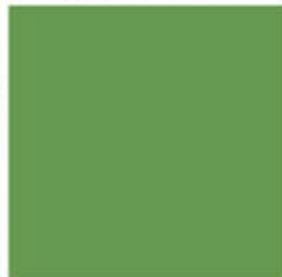




City of Durham Department of Community Development (DCD) Consulting Engagement



Presentation for City Council Work Session



Karen Lado, Vice President
August 6, 2015



Enterprise Overview

Our mission is to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities

Enterprise offers:

- Technical assistance and training for public sector and nonprofits
- Program development
- Best practice research and knowledge sharing
- Policy research and advocacy
- Affordable housing and community facility financing: acquisition, predevelopment, LIHTC, NMTC, permanent financing

Experience with Affordable Housing and TOD

National leader, committed to advancing *equitable transit-oriented development (TOD)* to create opportunities for people of all incomes – particularly low-income residents and communities – to benefit from transit investments by:

- Prioritizing affordable housing near transit
- Providing transit-accessible services (e.g. schools, childcare, grocery stores) and connecting to employment opportunities
- Serving transit-dependent populations with bus feeder networks and bicycle and pedestrian connections

Enterprise Role in Advancing Equitable TOD

- Advisor to local governments, transit agencies and MPOs
- Convener of community stakeholders working to advance equitable TOD priorities
- Technical assistance and training for affordable housing developers pursuing TOD projects
- Financing of affordable housing near transit
 - Special purpose loan funds, e.g Denver Regional TOD Fund
 - Tax credit investments
 - Permanent financing

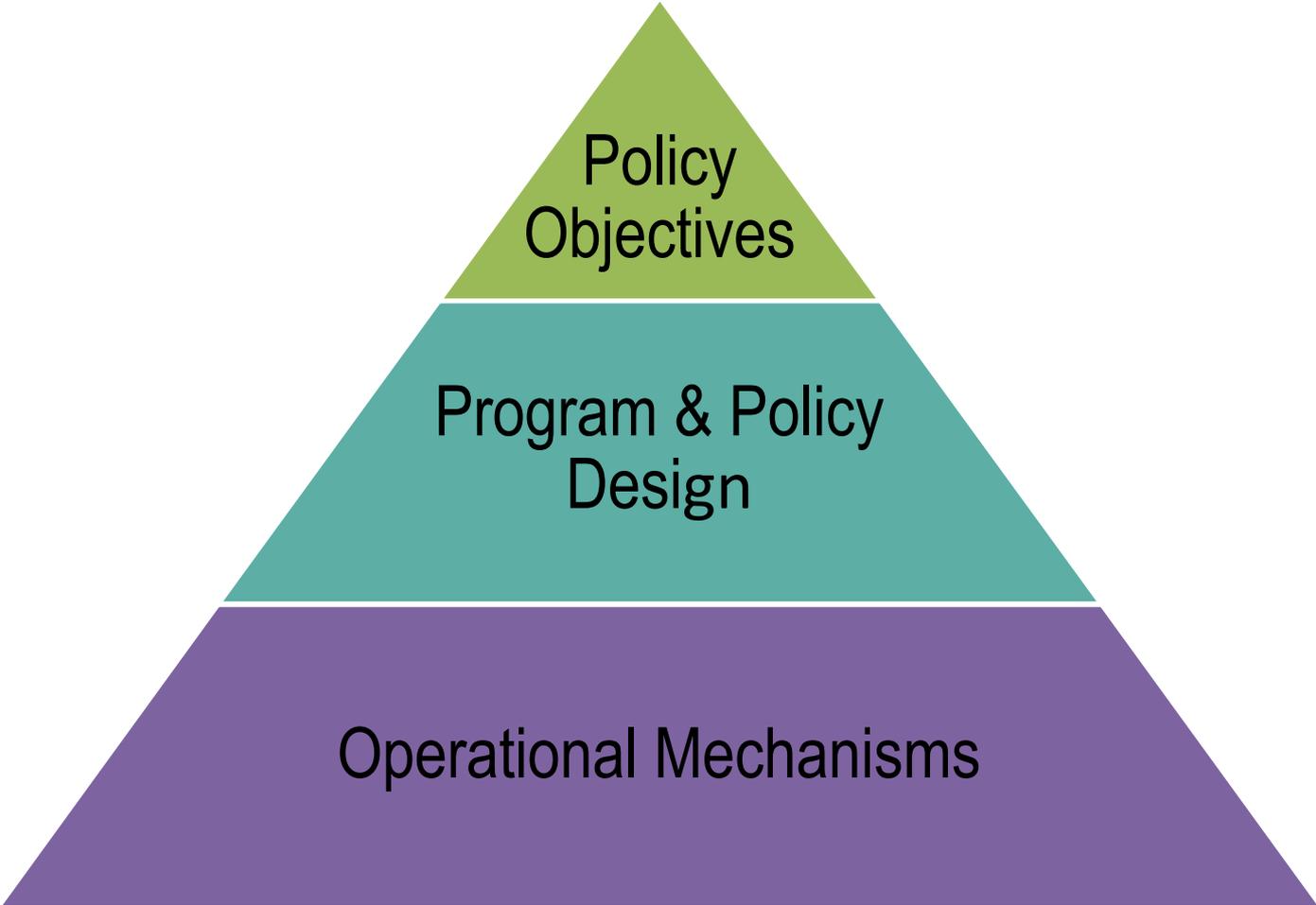
Public Sector Consulting

- In 2009, created dedicated public sector consulting team
 - Enterprise Advisors
- Awarded over \$38 million in TA and consulting contracts to date:
 - HUD technical assistance: OneCPD, NSP, National Resource Network
 - Direct contracts with states, cities and philanthropic organizations
 - Work in 70+ jurisdictions in 25 states
- 25+ TA engagements in progress

Major Consulting Areas

- Strategic investment planning: aligning resources with priorities
- Design and improvement of housing programs
- Use of federal funds: HOME, CDBG, HOPWA, etc.
- Economic development and place-based revitalization strategies
- Use of federal funding in disaster response

Capacity Building Approach



Scope of this Engagement

TASK 1: DCD Goal-setting, Assessment & Outreach Strategy

- Define five-year goals for DCD
- Assess DCD's current organizational structure, programs, resource allocation and staff capacity and recommend changes to support achievement of goals
- Recommend outreach strategies to educate internal & external stakeholders about goals and strategies

TASK 2: City Policy & Regulatory Review

- Review City's policies and regulatory framework supporting affordable housing and neighborhood revitalization, focusing on transit corridors
- Recommend policy, regulatory and financing tools, to advance the creation and preservation of affordable housing in transit corridors

TASK 3: Outline of Implementation Phase

- Based on feedback to Tasks 1 and 2, draft scope of work & budget for implementation phase

Deliverables

1. Overview presentation and narrative options memo summarizing assessment results and providing alternatives for second phase work focused on:
 - DCD organizational structure, programs, resource alignment and capacity building needs; and outreach strategy
 - TOD policy and regulatory framework
2. Draft of defined measurable five-year goals for DCD
3. Scope of work and budget for second phase

Process and Timeline

Due Diligence

- Review of departmental, city information
- Data on housing need and market conditions
- Other planning and research documents

Assessment

- Leadership discussion of housing goals and priorities
- Departmental assessment
- Discussions with other city and external stakeholders

Options & Goal Setting

- Develop and discuss implementation options
- Work with DCD and key stakeholders to define five-year goals and prioritize implementation actions

Prepare for Implementation

Define scope and budget for second phase

*September
2015*

*October
2015*

*October – January
2016*

*By mid-
February 2016*

Project Team Members

Project Lead/Equitable TOD Expert

- Karen Lado, Vice President (Durham, NC)

Housing Program & Organizational Capacity Experts

- Phillip Bush, Director (Washington, DC)
- Chris Kizzie, Director (Washington, DC)
- Frances Wang, Program Officer (Washington, DC)

Equitable TOD Experts

- Melinda Pollack, Vice President (Denver, CO)
- John Hersey, Program Officer (Denver, CO)

