of community ownership mechanisms.

These business structures utilize alternative ownership models such as worker-owned cooperatives and employee stock ownership plans, in order to maximize the benefit and wealth-building opportunities that accrue to the community. This wealth can be reinvested in the businesses to enhance community assets, sparking a sustainable cycle of investment.

4. Assess job skills to determine the training needs and employment potential of neighborhood residents, specifically in the field of housing and infrastructure construction. This assessment will evaluate the potential to directly employ area residents through the redevelopment of their community. Residents who participate in this assessment will be referred to existing Department of Employment Services programs that address their needs. This assessment will resolve a major issue identified by DHCD in its efforts to employ community residents through programs, including First Hiring and Section 3 regulations. Contractors have repeatedly argued that compliance with these programs is attributed to their inability to find skilled local residents to fulfill the needs of the project. This proposal addresses this gap by identifying the job skills and training needs of residents and connecting them to existing training programs.

The economic development implementation plan will create a detailed action strategy outlining the resources and partnerships necessary for success within 3 to 5 years. The plan will also leverage two important and ongoing economic development planning initiatives: the CHASE area workforce development planning and the District Planning and Implementation Strategy for Innovation Cluster at St. Elizabeth's. Both initiatives are developing specific strategies to connect local residents with current and future jobs, contracting, and small business activities related to the redevelopment of St. Elizabeth's and the expansion of an innovation economy in Ward 8.

Activity 3: Conduct a community engagement campaign to ensure residents lead the planning process and shape the ensuing redevelopment

This project seeks to ensure that the leveraging of Historic Anacostia's assets are pursued in a manner intended directly to benefit the community's financially struggling families. To this end, DHCD and NCRC will conduct an intensive community engagement process that will result in a community-led and cohesive vision and marketing plan. This campaign is an integral part of the revitalization process and will ensure that the vision of the residents and their housing and economic development needs are clearly understood. This engagement campaign will maximize community buy-in and coordination of planned investment. The campaign will involve resident leaders, business owners, property owners and civic organizations through targeted outreach and focus groups. This campaign will result in a final report on ongoing community engagement strategies.

A series of meetings will be conducted to distill and highlight key investment opportunities that should be pursued in both the intermediate and long terms, with a focus on identifying residents' specific housing and economic needs and developing strategies that direct revitalization in a way that respects the community's culture. Through a series of focus groups and events, this campaign will engage various interest groups to identify how they can be involved in revitalization efforts and how various efforts can be better coordinated to make a larger impact. To better understand community resident priorities and needs and to build support for the substantial investments intended for Historic Anacostia, DHCD and NCRC will leverage a unique and comprehensive survey currently underway that probes detailed economic and demographic resident and neighborhood social conditions, including crime, access to child care, prevalence of learning challenges and physical disabilities, and predominant family structures. The survey also identifies perceived impediments to and opportunities for neighborhood revitalization, including housing stability, job creation, business development and community greening. The survey will also provide an assessment of existing government and nonprofit social services and identify gaps. The findings of this report will inform the City on what additional community investment and supportive services may be necessary to sustain revival in Historic Anacostia.

Project Budget

Activity	Challenge Grant Funding	Local Match	Source of Local Match
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Expansion of Unified Fund & Establishment of Homeownership Sust. Fund	\$1,750,000	\$12,000,000	NSP2 funds, private leverage
Implementation Planning for Economic Development	\$175,000	\$3,000,000	Acquisition of commercial properties
Community Engagement	\$175,000		
Administrative Costs	\$300,000		
Indirect Costs	\$600,000		
Total Project Budget by Source	\$3,000,000	\$15,000,000	
Project Total	\$18,000,000		
DHCD Match	83%		
DHCD Committed Match	28%		

*DHCD Match includes all local funds while DHCD Committed Match excludes currently uncommitted private leverage

Timeline (monthly milestones for critical management actions and metrics)

Activity 1: Assuming an estimated award announcement in January 2011 and assuming two months to establish the grant in DHCD's budget, which requires the creation of accounting codes within the District's financial system up to and including approval by the Council of the District of Columbia, DC would expect to have budget authority to begin spending the grant in March 2011. However, because the Unified Fund has already been established since FY09 and many of the proposed uses of the fund are authorized uses by existing programs, a number of preliminary actions can be taken while the grant is being established in DHCD's budget, such as the drafting of grant agreements, sub-grant agreements, and Memoranda of Understanding pending funding certification once the approvals have been executed. All agreements will be executed by September 30, 2011 consistent with the requirement to obligate all planning grant funds by September 30, 2012.

Since this funding opportunity is a planning-oriented grant, the goal for the first activity will be to raise the necessary capital for both funds by the third year of the grant, including the following milestones:

- 1-6 Months: Develop prospectus for securing the private leverage amounts targeted.
- 6-12 Months: Obtain letters of interest from private banks and foundations.
- 12-18 Months: Obtain letters of commitment from private banks and foundations.
- 18-24 Months: Conduct closings on leveraged funds.
- 6-24 Months: Create the entities for purchasing distressed properties and providing affordable mortgages to program participants in the target area.
- 24-36 Months: Begin implementation of program with the infusion of private funds.

While the private funds are being leveraged, District agencies and NCRC will expend local match funds and focus efforts on identifying properties for the third year:

- 1-6 Months: Establish MOU with the Office of Planning for Historic Homeowner Grant program.
- 6-18 Months: Conduct Housing Market Research
- 18-24 Months: Rehabilitate and weatherize homes and multifamily units using local funds
- 24-36 Months: Begin implementation of program with the infusion of private funds.

Again, all agreements will be in place to meet the grant requirement to obligate all funds by September 30, 2012.

Activity 2: To create the economic development plan outlined in this application, DC will:

- 1-18 Months: Revive the Historic Anacostia Main Streets program/create BID in partnership with residents and the Anacostia Economic Development Corporation.

- 6-12 Months: Survey existing businesses.
- 6-24 Months: Coordinate a marketing effort to promote the target area.
- 12-24 Months: Prepare plan for small business start-up assistance and the establishment of alternative business ownership structures.
- 12-24 Months: Perform a job skills assessment of area residents.

Activity 3: DC, in partnership, with NCRC will hold a series of community meetings during the first year of the grant and recommendations finalized by January 1, 2012.

Altogether, the District and NCRC anticipate completing the final activities and expending all funds in advance of the statutory deadline of September 30, 2015, three years following the deadline to obligate 100% of the grant award.

Timeline, Outputs, Outcomes and Performance Measures

Activity 1	Critical Management Action	Start Date	End Date	Output	Outcome	Measure	Yr 1	Yr 2	Yr 3
Expand Existing Unified Fund	Set up Sub-accounts within Unified Fund and establish budget authority	1/1/11	3/30/11	Sub-account created	Anacostia program created within Unified Fund	Sub-account created	1		
	Raise necessary capital	1/1/11	1/1/13	Private and public investors engaged	Investment in Housing Fund expanded	Amount leveraged	\$0	\$500k	\$4.5m
	Execute MOU with OP for HHG program	1/1/11	6/1/11	MOU developed	Anacostia-specific HHG program developed	MOU developed	1		
	Identify properties for acquisition and disposition	6/1/11	6/1/12	Properties identified for affordable housing	Increased supply of affordable housing	# properties identified	10	5	
	Identify properties for Single Family Rehab and Historic Homeownership Grant Program	6/1/11	6/1/12	Properties identified for rehab	Increased housing quality in Historic Anacostia	# of units identified	70	30	
	Identify multifamily properties for rehab/weatherization assistance	6/1/11	12/1/12	Properties identified for rehab/weatherization	Increase in quality affordable MF units and increase in energy efficient units	# of units identified	10	10	
Create of Homeownership Stability Fund	Execute grant Agreement with NCRC	1/1/11	6/30/11	Grant agreement signed	Partnership on Historic Anacostia revitalization program	Grant agreement signed	1		
	Create entity to purchase distressed properties	6/1/11	1/1/13	Entity created	Homeownership sustainability program created	Entity created			1

	Create licensed mortgage lender to originate affordable mortgages for participants	6/1/11	1/1/13	Entity created	Homeownership sustainability program created	Entity created			1
	Conduct Housing Market Research	6/1/11	6/1/12	Market research conducted	Data-driven Homeownership sustainability program created	Market research report complete			1
	Secure private leverage	1/1/11	1/1/13	Private and public investors engaged	Investment in Housing Fund expanded	Amount leveraged	\$0	\$500k	\$4.5m
Activity 2	Critical Management Action	Start Date	End Date			Measure	Yr 1	Yr 2	Yr 3
Create a Building Rehabilitation Strategy	Re-establish Main Street Anacostia program/Establish BID	1/1/11	6/1/12	Establishment of Main Street program/BID	Revitalization of MLK corridor	Establishment of program			
	Identify commercial properties	1/1/11	9/30/15	Properties identified for redevelopment	Revitalization of MLK corridor	# of properties identified	5	5	5
Develop Historic Anacostia Marketing Campaign	Conduct marketing campaign	6/1/11	1/1/13	Creation of marketing strategy	Increased investment in Anacostia	Creation of strategy			
Develop alternative business ownership structure Plan	Conduct small business assessment	6/1/12	6/1/13	Business creation opportunities and strategies identified	Revitalized commercial core and expanded economic opportunities for residents	# of residents referred to counseling			25
Jobs Skills Assessment	Conduct job skills assessment	1/1/12	1/1/13	Skills and training needs identified	A skilled workforce	# of residents referred to training programs			100
Activity 3	Critical Management Action	Start Date	End Date			Measure	Yr 1	Yr 2	Yr 3
	Hold Community Meetings	1/1/11	9/30/15	Community participation in meetings	Community engaged in revitalization	# of participants	200	50	50
	Identify goals from community meetings	1/1/11	1/1/12	Goals developed	Revitalization shaped by residents	# of goals identified by residents	10	0	0

*Note that 100% of funds must be spent by 9/30/15

Rating Factor 3: Leveraging and Collaboration

A key component of this proposal is its relationship to a number of other projects and plans occurring in neighboring areas and DHCD, along with the endorsing District agencies, have committed to coordinating investments. Because this program is created to complement CHASE implementation activities by focusing explicitly on Historic Anacostia, it is naturally designed to complement current strategies in the area and to leverage existing and planned investments. Therefore, it is not only vital but an integral part of this proposal that

DHCD has established a system of regular communication with other agencies working in the area in order to ensure that the planned initiatives are working in concert with one another. Throughout the project, DHCD will report on progress at established, bi-weekly inter-agency meetings for the CHASE area. The meetings provide a vehicle for collaboration and discussions about roadblocks, lessons learned, and successes. As evidence of collaboration, DHCD and NCRC have collected letters of support (attached) from District agencies that see this proposal as an important addition to the constellation of projects being implemented in the CHASE area.

To ensure a truly inclusive, community-based proposal, the partner in our application is the National Community Reinvestment Coalition. The partnership builds on the District's existing relationship with NCRC in implementing our \$9.5 million competitive grant award under HUD's Neighborhood Stabilization Program-Round 2 (NSP2), allowing DHCD and NCRC to capitalize on the extensive local planning already underway in the area and to leverage existing Federal investments for the neighborhood. An agreement outlining the commitments and responsibilities of NCRC is also attached.

By leveraging other initiatives planned and underway, DHCD and NCRC have successfully secured a 28 percent match. This match comes from DHCD and NCRC's Neighborhood Stabilization Program funding, \$2 million of which is being invested in the Historic Anacostia neighborhood. \$3 million of the match comes from the value of properties acquired by DHCD's capital fund and CDBG funding. Proof of this commitment can be found in the attached documents, "NSP2 Agreement" and "DHCD PADD Inventory for CCPG Funding Certification".

Beyond this committed match, DHCD and NCRC expect to raise at least \$10 million over the grant period in capital from private financial institutions and foundations focusing on CRA Act-related loans and program-related investments. We will also explore using NMTC into the financial structure. Considering that the Unified Fund received over \$6.5 million in revenue in its first year in operation, this \$10 million estimate is conservative. This total expected leverage represents a total match of 83 percent.

According to the US Census, Historic Anacostia's per capita income is \$12,697, compared to a metropolitan average of \$28,175.⁷

Rating Factor 4: Capacity

Department of Housing and Community Development: In 2009, DHCD relocated to a new headquarters building in Historic Anacostia, combining all of its divisions under one roof and featuring a new Housing Resource Center on the street level. The site is a symbol of the agency's determination to improve the housing and economic conditions for District residents. Under the direction of Leila Finucune Edmonds, the agency has received several awards. This year, it won the Housing Association of Nonprofit Developers' award for the Best DC Affordable Housing Project for its work in the low income community of Wheeler Terrace. Last year, Ms. Edmonds received the DC Building Industry Association's "Building Industry Achievement Award."

The agency currently manages multiple Federal grants and operates a variety of programs, including the Property Acquisition and Disposition Division, and the Residential Rehabilitation Division, and programs focused on development finance, community services, portfolio and asset management, and rental housing rights. DHCD relies on two sources of funding to finance housing and community development projects, programs, and project delivery costs. These include: 1) Federal resources from HUD and program income; and 2) local resources composed of District appropriated funds, dedicated tax revenues and special purpose revenues. DHCD makes direct investments and uses funding to leverage private investments. Operating divisions report through the Chief Operating Officer to the Director. The Housing Resource Administrator oversees the housing regulation divisions. The Chief Administrative Officer oversees human resources, IT, and administrative services. These deputies report to the director, who also has a staff of resource, policy, legislative, and public affairs specialists. Additional information on DHCD's management system is in the attached performance report.

⁷ US Census

DHCD has engaged in a wide variety of community revitalization projects throughout Washington, DC. A major initiative currently underway in Ivy City, a Ward 5 neighborhood that resembles Historic Anacostia in its high poverty levels and low homeownership rate. As in this proposal, DHCD has been working with nonprofit partners to benefit the neighborhood. In 2002, DHCD purchased 37 parcels in Ivy City and sold them for redevelopment to nonprofit housing developers in 2006. Since then, the agency has worked with the developers by providing gap financing and a land subsidy. Simultaneously, the agency has been awarded two Neighborhood Stabilization Program grants (I and II) for the neighborhood to strengthen homeowners at risk and provide housing options for residents; the first grant was for \$2.6 million, and the second (which is being implemented in partnership with NCRC) for almost \$10 million, though that amount is shared with two other neighborhoods.

The NSP programs require public participation, but DHCD is also governed by a citizen participation plan administered by HUD every year that covers grantees of Federal funds. Independently, the agency also has an outreach staff that markets its programs – many of which are targeted towards low-income residents, residents of public housing, minorities, socially and economically disadvantaged individuals, non-English speaking persons, and persons with disabilities – and solicits public input on key initiatives such as inclusionary zoning, as well as on controversial issues that arise. The agency does some educational programming and subcontracts small business assistance and housing services to nonprofit organizations that market their services to the public. Three small business assistance centers are located in Anacostia, as well as two housing services centers.

Key divisions that will participate in this program include the Property Acquisition and Disposition Division (PADD) and the Residential and Community Services Division (RCSD). In the past two years, PADD has acquired 68 units through tax foreclosure, eminent domain, or direct purchase and has disposed of 79 units through auction, adjacent property sales, or solicitation. These properties were maintained by PADD to reduce the blight created through vacancy during PADD's ownership of the properties. The properties were then sold for reuse through solicitations for offers (SFO) or an auction. Through the Residential and Community Services Division's (RCSD) HPAP program, DHCD funded 921 homeowners for \$48 million in the 24 months leading up to May, 2009. This translates to about 500 loans per fiscal year. Due to budget cuts, DHCD intends to close a total of roughly 400 loans in FY2009.

Key DHCD personnel who will be managing this project include Leila Finucane Edmonds, Charles Lindsay and Martine Combal. Ms. Edmonds's biographical information is attached. Martine Combal is the manager of DHCD's Property Acquisition and Disposition Division. Formerly a project manager in the District's Office of the Deputy Mayor for Planning and Economic Development, Ms. Combal has a Masters in City Planning from the University of Pennsylvania and a B.S. in Urban and Regional Studies from Cornell University. Charles Lindsay has served as the DC Department of Housing and Community Development's Residential and Community Services Division Manager since October 2007. Mr. Lindsay oversees four programs, which include the Home Purchase Assistance Program, the Neighbor Based Activities Program, the Lead Safe Washington Program and the Single Family Residential Rehabilitation Program. He is responsible for administering all program budgets, totaling \$35 Million. This includes program implementation, policy drafting and decision making, budget establishment, managing and accounting, and program operations. Charles L. Lindsay, Esquire is an attorney admitted to the Maryland bar. He graduated from the University of Miami School of Law and received his Masters of Laws in Real Property Development. He also attended the University of Baltimore School of Law, where he received his Juris Doctorate. Mr. Lindsay holds a Bachelors degree from North Carolina Agricultural and Technical State University.

National Community Reinvestment Coalition: The National Community Reinvestment Coalition (NCRC) was formed in 1990 by national, regional, and local organizations to develop and harness the collective energies of community reinvestment organizations from across the country to increase the flow of private capital into traditionally underserved communities. NCRC has grown to an association of more than 600 community-based organizations that promote access to basic banking services including credit and savings, to create and sustain affordable housing, job development and vibrant communities for America's working families.

NCRC's Neighborhood Planning and Investment Services department pulls from best practices in community stabilization and reinvestment from across the country to develop innovative and practical solutions to the

nation's housing and community challenges. NCRC's Neighborhood Planning and Investment Services explicitly focuses on: 1) Comprehensive projects that combine the best ideas in research and policy with innovative on-the-ground practices and that incorporate both place- and people-based planning to enhance a community's physical environment as well as its residents' economic opportunities; 2) Strategies that ensure existing residents benefit from – rather than get displaced by – successful redevelopment efforts; and 3) Opportunities for community greening, including green infrastructure, green buildings and green businesses, which will enhance the quality of life and expand economic opportunities for community residents.

Through its Business Development Department, NCRC is the only entity in the country to run a Minority Business Enterprise Center funded by the US Department of Commerce, a Women's Business Center, funded by the US Small Business Administration, and a CDFI, which places NCRC in a unique position to seamlessly connect entrepreneurial mentorship, small business assistance and direct financing to make a significant impact on small business and job creation. The DC Minority Business Enterprise Center (DC MBEC) is committed to increasing economic parity in performance between minority and non-minority companies and works with companies with at least \$500,000 in revenue. DC MBEC utilizes strategic partnerships and the diverse business and professional backgrounds of its principals to improve minority-owned companies' performance and profitability. DC MBEC helps its clients by providing access to capital and markets and by increasing organizational efficiencies. DC MBEC was recently recognized as the highest performing MBEC in terms of the amount of financing it has helped its clients secure. In the 2008-2009 fiscal year, DC MBEC helped its clients access more than \$700 million in financing. DC MBEC is currently en route to exceeding \$1 billion in financing for the current fiscal year. Due to this success, NCRC was recently awarded funding from the Department of Commerce to open another center in Houston.

The DC Women's Business Center (WBC) offers comprehensive training and counseling to entrepreneurs - especially women who are economically or socially disadvantaged – on a vast array of topics to help them start and grow their own businesses. Women entrepreneurs receive training and one-on-one counseling to support the start-up and growth of their businesses, including in business plan writing, accessing finance and marketing. The tailored business assistance provided increases the opportunity for women to establish assets and build wealth for themselves and their families. The NCRC Community Development Fund (NCRC CDF) is an emerging community development loan fund established in 2007 as an independent affiliate of NCRC. It provides loans and management assistance to minority and woman entrepreneurs primarily in the Washington, DC, metropolitan region and to "green" businesses across the country.

NCRC is also a HUD-Certified national housing counseling intermediary, a leading fair lending, fair housing, and foreclosure prevention organization and a member of the Hope Now Alliance. In 2009, NCRC's Housing Counseling Network provided HUD-Certified Counseling to over 20,000 families at risk of foreclosure across the country, as well as detailed budgeting and financial fitness counseling to 1,000 households.

Finally, through its National Training Academy, NCRC offers substantive state-of-the-art training and technical assistance both on-site and online via webinars to expand the capacity of community-based organizations. NCRC follows up on its training by offering technical assistance in identifying partners and collaborative opportunities, as well as services that evaluate progress within these communities through the National Training Academy. NCRC has recently expanded its Training Academy to include workforce development activities. To this end, NCRC is in the process of merging with American Community Partnerships (ACP), which brings to NCRC's Workforce and Training Department more than a decade of workforce development experience. Since 1995, ACP has trained more than 10,000 hard to employ workers in a range of fields, provided supportive services and a facilitated job placement through governmental, industry and labor partnerships.

Key NCRC personnel involved in this project include James H. Carr, Michelle Mulcahy, Daniel Soliman and Edward Gorman. Jim Carr is NCRC's Chief Business Officer and oversees all business development, lending and community planning activities. Prior to his appointment to NCRC, Jim was Senior Vice President for Financial Innovation, Planning and Research for the Fannie Mae Foundation and Vice President for Housing Research at Fannie Mae. Jim is particularly recognized for his knowledge about and leadership on development of innovative financial instruments and strategies to promote affordable lending, inner-city development and wealth creation for lower-

income households. While at the Fannie Mae Foundation, Jim was the lead planner on the Howard-LeDroit Park planning project which won multiple awards and was cited by the Washington Post as the City's most significant community planning initiative since the redevelopment of Pennsylvania Avenue. Jim holds a Bachelor of Architecture degree with honors from Hampton University, a Master of Urban Planning degree from Columbia University, and a Master of City and Regional Planning from the University of Pennsylvania.

Michelle Mulcahy is NCRC's Special Projects Coordinator. She manages NCRC's neighborhood stabilization activities, including research on best practices and NCRC's role in its partnership with the DC Department of Housing and Community Development on the HUD-funded Neighborhood Stabilization Program. Michelle has experience in planning and development across multiple sectors. Michelle has a B.S. from Cornell University in Urban Studies and a Masters Degree in City Planning, with a concentration in community and economic development and a certificate in real estate design and development, from the University of Pennsylvania.

Daniel Soliman is the Operations Manager for the NCRC Community Development Fund (NCRC CDF). Daniel's professional experience has focused primarily on community, business, and real estate/affordable housing development. Most notably, he has structured and closed over \$300 million in affordable housing developments throughout the US; founded an internet café in Gikongoro, Rwanda—the first of its kind in the region—where the profits go to fund a local community center; and has served as a Consultant to the Government of Dubai. Before getting involved in real estate, Daniel was a teacher and counselor at the Glen Mills Schools, a school for adjudicated boys. Daniel has a B.A. from the University of Pittsburgh in Political Science and a Masters in Public Policy from Harvard University's Kennedy School of Government.

Ed Gorman is NCRC's Chief Membership & Workforce Officer. Mr. Gorman joined the staff of NCRC in March 2010, following a nine-year stint on its Board of Directors. Before joining NCRC, Mr. Gorman founded, and served as the President of, American Community Partnerships (ACP) from its inception in 1995. ACP developed partnerships that assisted low-income individuals in obtaining the skills and access necessary for careers that pay living wages and benefits, and in developing their communities. During his time at ACP, Mr. Gorman worked in over 35 cities and states across the US, in partnership with government, labor unions, community- and faith-based organizations and others, to train over 10,000 workers nation-wide and develop distressed communities. Mr. Gorman graduated cum laude from Boston College and received his J.D. from The Columbus School of Law, Catholic University of America.

Once funding is allocated from the Community Challenge Planning Grant, DHCD and its partner organization NCRC will be ready to immediately begin implementing the program's various elements. DHCD and NCRC will also adhere to the requirements to Affirmatively Further Fair Housing and prioritize additional measures to advance civil rights, such as Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, and Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency.

Policy Priorities: Expanding cross-cutting policy knowledge is an explicit goal for this project. Both DHCD and NCRC are involved in the broader housing and economic development community and frequently use community forums to disseminate lessons learned in their work. DHCD and NCRC staff frequently attend community development-related conferences and seminars and are often asked to speak, sharing lessons and challenges they've encountered in their Washington programs. Gatherings include the Federal Reserve conferences, the National Community Reinvestment Coalition annual conference, Urban Land Institute's conference, the IPED Green Homes and Sustainable Communities Conference, GreenBuild, and the Structures for Inclusion SEED conference. Staff also contribute from time to time to publications where they outline innovative programs and activities occurring under their mandate in the City. NCRC also has a national platform for disseminating best practices and policies through its media outreach, regular communication to its 600 member organizations across the country, and through its National Training Academy.