

**Facsimile Transmittal**

**U. S. Department of Housing  
and Urban Development**

OMB Number: 2525-0118  
Expiration Date: 06/30/2011

Office of Department Grants  
Management and Oversight

1311950854 - 2425

Name of Document Transmitting: District of Columbia Parkside Kenilworth Choice Planning

**1. Applicant Information:**

Legal Name: District of Columbia Housing Authority

Address:

Street1: 1133 North Capitol Street, NE

Street2:

City: Washington DC

County:

State: DC: District of Columbia

Zip Code: 20002-7599

Country: USA: UNITED STATES

**2. Catalog of Federal Domestic Assistance Number:**

Organizational DUNS: 1117542060000

CFDA No.: 14.889

Title: Choice Neighborhoods

Program Component:

**3. Facsimile Contact Information:**

Department: Capital Programs & Development

Division:

**4. Name and telephone number of person to be contacted on matters involving this facsimile.**

Prefix: First Name: Janice

Middle Name:

Last Name: Burgess

Suffix:

Phone Number: 202-535-1445

Fax Number:

5. Email: jburgess@dchousing.org

**6. What is your Transmittal? (Check one box per fax)**

a. Certification     b. Document     c. Match/Leverage Letter     d. Other

7. How many pages (including cover) are being faxed?

1

Form HUD-96011 (10/12/2004)

Application for Federal Assistance SF-424		
* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
* 3. Date Received: <input type="text" value="08/08/2011"/>	4. Applicant Identifier: <input type="text"/>	
5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>	
<b>State Use Only:</b>		
6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>	
<b>8. APPLICANT INFORMATION:</b>		
* a. Legal Name: <input type="text" value="District of Columbia Housing Authority"/>		
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="52-1934645"/>	* c. Organizational DUNS: <input type="text" value="1117542060000"/>	
<b>d. Address:</b>		
* Street1: <input type="text" value="1133 North Capitol Street, NE"/>	Street2: <input type="text"/>	
* City: <input type="text" value="Washington DC"/>	County/Parish: <input type="text"/>	
* State: <input type="text" value="DC: District of Columbia"/>	Province: <input type="text"/>	
* Country: <input type="text" value="USA: UNITED STATES"/>	* Zip / Postal Code: <input type="text" value="20002-7599"/>	
<b>e. Organizational Unit:</b>		
Department Name: <input type="text" value="Capital Programs &amp; Development"/>	Division Name: <input type="text"/>	
<b>f. Name and contact information of person to be contacted on matters involving this application:</b>		
Prefix: <input type="text"/>	* First Name: <input type="text" value="Janice"/>	
Middle Name: <input type="text"/>	* Last Name: <input type="text" value="Burgess"/>	
Suffix: <input type="text"/>	Title: <input type="text" value="Deputy Director"/>	
Organizational Affiliation: <input type="text" value="DCHA, Office of Capital Programs &amp; Development"/>		
* Telephone Number: <input type="text" value="202-535-1445"/>	Fax Number: <input type="text" value="202-535-2573"/>	
* Email: <input type="text" value="jburgess@dchousing.org"/>		

**Application for Federal Assistance SF-424**

**\* 9. Type of Applicant 1: Select Applicant Type:**

L: Public/Indian Housing Authority

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

**\* 10. Name of Federal Agency:**

US Department of Housing and Urban Development

**11. Catalog of Federal Domestic Assistance Number:**

14.889

CFDA Title:

Choice Neighborhoods

**\* 12. Funding Opportunity Number:**

FR-5500-N-17

\* Title:

Choice Neighborhood Initiative Planning Grant

**13. Competition Identification Number:**

CHOICEPLNG-17

Title:

**14. Areas Affected by Project (Cities, Counties, States, etc.):**

Add Attachment

Delete Attachment

View Attachment

**\* 15. Descriptive Title of Applicant's Project:**

Kenilworth-Parkside CNI Planning Grant

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

**Application for Federal Assistance SF-424**

**16. Congressional Districts Of:**

\* a. Applicant

b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

**17. Proposed Project:**

\* a. Start Date:

\* b. End Date:

**18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="300,000.00"/>
* b. Applicant	<input type="text" value=""/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value=""/>
* e. Other	<input type="text" value=""/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value=""/>

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- a. This application was made available to the State under the Executive Order 12372 Process for review on .
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

Yes  No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

\*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name:   
Middle Name:   
\* Last Name:   
Suffix:

\* Title:

\* Telephone Number:  Fax Number:

\* Email:

\* Signature of Authorized Representative:  \* Date Signed:

# DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB  
0348-0046

<b>1. * Type of Federal Action:</b> <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	<b>2. * Status of Federal Action:</b> <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. * Report Type:</b> <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
--	--	--

**4. Name and Address of Reporting Entity:**

Prime     SubAwardee

\* Name:

\* Street 1:     Street 2:

\* City:     State:     Zip:

Congressional District, if known:

**5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:**

<b>6. * Federal Department/Agency:</b> <input type="text" value="U.S. Department of Housing and Urban Dev"/>	<b>7. * Federal Program Name/Description:</b> <input type="text" value="Choice Neighborhoods"/>  CFDA Number, if applicable: <input type="text" value="14.889"/>
---	---

<b>8. Federal Action Number, if known:</b> <input type="text"/>	<b>9. Award Amount, if known:</b> \$ <input type="text" value="300,000.00"/>
--	---

**10. a. Name and Address of Lobbying Registrant:**

Prefix  \* First Name  Middle Name

\* Last Name  Suffix

\* Street 1:     Street 2:

\* City:     State:     Zip:

**b. Individual Performing Services** (including address if different from No. 10a)

Prefix  \* First Name  Middle Name

\* Last Name  Suffix

\* Street 1:     Street 2:

\* City:     State:     Zip:

**11.** Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

\* Signature:

\* Name: Prefix  \* First Name  Middle Name

\* Last Name  Suffix

Title:     Telephone No.:     Date:

**Applicant/Recipient  
Disclosure/Update Report**

U.S. Department of Housing  
and Urban Development

OMB Number: 2510-0011  
Expiration Date: 10/31/2012

**Applicant/Recipient Information**

\* Duns Number: 1117542060000

\* Report Type: INITIAL

1. Applicant/Recipient Name, Address, and Phone (include area code):

\* Applicant Name:

District of Columbia Housing Authority

\* Street1: 1133 North Capitol Street, NE

Street2:

\* City: Washington DC

County:

\* State: DC: District of Columbia

\* Zip Code: 20002-7599

\* Country: USA: UNITED STATES

\* Phone: 202-535-1445

2. Social Security Number or Employer ID Number: 52-1934645

\* 3. HUD Program Name:

Choice Neighborhoods

\* 4. Amount of HUD Assistance Requested/Received: \$ 300,000.00

5. State the name and location (street address, City and State) of the project or activity:

\* Project Name: Kenilworth Courts and KPRMC Property

\* Street1: 4500 Quarles Street NE

Street2: 1553 Anacostia Avenue NE

\* City: Washington DC

County:

\* State: DC: District of Columbia

\* Zip Code: 20019

\* Country: USA: UNITED STATES

**Part I Threshold Determinations**

\* 1. Are you applying for assistance for a specific project or activity? These terms do not include formula grants, such as public housing operating subsidy or CDBG block grants. (For further information see 24 CFR Sec. 4.3).

Yes  No

\* 2. Have you received or do you expect to receive assistance within the jurisdiction of the Department (HUD), involving the project or activity in this application, in excess of \$200,000 during this fiscal year (Oct. 1-Sep. 30)? For further information, see 24 CFR Sec. 4.9

Yes  No

If you answered " No " to either question 1 or 2, **Stop!** You do not need to complete the remainder of this form.

**However,** you must sign the certification at the end of the report.

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**Part II Other Government Assistance Provided or Requested / Expected Sources and Use of Funds.**

Such assistance includes, but is not limited to, any grant, loan, subsidy, guarantee, insurance, payment, credit, or tax benefit.

---

Department/State/Local Agency Name:

\* Government Agency Name:

Government Agency Address:

\* Street1:

Street2:

\* City:

County:

\* State:

\* Zip Code:

\* Country:

\* Type of Assistance:

\* Amount Requested/Provided: \$

\* Expected Uses of the Funds:

---

Department/State/Local Agency Name:

\* Government Agency Name:

Government Agency Address:

\* Street1:

Street2:

\* City:

County:

\* State:

\* Zip Code:

\* Country:

\* Type of Assistance:

\* Amount Requested/Provided: \$

\* Expected Uses of the Funds:

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(Note: Use Additional pages if necessary.)

Add Attachment

Delete Attachment

View Attachment

**Part III Interested Parties.** You must decide.

**1. All developers, contractors, or consultants involved in the application for the assistance or in the planning, development, or implementation of the project or activity and**

2. Any other person who has a financial interest in the project or activity for which the assistance is sought that exceeds \$50,000 or 10 percent of the assistance (whichever is lower).

* Alphabetical list of all persons with a reportable financial interest in the project or activity (For individuals, give the last name first)	* Social Security No. or Employee ID No.	* Type of Participation in Project/Activity	* Financial Interest in Project/Activity (\$ and %)
<input type="text"/>	<input type="text"/>	<input type="text"/>	\$ <input type="text"/> <input type="text"/> %
<input type="text"/>	<input type="text"/>	<input type="text"/>	\$ <input type="text"/> <input type="text"/> %
<input type="text"/>	<input type="text"/>	<input type="text"/>	\$ <input type="text"/> <input type="text"/> %
<input type="text"/>	<input type="text"/>	<input type="text"/>	\$ <input type="text"/> <input type="text"/> %
<input type="text"/>	<input type="text"/>	<input type="text"/>	\$ <input type="text"/> <input type="text"/> %

(Note: Use Additional pages if necessary.)

Add Attachment

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**Certification**

**Warning:** If you knowingly make a false statement on this form, you may be subject to civil or criminal penalties under Section 1001 of Title 18 of the United States Code. In addition, any person who knowingly and materially violates any required disclosures of information, including intentional non-disclosure, is subject to civil money penalty not to exceed \$10,000 for each violation.

I certify that this information is true and complete.

\* Signature:

\* Date: (mm/dd/yyyy)

Jamila Tolbert

08/08/2011

## ATTACHMENTS FORM

**Instructions:** On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

**Important:** Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

1) Please attach Attachment 1	TableofContents.doc	Add Attachment	Delete Attachment	View Attachment
2) Please attach Attachment 2	Narratives.zipx	Add Attachment	Delete Attachment	View Attachment
3) Please attach Attachment 3	Att1KeyEligibilityDataForm.xls	Add Attachment	Delete Attachment	View Attachment
4) Please attach Attachment 4	Att2EligibleApplicantDoc.pdf	Add Attachment	Delete Attachment	View Attachment
5) Please attach Attachment 5	Att3DocPlanningCord.pdf	Add Attachment	Delete Attachment	View Attachment
6) Please attach Attachment 6	Att4SevereDistressCert.pdf	Add Attachment	Delete Attachment	View Attachment
7) Please attach Attachment 7	Att5Mappingtooldata.pdf	Add Attachment	Delete Attachment	View Attachment
8) Please attach Attachment 8	Att6SubstandardHousingDoc.pdf	Add Attachment	Delete Attachment	View Attachment
9) Please attach Attachment 9	Att7EN DocInadequateSchool.pdf	Add Attachment	Delete Attachment	View Attachment
10) Please attach Attachment 10	Att8CNPlanningResidentInvolv	Add Attachment	Delete Attachment	View Attachment
11) Please attach Attachment 11	Attachments9-12.zipx	Add Attachment	Delete Attachment	View Attachment
12) Please attach Attachment 12	Attachment13-14.zipx	Add Attachment	Delete Attachment	View Attachment
13) Please attach Attachment 13	Att15DocSupportConsistency.pdf	Add Attachment	Delete Attachment	View Attachment
14) Please attach Attachment 14	Att16Leverage.zipx	Add Attachment	Delete Attachment	View Attachment
15) Please attach Attachment 15	Attachments17-22.zipx	Add Attachment	Delete Attachment	View Attachment

Narrative Exhibit A. Executive Summary

District of Columbia Housing Authority

File: NarrativeExhibitA ExecSummary

## Exhibit A: Executive Summary

**Need for Choice Neighborhood Initiative Planning Grant:** A Choice Neighborhood Initiative planning grant for the Parkside-Kenilworth (P-K) neighborhood is critical to ensure a comprehensive approach to addressing the Housing, People and Neighborhood issues of this truly unique community. P-K both contains two severely distressed HUD-assisted housing developments and four low-performing and lowest achieving schools and, at the same time, incorporates significant public and private assets planned and in place. With only one entrance and otherwise bounded by a river, major highways and a decommissioned power plant, P-K is isolated from the rest of the city. Although P-K has significant neighborhood assets, most are currently underutilized or in planning, and there is a lack of cohesiveness that results in separate sub-areas rather than one community. P-K, as a whole, thus will greatly benefit from the comprehensive and targeted planning effort made possible by a Choice planning grant.

Redevelopment of its two severely distressed HUD-assisted properties: Kenilworth Courts (KC), a 288-unit public housing development (with 2 other non-residential units), and the 132-unit Kenilworth Parkside Resident Management Corporation (KPRMC) property is critical for the community's viability. KPRMC was formerly part of the KC public housing development but was successfully conveyed to the Resident Management Corporation in 1982. A third severely distressed public housing project, Parkside Addition, was recently demolished and is undergoing significant redevelopment. P-K meets all four criteria designating it as an eligible neighborhood. P-K suffers from concentration of poverty, high crime, high housing vacancies, and inadequate schools. P-K has a poverty/ELI rate of 64.35%. Violent crimes averaged 55.9 per 1000 persons for 2008-2010. The housing vacancy rate is 8.79%. All four neighborhood schools are low-performing, with Kenilworth Elementary designated as Persistently Lowest Achieving. P-K is a 2010 Promise Neighborhood Initiative planning grant awardee, with an application for

## Exhibit A: Executive Summary

implementation funding in process. Absent a comprehensive neighborhood Transformation Plan, residents of KC and KPRMC will not benefit from the significant progress planned and already underway in this community.

**Neighborhood Assets:** P-K has many neighborhood assets that will contribute to both the Choice planning efforts and the subsequent implementation of the Transformation Plan. DCHA and the Promise grant recipient, DC Promise Neighborhoods Initiative, Inc. (DCPNI, Inc.), have been closely coordinating planning efforts, sharing data and resources, and conducting work groups and joint community meetings. In addition to addressing performance of the four P-K schools, Promise activities have attracted Educare, an early childhood learning center, and the youth-focused Tiger Woods Learning Center to the neighborhood. The Community College of the District of Columbia (CCDC) is locating in the neighborhood, as is the District of Columbia Primary Care Association (DCPCA), whose focus is medically underserved populations. Development activities are bringing much needed commercial assets to this underserved part of the City. Plans by developer City Interests for a vacant 26-acre parcel include up to 50,000 square feet of retail, 750,000 square feet of commercial and 2,000 residential units. Recreational assets are abundant though underutilized in P-K. The National Arboretum, Kenilworth Park, the Aquatic Gardens and significant federal parkland are adjacent to P-K. The District plans include a new recreation center and improved access to Marvin Gaye Park and the Anacostia Riverwalk. The neighborhood includes two stable single-family homeownership communities, Eastland Gardens and Parkside, and three well-managed HUD-assisted rental developments, Mayfair Mansions 1&2, Paradise and Lotus Square, with four others planned or underway: Mayfair Mansions 3, Pollin/Enterprise, City Interests mixed-income and Victory Housing. A pedestrian bridge over I-295, connecting P-K with a MetroRail station and Minnesota Avenue shopping,

## Exhibit A: Executive Summary

will shortly be rebuilt to make it more safe, attractive and accessible.

**Planning Grant Vision and Grant Objectives:** The Choice Transformation Plan vision is to create a cohesive, well-functioning community, using housing as a platform for improved quality of life, by redeveloping its severely distressed HUD-assisted housing, tying together its many assets and providing the resources so children and families can succeed and achieve their life goals. It will result in a feasible plan for the redevelopment of KC and KPRMC that builds on the other ongoing planning and development activities in the neighborhood. It will focus on the people as well as the physical built environment. Rebuilding of physical assets alone will not transform the lives of struggling residents, nor will improvements to neighborhood schools alone achieve what can only be possible if students come home to strong, supportive and healthy families. The marriage of Choice and Promise, along with directing the significant investment in neighborhood assets to the benefit of families with the greatest need, provides a unique opportunity to make possible the renaissance of an entire neighborhood.

**Key Partner Organizations:** DCHA is partnering with co-applicant, KPRMC. The other key partner is Promise's DCPNI, Inc. All of the major property owners in P-K are key partner organizations, as well as the two neighborhood elementary schools, and Cesar Chavez Public Charter Schools for Public Policy, DC LISC, Howard University, Educare, the Tiger Woods Learning Center, DCPCA, CCDC, Corporation for Supportive Housing (CSH), East of the River Family Strengthening Collaborative, United Planning Association and Wheeler Creek CDC also are partners, critical to the educational, data collection and evaluation, and social service aspects of the planning process. DCHA will also partner with the Region Forward Coalition of the Metropolitan Washington Regional Council of Governments (MWCOG), the designated point of contact for the area's Preferred Sustainability Status. The P-K Plan will incorporate the

## Exhibit A: Executive Summary

Coalition's principles of livability and sustainability to encourage and manage sustainable growth throughout the region, as well as the livability principles adopted by HUD, EPA and DOT.

**Preliminary Market Analysis:** Preliminary market analyses have concluded that P-K has significant market potential. In January, 2007, Urban Design Associates completed the *Northern Ward 7 Waterfront Plan* for the Anacostia Waterfront Corporation. Jair Lynch Companies and the CLUE Group conducted the plan's housing and retail studies, respectively. The housing study concluded that there is a proven market for rental housing for low-mod 1- and 2-br units, and an unmet need for 3- and 4-br units. The significant number of households with incomes in the 40%-100% of AMI range suggested a good market for 3- and 4-br single family and townhouse moderately priced for sale homes. The retail analysis supported the new development of 85,700 square feet of new retail, provided that there is a coordinated retail plan to address improved access, visibility, and wayfinding, which can be achieved through the Choice planning process. DCHA has identified an independent, 3<sup>rd</sup> party market analyst, which will complete a formal market assessment as part of the Choice planning process, to reinforce various market analyses of P-K. Other more recent market analyses, mentioned later, also support the viability of P-K's housing and retail market potential.

Narrative Exhibit C. Capacity

District of Columbia Housing Authority

File: NarrativeExhibitC Capacity

## Exhibit C: Capacity

**Capacity to Lead: DCHA/ERBD Relationship:** DCHA has contracted with E.R. Bacon Development, LLC (ERBD) to serve as Planning Coordinator. The experience of DCHA combined with that of ERBD amply demonstrates comprehensive organizational capacity to lead the planning process for a transformation plan of the scope and complexity of P-K. ERBD has worked with DCHA since 2008 as Real Estate Advisor to the Executive Director, and has developed a solid working relationship with DCHA and its leadership. Under the direction of the DCHA Executive Director, ERBD will lead the planning process, carrying out the specific duties and tasks as specified in the DCHA/ERBD Contract (Attachment 3). **Planning in Partnership:** DCHA is the 3rd largest recipient of HOPE VI funding nationally (with 7 grants awarded), and is recognized as a leader nationwide in the design and execution of innovative and successful transformational revitalization projects. Guiding these efforts has been a set of redevelopment principles formally codified by the Board of Commissioners in October 2004, which requires these activities “to be carried out in a highly participatory manner with stakeholders, including residents and the surrounding neighborhood.” Henson Ridge, a HOPE VI funded revitalization of two distressed public housing projects, demonstrates this effective participatory planning process with the coordination of multiple stakeholders, capacity building, accountability and sustainability and the transformation of assets beyond the public housing properties. At Henson Ridge, DCHA was instrumental in bringing to the neighborhood Andrew’s Credit Union, and established accountability of the credit union to the community, with an agreement that includes the provision of financial literacy education to the community and funding to support the Community and Supportive Services Program (CSSP). The DCHA-led planning process also resulted in a new grocery store and the first sit-down restaurant east of the Anacostia River, as well the replacement of the neighborhood library. The new neighborhood assets will provide

## Exhibit C: Capacity

sustainability in economic development, quality of life and resident education. As started at Henson Ridge and continued throughout all of DCHA's HOPE VI and mixed finance projects, DCHA and ERBD will use the aforementioned guiding principles in implementing this Choice Planning grant, and will work in collaboration with KPRMC, already skilled in property management, to build KPRMC's capacity regarding mixed-finance development.

ERBD's principal, Elinor Bacon, has extensive experience in planning and implementing comprehensive public/private neighborhood transformation efforts as Community Development Director for The Johns Hopkins Hospital, Baltimore, 1982-1984; as Deputy Assistant Secretary for Public Housing Investments, HUD, 1997-2000; as National Capital Revitalization Corporation (NCRC) President/CEO, 2001 and 2002; and as a private developer and PHA consultant. At NCRC, Ms. Bacon led a joint DC/NCRC comprehensive neighborhood planning effort focused on the Southwest Waterfront (SWW). This was a part of the overall Anacostia Waterfront Initiative, a public/private initiative involving Federal, State and local jurisdictions, community residents and a wide range of public, private and institutional stakeholders. The SWW planning effort for 26 acres, and associated 27 acres of marinas and riparian area, resulted in a Small Area Plan that was adopted by the Council of the District of Columbia and today forms the basis of the public/private redevelopment effort underway at SWW by Hoffman-Madison Waterfront, LLC, (HMW) where ERBD is a partner. Data collection and analysis, led by the DC Office of Planning and its consultants, informed the development planning process for the SWW, which included an expansive community engagement process, where objectives and metrics were established and each party was held accountable for completing its responsibilities. As Development Manager and Real Estate Advisor for the Housing Authority of the City of Spartanburg (SHA), Ms. Bacon led a comprehensive planning effort, involving the City, SHA,

## Exhibit C: Capacity

residents, and stakeholders in the public, private, religious, educational, non-profit, arts and health sectors to develop a comprehensive revitalization plan for the Southside of Spartanburg. This culminated in a HOPE VI award in 2004, for the Phillis Goins public housing project, which encompassed a total of six acquired sites, all of Southwest Spartanburg and a portion of the County. This effort was driven by a partnership with ReGenesis, an environmental justice organization transforming a Brownfield site, ReGenesis Health Center, the Mary Black Foundation, the Mary Black Hospital, District 7 Public Schools, the Homebuilders, the South Carolina School for the Deaf and Blind, University of South Carolina, Upstate, and local churches. A detailed resident and community-wide needs assessment guided the redevelopment process; University of South Carolina at the Upstate evaluated the program annually, and modifications were made according to their findings. Stakeholders had specific tasks and were evaluated on the results of their efforts.

**Resident and Community Engagement:** DCHA has demonstrated its commitment to the ongoing and meaningful participation of residents and the broader community in all of its redevelopment activity throughout project planning and implementation as evidenced by the over 1,000 documented community/resident meetings it has conducted during the last 15 years. For example, when DCHA undertook the planning for the Sheridan HOPE VI involving a site that was demolished and vacant for 13 years, through an aggressive outreach effort, DCHA located 87 former resident households and 409 individuals who participated in the CSSP and many plan to return to the site when completed. At all HOPE VI sites, DCHA spurs the creation of resident-owned CDCs to build capacity, provide a vehicle for significant participation in the implementation of the HOPE VI project, provide economic benefits and build a foundation for organizational capacity, sustainable beyond the grant period. DCHA establishes a Steering

## Exhibit C: Capacity

Committee to govern each of its HOPE VI projects, with residents serving as committee members or chairs of sub-committees covering design and construction, CSSP implementation, and relocation and re-entry, thus building resident leadership capacity and establishing accountability. DCHA's ongoing technical assistance generates full resident participation in the planning and implementation process. ERBD has held well over 100 meetings with stakeholder groups for the SWW development, focusing on broad community engagement, and has participated in about 200 additional meetings, linking the SWW redevelopment to other community-based efforts. DCHA and ERBD redevelopments all stress not only participation by, but capacity building of residents and other partners, as well as accountability for results.

**Data and Evaluation:** DCHA conducts a comprehensive community planning charrette and undertakes a comprehensive needs assessment as part of the planning for each of its redevelopment projects. Utilizing a triage approach, DCHA identifies clients as high, moderate or low-risk and focuses greatest time and attention on families in the high risk category. DCHA contracted with Howard University's Center for Urban Progress (HU) to evaluate the overall success of its last five HOPE VI projects in meeting its redevelopment and CSSP goals, as well as determine the overall impact of the project on the surrounding community. Beginning with year-one baseline data, HU evaluates DCHA's performance during the grant period, providing feedback that DCHA uses to modify its programs. Resident-owned Wheeler Creek CDC provides case management services at the HOPE VI sites, regularly monitors CSSP actual versus planned outcomes, as outlined in the Logic Model provided in each HOPE VI application. Case management staff utilize a computerized management information system, *Tracking-at-a-Glance*, that accurately tracks participants' activities and progress, and can generate profiles, quantifiable data and reports at any time.

## Exhibit C: Capacity

**Leverage:** DCHA is at the forefront of the public housing industry in developing creative financing mechanisms to leverage limited federal resources to maximize private investment, provide for mixed-income development, and lessen dependence on the federal government. Development activity has been leveraged, with low-income housing tax credits (LIHTC), tax-exempt bond financing, Energy Performance Contracting Financing, Capital Fund Financing Program, District Capital Improvement funding, HOME, CDBG, Federal Home Loan Bank Affordable Housing Program (AHP), Payment in Lieu of Taxes (PILOT), private debt and equity, DC Housing Assistance Downpayment Funding, etc., to bring the total infusion of non-federal financial resources for the revitalization of seven HOPE VI sites and approximately 10 other mixed-finance developments to over [REDACTED], or an average leverage ratio of 5.9:1. An example of this approach is DCHA's Arthur Capper/Carrollsborg Hope VI where DCHA leveraged a [REDACTED] HOPE VI Grant to generate a total of \$614.6 million in public and private investment for the redevelopment of this 25-acre site into a mixed-income, mixed-finance and mixed-use community, consisting of over 1,500 housing units, over 760,000 square feet of office and retail space, and a multipurpose community center. On the SWW, HMW, with partner ERBD, has secured \$198 million in TIF/PILOT financing for infrastructure, a land write-down to achieve community benefits, cross-subsidization to accomplish affordable housing, and will raise private equity and debt, along with LIHTC/tax-exempt bond financing for the \$2 billion mixed-use, mixed-income development.

Narrative Exhibit D. Need

District of Columbia Housing Authority

File: NarrativeExhibitD Need

## Exhibit D: Need

### **Unit Distress:**

**Rehabilitation Costs:** Per excerpts below from the PNAs, the estimated cost of rehab for a 2-bedroom walk-up unit at KC is \$107,500 and \$84,000 at KPRMC, with a weighted average of \$100,114, which is 55.5% of the Total Development Cost (TDC) limit of \$180,278. The PNA for KC, prepared in July 2011, states, “A+E Collective carried out an analysis to determine the estimated cost to rehabilitate Kenilworth Courts, using a 2-bedroom walk-up unit as a sample. The estimated rehabilitation cost, to bring the unit to 20 year viability is \$107,500.” The PNA for KPRMC, prepared in July, 2011, states, “A+E Collective carried out an analysis to determine the estimated cost to rehabilitate KPRMC, using a 2-bedroom walk-up unit as a sample. The estimated rehabilitation cost, to bring the unit to 20 year viability is \$84,000.”

**Structural Deficiencies:** As certified in Attachment 4, and described in detail in Attachment 10, both KC and KPRMC have significant structural deficiencies. Specifically, A+E Collective, a registered engineer, cites problems with the roofing systems, foundations and structural elements, exterior walls, electrical, plumbing, mechanical heating, lack of central air conditioning, site work, and sewer and storm drains at both properties.

**Design Deficiencies:** A+E Collective identified design deficiencies in both KC and KPRMC in its letter (Attachment 10) and further evidenced in photos in Attachment 11. Design deficiencies include: buildings sprawled across the site in a jagged configuration; large areas devoted to obsolete clotheslines, isolated street pattern, allowing entry only from Eastern Avenue and egress only on to Nannie Helen Burroughs Avenue; lack of defensible space due to building layout and orientation; inaccessibility due to deteriorated site conditions (broken pavement, erosion, steep grades), and inadequately sized rooms for current use including a lack of storage and closets. In addition to the small rooms, units are accessed through narrow entrances, stairways, and

## Exhibit D: Need

hallways, hindering the movement of large modern appliances and furniture. The movement of large appliances and furniture results in doors that are in constant disrepair, as well as a lack of security.

### **Neighborhood Distress:**

Poverty/ELI: The P-K neighborhood falls in Census Tracts 96.1 and 96.2. Based on the Choice Neighborhood Data Sheet, included as Attachment 5, the percent of families living in poverty is 50.79% and the Extremely Low-Income Household Rate is 64.35%.

Vacancy: Based on the Choice Neighborhood Data Sheet, included as Attachment 5, the long-term vacancy rate is 8.79% for the targeted neighborhood.

Crime: As evidenced in Attachment 12, Part 1 violent crimes per 1,000 persons for the Patrol Service Area (PSA) where KC/KPRMC are located (PSA 601), totaled 57.4 in 2008, 59.5 in 2009, and 50.9 in 2010, an average of 55.9 violent crimes per 1,000 for the three-year period.

Need for Affordable Housing: The ratio of units affordable to very low-income (VLI) renter households is 1.22% in the target area county, compared with the national ratio of 1.52%, per the Choice Neighborhood Data Sheet, included in Attachment 5.

Narrative Exhibit E. Plan

District of Columbia Housing Authority

File: NarrativeExhibitE Plan

## Exhibit E: Plan

**Planning Approach:** In a process launched by DCPNI, Inc. for the Promise Neighborhood Initiative and expanded by DCHA in anticipation of a full-scale Choice Neighborhood planning effort, DCHA and KPRMC will utilize a thoroughly collaborative planning approach, engaging residents, stakeholders, anchor institutions, government agencies, business and civic leaders, and the broader community. As a member of the Metropolitan Washington Regional Council of Governments (MWCOG) Region Forward Coalition, the designated point of contact for the area's Preferred Sustainability Status, DCHA's plan will incorporate the Coalition's principles of livability and sustainability, as well as the livability principles adopted by HUD, EPA and DOT.

**Planning Activities:** The Choice planning effort will be led by Planning Coordinator, ERBD. ERBD Principal, Elinor Bacon, will manage the collaborative planning process that will culminate in the production of a comprehensive Transformation Plan. ERBD's specific duties are enumerated in Attachment 3. The plan will align with the three core goals of Choice: Housing, People and Neighborhoods. Overseeing the entire effort will be a Choice Stakeholders Council to advise and consult throughout on all aspects of the planning process to ensure comprehensive and meaningful participation of all key stakeholders and achievement of objectives. The Council currently includes KPRMC President, DCPNI, Inc. Chair, KC Resident Council President, principals of the P-K neighborhood schools, owners/operators of seven existing and planned subsidized housing developments and the DEDT. These partners are critical as they are key influencers and stakeholders in the community; their active engagement is essential to effectuate the fundamental physical and human capital transformation of P-K. In addition DCHA will engage members of the DCPNI, Inc. Board, such as the Tiger Woods Foundation, CCDC, DCPCA, and Educare. DCHA fully expects other organizations, such as The National Park Service and Region Forward to join the Stakeholders Council as the effort

## Exhibit E: Plan

grows. Housing and Neighborhood Plans: DCHA has procured Torti Gallas Urban to lead the physical master planning effort, which will form the basis for the Housing and Neighborhood Plans, to be founded on a comprehensive market analysis and neighborhood assessment created through research, maps, visual assessments, surveys, public data, and input from community members. Building on the *Anacostia Waterfront Northern Ward 7 Waterfront Plan*, completed by Urban Design Associates for the District in 2007, the physical assessment will address housing conditions, including KC/KPRMC and other subsidized housing in the neighborhood; vacant and abandoned properties; the viability of, need for, and distance traveled to all significant neighborhood assets – early childhood education programs, schools, medical facilities, libraries, parks, recreational facilities, churches, commercial, retail and transportation. The physical assessment will be supplemented by a resident needs assessment (see below), and analysis of workforce, small business and economic development challenges and gaps. Community-wide focus groups and participatory design charrettes (using computer-based decision support tools to bring education, visualization and modeling to the charrettes) will bring the entire community together to create the mixed-income redevelopment plans for KC/KPRMC, based on the principles of one-for one housing replacement and right to return; a replacement housing plan; a neighborhood asset linkage strategy capitalizing on existing strengths of anchor institutions; an open space/recreation strategy; and a transportation strategy, addressing mobility, connectivity and eliminating existing isolation, and an economic development strategy. Deliverables of the physical master planning effort will include a community-wide land use plan, a redevelopment plan for KC/KPRMC with architectural and engineering studies and a viable financing plan, supported by a market assessment. The People Plan will be led by DCHA staff because of the Housing Authority's intimate knowledge of the residents of KC and close

## Exhibit E: Plan

relationship with the leadership of KPRMC. The development of the People Plan will begin with a comprehensive needs assessment of residents of KC/KPRMC, identifying education needs, employment/job readiness training needs, childcare needs, health needs, and other social service needs. A broader brush assessment will be done of other P-K neighborhood residents. Utilizing a triage approach, DCHA will identify residents as high, moderate or low-risk, focusing greatest time and attention on high-risk families. This needs assessment will be overlaid with the assessment done as part of the Housing and Neighborhood Plan to identify gaps in services and neighborhood assets. DCHA will utilize a team of experts, called the Data Evaluation/Documentation Team (DEDT), to develop a data collection (including the establishment of baseline data), documentation, and evaluation system to assure that the ability to measure progress made toward closing the gaps is in place from the start of the planning process through implementation. The DEDT will consist of researchers and analysts from Howard University, DC LISC and others. The results of the residents' needs assessment will be used to inform the development of the People Plan. The People Plan will create the linkages for the KC/KPRMC residents and other low-income residents to employment opportunities that will be generated through the large volume of development activity in the neighborhood, and to other businesses and employment centers. It will also develop a plan to connect the residents to job readiness training, educational programs and healthcare services that become available as a result of the significant development planned in the neighborhood and beyond. The Plan will identify the gaps that will still exist beyond the already planned development and identify partners and financial resources to help fill those gaps. DCHA will call upon the expertise of the CSH, a national organization acclaimed for its unparalleled experience in supportive housing, regarding strategies and programs to incorporate supportive services into the housing development for

## Exhibit E: Plan

residents needing those services. As part of the process, DCHA will assess how it can utilize the flexibilities afforded to it as a Moving to Work housing authority to encourage resident self-sufficiency and self-determination, a key component of DCHA's Strategic Plan and MTW Plan.

**Resident and Community Involvement:** DCHA has already launched an effort that will result in ongoing and meaningful resident and community participation, to engage a community that traditionally has been marginalized, and provide capacity building. The panel that reviewed the proposals for the Master Planner included representation from KC/KPRMC. KC/KPRMC residents are participants in DCPNI's Results-Based Work Groups, formed to analyze issues and create plans to achieve the ten Promise objectives. DCHA will augment those work groups with additional groups focused directly on the Housing, People and Neighborhood Plans, with resident and community participation. KPRMC, as Co-Applicant, and KC Resident Council President both have a leadership role as members of the Choice Stakeholders Council, and will play a key outreach role to their constituents to achieve community engagement. Through an established process, KC and KPRMC residents will be engaged in every stage of the planning, development and post-development processes, participating in the design charrettes, the needs assessments and evaluations, developer selection, and relocation and right to return policy development. For successful community-wide planning, DCHA's partners on the Stakeholders Council will reach out to their constituents, residents in all the major subsidized projects and homeowner communities. DCHA has convened one community-wide Choice meeting and, upon award, DCHA will host a community-wide training series on various aspects of the transformation planning process.

**Neighborhood Assets and Needs Assessment:** As stated above, comprehensive needs assessments, of both physical assets and residents' needs, will be undertaken to identify

## Exhibit E: Plan

neighborhood assets and the gaps that must be addressed in order to complete the Transformation Plan. The Promise planning effort laid the groundwork for a comprehensive portrait of the needs of the children and youth living in the P-K neighborhood, and, as a result of the planning process, the Urban Institute has issued a comprehensive needs assessment and segmentation analysis, focusing on the ten Promise Neighborhood goals. DCHA will use that excellent analysis and build upon it, adding the needs assessment of the adult population, as well. The Choice needs assessment will draw upon data from HUD; Census data; and DC government data from the Office of Planning, Department of Employment, and Department of Health. It also will draw from data collected by LISC, the Urban Institute, and Georgetown University, and DCPNI, Inc.'s partners, as well as from data collected through focus groups, resident retreats, surveys, and interviews. Data utilized to guide the People Plan will include: age; gender; disability/special needs; income and sources; language barriers; rental standing; employment history/readiness; gaps in job skills and adult education; education needs for children, including early childhood; need for afterschool programs and childcare; transportation; legal and criminal history; health and wellness, including access to medical care; and, need for family support services, such as parenting classes or substance abuse programs. All the above will be geared toward understanding the developmental, commercial, recreational, physical and social assets and needs upon which the Transformation Plan will be developed. Data for the Housing and Neighborhood Plan will be collected from existing on-line and graphic sources, windshield surveys, on-site assessments of individual properties, and data from managers of multi-tenant properties. Data from the Department of Consumer and Regulatory Affairs, Office of Tax and Revenue, Corelogic and Realtytrac.com will be used to identify and map vacant and abandoned units, those in or facing foreclosure or with significant tax liens. Homeownership rates and other

## Exhibit E: Plan

demographic data will be derived from ESRI, a national data provider, and the U.S. Census.

The outcome of these studies will be documented through written and graphic presentations of the data analysis, including use of an interactive computer model. The community will be engaged through the regular Choice/Promise community meetings, meetings with residents of the affected properties and the Choice Stakeholders Council. Identified gaps in neighborhood assets will be discussed and community members will articulate neighborhood priorities, thus informing the physical design and connectivity options explored in the charrette; financial and market analyses will ensure redevelopment options are financially feasible. The DEDT will conduct a detailed process evaluation to document the planning process, capturing effective practices and lessons learned. This will include tracking of data from the physical assessment and needs assessment of P-K families, tracking of the progress towards implementation of redevelopment options, structured observations of meetings and early program activities, periodic interviews with key actors, and focus groups with residents, service providers, and community stakeholders. The final results of the planning process will be documented for lessons learned, to be shared broadly with public agencies and communities desiring to undertake similar planning efforts.

**Educational Opportunities Planning:** DCHA will work in close coordination with DCPNI, Inc. and will rely heavily on its Promise Neighborhood planning, having been intimately involved in DCPNI's formulation of educational goals. The P-K Promise efforts form the educational basis of DCHA Choice educational objectives: Children enter kindergarten ready to learn; Students are proficient in core academic subjects; Students successfully transition from middle grades to high school; Youth graduate from high school; High school graduates obtain a postsecondary degree, certification, or credential; Students are healthy; Students feel safe at school and in their

## Exhibit E: Plan

community; Students live in stable communities; Families and community members support learning in Promise Neighborhood schools; and Students have access to 21<sup>st</sup> century learning tools. DCHA will supplement DCPNI, Inc.'s work to incorporate its Human Capital goals into the overall Choice Educational Opportunities Planning – to plan methods and programs to achieve health, economic security and self-sufficiency, housing stability, supportive services and public safety for P-K families. Through the DCPNI Results Based Work Groups (RBWG), active participation of its Advisory Board, and involvement of partners representing the nation's most forward-thinking educators, DCPNI, Inc. has developed a plan to meet its ten Promise objectives.

Attracted by the Promise effort, Educare, a full-day, full-year early childhood center is scheduled to open in fall 2011. The Tiger Woods Learning Center, with a focus on science, technology, engineering and math, opened in October 2010. Parent participation will be accomplished through a DCPNI, Inc. partnership with East River Family Strengthening Collaborative, which currently operates a family and student support program at Kenilworth Elementary that includes a parenting center, with Watch D.O.G.S. (Dads of Great Students), an initiative of the National Center for Fathering, promoting involvement of fathers in the lives of their children.

Improving the quality of education requires the commitment of the entire family. DCHA's relationships with the residents at KC and the close working relationship with the leadership at KPRMC engenders trust of the families that is required in order for them to become fully engaged in the educational improvement efforts. The Choice planning activities have already helped the Promise efforts by getting KC/KPRMC mothers engaged in the both planning processes. Prior to the start of the Choice planning, the Promise team struggled to get KC/KPRMC mothers, a key constituent group, engaged.

## Exhibit E: Plan

**Capacity Building:** Integral to the planning process is a long-term focus on sustainability of the Transformation long after the planning work is complete. When DCHA conveyed the Kenilworth property to KPRMC, it was led by Kimi Gray, who, before her death in March 2000, was at the forefront of the movement toward greater resident involvement in the management of public housing. KPRMC was the only Resident Management Company in the nation where the property ownership was successfully transferred to the RMC. The Choice Neighborhoods Initiative has provided the impetus for DCHA and KPRMC to again engage in active partnership. DCHA will direct substantial technical assistance to KPRMC, particularly in the area of physical redevelopment and mixed-finance strategies, and to the resident leadership of KC, other subsidized rental properties in the neighborhood, and the market rate homeownership communities, with the goal of full engagement of these community members well beyond the life of the Choice Transformation Plan. Input from these organizations will inform decision making, refine the Choice vision and further guide participant engagement.

DCHA and its principal stakeholders have worked collaboratively for a year on DCPNI, laying the groundwork for effective coordination of Choice/Promise. With DCHA adding a Planning Coordinator and Master Planner, the Choice team has considerable capacity to develop a comprehensive Transformation Plan. Throughout the planning process, the Choice team will be providing technical assistance to the other neighborhood stakeholders. As with its seven HOPE VI's and ten mixed-finance projects, DCHA has consistently built the capacity of the residents and community members. The Choice Neighborhood will be no different. As the planning process moves into implementation, DEDT will measure the capacity of the team to carry out the Transformation Plan, articulate capacity building needs of the Stakeholders Council, resident leadership and other partners, identify TA providers to fill those needs, and evaluate the success

## Exhibit E: Plan

of the capacity building efforts. In addition to capacity building within the team, the results of this groundbreaking Promise/Choice partnership will be shared region and nation-wide through regional meetings of public, private and non-profit educators and community builders, through dissemination of the written materials to be produced by DEDT and by participation in national conferences and meetings.

**Planning Schedule:** DCHA's Choice planning process will be complete within 24 months. This schedule allows for meaningful participation by the neighborhood residents and other stakeholders. The timeline with start and end dates for each activity and milestone is included as Attachment 13. DCHA will be the lead for the housing component.

**Budget:** The budget for the Choice planning process is \$690,990. The schedule of sources and uses is included as Attachment 14. DCHA will provide Choice leverage of [REDACTED] in cash and [REDACTED] in kind; plus [REDACTED] in Promise leverage that directly relates to the creation of the Choice Transformation Plan. There is no funding overlap from the Promise leverage.

**Consistency with Other Planning Documents:** Targeting the P-K neighborhood as DCHA's first Choice Neighborhood is consistent with both the City's *5-year Consolidated Plan* from June 13, 2011, and DCHA's *MTW 2012 Plan*, submitted to HUD on July 18, 2011. The P-K neighborhood has been the target of several recent planning activities, including the DC Promise Neighborhood Initiative and the *Northern Ward 7 Waterfront Plan*. The Choice Transformation Plan will build on all of these and therefore be consistent with them. Finally, the P-K Choice Transformation Plan will use the MWCOC Region Forward Coalition's sustainability plan as a guiding document. The resulting Transformation Plan will be consistent with the Region Forward Plan's sustainability and livability principles.

Narrative Exhibit F. Likelihood of Implementation

District of Columbia Housing Authority

File: NarrativeExhibitF LikelihoodImp

## Exhibit F – Likelihood of Implementation

Although a Choice Implementation Grant certainly would be valuable to jumpstart the redevelopment of KC/KPRMC, there is significant specific, actionable evidence that the Transformation Plan of P-K will be implemented even without a Choice Implementation Grant, as follows. ***Team in Place:*** DCHA has put together a formidable team. An MOU with KPRMC is executed, laying the foundation for a long-term partnership lasting beyond implementation. ERBD, Planning Coordinator with extensive development implementation expertise in addition to considerable planning experience, is prepared to manage the overall implementation of the Transformation Plan. DCHA is prepared to issue an RFQ/RFP for a developer for the KC/KPRMC site when the Transformation Plan is ready. And DCHA has a strong, experienced staff in real estate development, finance, and human capital development, which has demonstrated capacity to bring physical and social service plans to fruition. Local and national development interest in DC public/private projects is significant because the city and regional markets are among the strongest in the nation. There is solid interest in DCHA development offerings because of the demonstrated success of DCHA’s public/private HOPE VI and multiple mixed-finance developments previously undertaken; and there is increasingly strong interest in development “East of The River” in DC’s Ward 7 (where P-K is located) and Ward 8, because so much of DC’s downtown is built-out. DCPNI, Inc., the key education partner, and the principals of all P-K neighborhood schools are fully engaged and committed. All major P-K property owners and tenant and homeowner associations are on board. The public sector is fully engaged, including “Region Forward,” the sustainability coalition of MWCOG, of which DCHA is a member.

***Housing:*** DCHA has executed an MOU with KPRMC as co-applicant, and KPRMC is fully aligned with the principles of the proposed Transformation Plan; thus the distressed HUD-

## Exhibit F – Likelihood of Implementation

assisted properties targeted for transformation are prepared to move forward. **People:** DHCA and DCPNI, Inc., educational partner, have an MOU and, assuming a successful 2011 Promise Implementation Grant application, its program will be fully funded and well underway. DCHA will continue its participation on DCPNI Results Based Work Groups, addressing People issues. DC LISC, a national innovator in community engagement and financial supporter of both DC Promise and Choice initiatives, has a long-term commitment to the P-K neighborhood and its transformation, and the major local service providers, East of the River Family Strengthening Collaborative, Marshall Heights CDC, United Planning Organization, Unity Health Care, College Here We Come, and Planned Parenthood – Ophelia Egypt Center also are actively engaged in P-K for the long-term. Finally, the key “people” anchor institutions, Educare, CCDC, Tiger Woods Foundation, and the DCPCA are laying deep foundations in P-K through their buildings and programs. **Neighborhood:** All the major property owners in P-K are fully committed to the Transformation Plan and its implementation, having committed more than \$150,000 to the planning effort in cash and in-kind contributions. Eastland Gardens and Parkside, stable residential homeownership anchors in P-K, both are engaged and supportive, with the Chairs of the Homeowners Associations to be on the Choice Stakeholder’s Group.

**Funding:** The DC Government has committed \$175,000 to the planning process and it is committed to providing substantial funding to the implementation of the plan, as noted in its commitment letter (Attachment 16). In total, private and public investment commitments for development planned or underway in P-K is almost [REDACTED]. The DC Housing Finance Agency that has, in the past, provided a total of approximately \$190 million in tax-exempt bonds and \$66 million in 4% LIHTC to DCHA-led redevelopments, has also expressed interest in providing bond funding and 4% LIHTC to the KC/KPRMC redevelopment effort, and Enterprise

## Exhibit F – Likelihood of Implementation

Community Partners has expressed interest in purchasing the tax credits. Thus, this significant commitment of private and public funds already in place and likely to be committed, based on past experience in the neighborhood and with DCHA, demonstrates confidence that the Transformation Plan will be implemented. KC and KPRMC are the only severely distressed HUD-assisted developments remaining in the neighborhood, and their redevelopment will eliminate blight and spur additional development activity.

**Regional Plans:** Plans in place that will positively impact P-K transformation include the June 2011 DC Consolidated Plan and DCHA’s 2012 MTW Plan, which both incorporate P-K. The DC Department of Transportation *Kenilworth Avenue Corridor Study* and the *DC Streetcar System Plan* for will enhance connectivity and transit options. The Anacostia Waterfront Corporation’s *Northern Ward 7 Waterfront Plan*, with its three phases, “Understanding, Exploring and Deciding,” will inform the P-K Transformation Plan. The Anacostia Riverwalk Trails Plan will ultimately connect 16 neighborhoods, including P-K, to the Anacostia National Park and River System, and *The Benning Road Reconstruction Plan* will improve vehicular transportation. The Deanwood neighborhood plan, for the community directly adjacent to P-K across I-295, and *The Great Streets Program Plan*, which incorporates the P-K Minnesota Avenue shopping area, will spur development adjacent to P-K. The Region Forward sustainability plan of the MWCOG will assure a focus on sustainability and livability.

**Anchor Institutions:** The “people” anchor institutions mentioned above, in addition to the public and charter schools, Kenilworth and Neval Thomas Elementary and Cesar Chavez Schools, include Educare, DCPCA and the CCDC. There is significant Federal National Park Service land directly adjacent to the community, as well as the National Arboretum and Aquatic Gardens, which includes some of DC’s original marshes and wetlands. The Deanwood Library

## Exhibit F – Likelihood of Implementation

is located across I-295 at 1350 49<sup>th</sup> Street NE and the nearby Strand Theater, on the National Register of Historic Places, a cultural icon, is being renovated into retail, a community center and center for small businesses. A new Deanwood Recreation Center recently opened and one is planned for P-K, with significant funds committed. There are three churches within the P-K footprint: Bethesda New Life Baptist Church, New Smyrna Baptist Church and Zion Baptist Church of Eastland Gardens, which have long been established in the community.

**Market:** Investment and market interest in Wards 7 and 8 is increasing exponentially, particularly now that so much of the Central Business District and surrounding neighborhoods have been built out. *The Nannie Helen Borroughs Retail Action Strategy Market Study* shows strength in the retail market for the area and refers to the strength of the residential market to support its findings. *The Housing Market Study for Ward 7 Waterfront Planning Area* completed in 2006, laid the groundwork for market strength. *The Parkside Transit-Oriented Development Analysis* prepared for Parkside Residential by Zimmerman/Volk in 2005 and the *Retail Market Analysis for Kenilworth/Parkside*, part of the Ward 7 Waterfront Plan, prepared by The Jair Lynch Companies, both conclude that there is a market for both retail and housing in the community. This is reinforced by the *Victory Square Market Analysis* completed by Novogradac & Company in 2010, and the *Pollin Memorial Community Development Market Analysis and Strategic Positioning* completed in September 2009 by New Home Marketing Services. Further demonstrating the community's market strength are the private/public financial commitments in place for real estate developments underway or planned for P-K totaling more than \$300 million. These investments will spur additional private sector interest and investment in P-K, and will further strengthen the market potential.