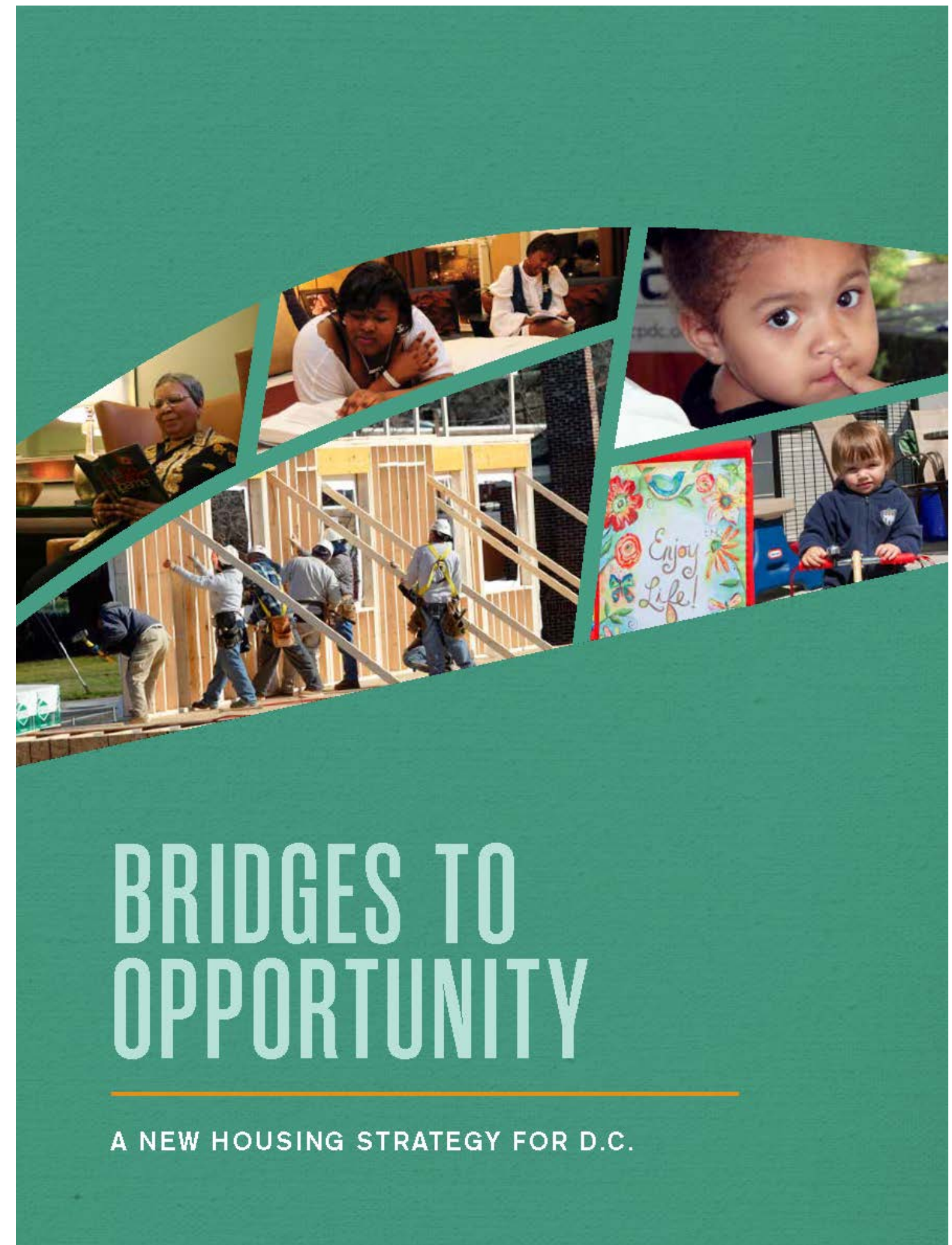


Bridges to Opportunity – A New Housing Strategy for D.C.

Policy Action Items	Supply/ Demand or Both		Action Item	Time frame
	Both	1	Develop and update a Biennial Housing Strategy Report	Next 12 months
Supply	2	Study the regulatory and policy aspects of affordable housing productions and preservation (Tenant Opportunity to Purchase Act (TOPA), District Opportunity to Purchase Act (DOPA), Rent Control, affordable homeownership covenants, disposition of city owned land, etc.)	Next 12 months	
Demand	3	Encourage District funded housing developments to use good faith efforts to hire eligible and qualified Temporary Assistance to Needy Family (TANF)/Food Stamps/Low Rent Supplement Program (LRSP) participants that reside the respective housing development	Next 12 months	
Supply	4	Identify areas along streetcar routes and near transit to encourage affordable housing	Next 12 months	
Supply	5	Encourage green building techniques in new and existing housing developments	Next 12 months	
Supply	6	Align local and federal affordable housing covenants for rental and homeownership	12-36 months	

Administrative Action Items	Supply/ Demand or Both		Action Item	Time frame
	Both	1	Establish a Housing Investment Council (HIC) to implement the Bridges to Opportunity – A New Housing Strategy for the District and update the plan in 2 years, 2015	Next 12 months
Both	2	Create a housing database by supporting the One City Affordable Housing Initiative	Next 12 months	
Supply	3	Streamline permitting process for affordable and market rate housing projects	Next 12 months	
Supply	4	Amend the building regulations to expedite the building permit process for affordable and market rate housing developments and waive fees for affordable housing developments	Next 12 months	
Supply	5	Create a website to serve as a one-stop for affordable housing finance information	Next 12 months	
Supply	6	Create a One Pitch Meeting to streamline initial support for new production or preservation projects	Next 12 months	
Supply	7	Grant delegated underwriting to the D.C. Housing Finance Agency (DCHFA) for Department of Housing and Community Development (DHCD) gap funds	Next 12 months	
Demand	8	Develop data sharing solutions to assist the city and nonprofit Providers to identify common service goals	Next 12 months	
Both	9	Promote tax expenditure programs dedicated to housing	12-24 months	
Both	10	Modify DHCD Qualified Allocation Plan (QAP) to give bonus points to projects that include wrap around services in the development plan and allow services as eligible expense in operating budget	12-24 months	
Both	11	Host an annual resident services and housing development symposium to encourage further collaboration	12-24 months	

Financial Action Items	Supply/ Demand or Both		Action Item	Time frame
	Supply	1	Fully utilize and increase locally controlled resources for affordable housing (Housing Production Trust Fund (HPTF), tax-exempt bonds and Low Income Housing Tax Credits (LIHTC) and Annual Contributions Contract (ACC) subsidies)	Next 12 months
Supply	2	Create a Housing Innovation Fund (HIF)	Next 12 months	
Demand	3	Develop a Collaborative Initiative for Systems Change to support and coordinate on-going efforts to provide integrated, wrap-around or resident services, when affordable housing is funded by locally controlled funds	Next 12 months	
Supply	4	Study the Feasibility of creating a District Low Income Housing Tax Credit (DC-LIHTC)	Next 12 months	
Supply	5	Create a by right tax abatement program for affordable housing projects	12-36 months	
Supply	6	Fund DC Low Income Housing Tax Credit program (DC-LIHTC), if feasible	12-36 months	
Demand	7	Fund Phase II of the Collaborative Initiative for Systems Change	12-36 months	



APPOINTED TASK FORCE MEMBERS

Harry D. Sewell, Co-Chairperson DC Housing Finance Agency
 Deborah Ratner Salzberg, Co-Chairperson Forest City Washington, Inc.
 William B. Alsup, III, Hines
 Stephen T. Baron, Department of Mental Health
 David A. Berns, Department of Human Services
 Kimberly Black King, Corporation for Supportive Housing
 David C. Bowers, Enterprise Community Partners
 Pamela D. Bundy Foster, Bundy Development Corporation
 Polly Donaldson, Transitional Housing Corporation & THC Affordable Housing, Inc.
 Bradley J. Fennell, William C. Smith + Co.
 Farah Fosse, Latino Economic Development Corporation
 John E. Hall, Department of Housing and Community Development*
 Edward R. Krauze, Greater Capital Area Association of Realtors
 Michael P. Kelly, Department of Housing and Community Development
 Fernando Lemos, Mi Casa, Inc.
 Nicholas A. Majett, Department of Consumer and Regulatory Affairs
 Lisa M. Mallory, Department of Employment Services
 Patricia Malloy, Resident and ANC Commissioner (7C01)
 Sue A. Marshall, The Community Partnership for the Prevention of Homelessness
 La Fonte Nesbitt, Holland and Knight
 Oramenta F. Newsome, Washington, DC, Local Initiatives Support Corporation
 Scott A. Nordheimer, Urban Atlantic
 Babatunde A. Oloyede, Marshall Heights Community Development Corporation
 Pho S. Palmer, Keller Williams Capital Properties
 J. Michael Pitchford, Community Preservation and Development Corporation
 Robert Pohlman, Coalition for Nonprofit Housing and Community Development
 Jacqueline V. Prior, The Morris and Gwendolyn Cafritz Foundation
 David Reznick, CohnReznick
 David J. Roodberg, Horning Brothers
 Matthew J. Rosen, The ARC of District of Columbia
 George K. Rothman, Manna, Inc.
 Joseph D. Sternlieb, Georgetown Business Improvement District
 Samuel Swiller, Gallaudet University
 Aakash R. Thakkar, EYA
 Adrienne R. Todman, DC Housing Authority (DCHA)
 Harriet Tregoning, Office of Planning (OP)
 Charles Wilson, Resident

*previous member

Overview: On February 22, 2012, Mayor Vincent C. Gray signed a Mayor's Order appointing 36 members to the Comprehensive Housing Strategy Task Force 2012. The Task Force convened its inaugural meeting in March 2012 and continued to meet monthly through January 2013. The culmination of our work is reflected in the publication, ***Bridges to Opportunity: A New Housing Strategy for D.C.***

Vision: The District of Columbia is a city that provides housing that is affordable for all who wish to live, work and play in our great city.

Objective: Create a comprehensive housing strategy that provides action items to increase the supply of affordable housing and decrease the demand for affordable housing.

Strategic Goals:

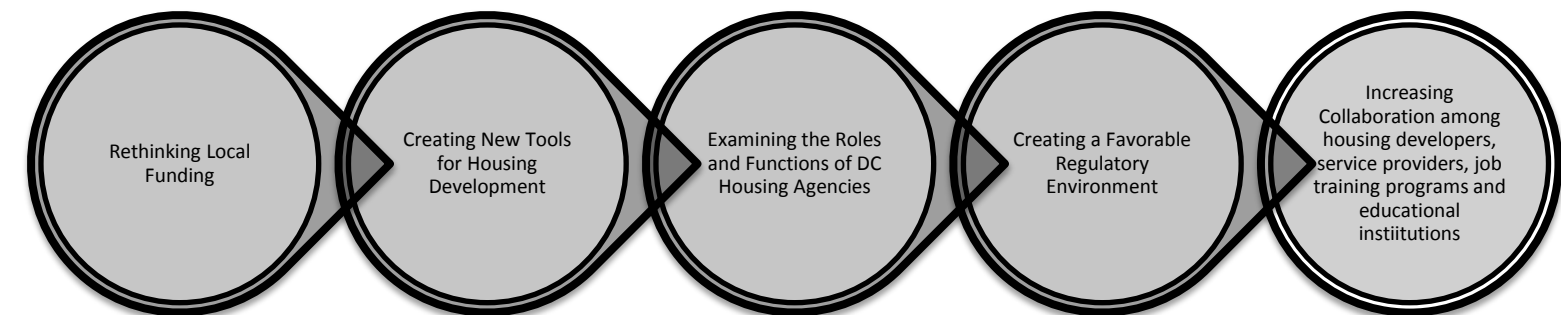
1. Preserve approximately 8,000 existing affordable housing units with federal subsidies that will expire by the year 2020
2. Produce and preserve 10,000 net new affordable housing units by the year 2020 (10x20)
3. Support the development of 3,000 market rate units annually through 2020.

Report: With the goals stated above in mind, ***Bridges to Opportunity: A New Housing Strategy*** recommends a comprehensive housing strategy and a balanced approach to housing development. Our recommendations identify new programs/initiatives to pursue, modify and adapt policies/regulations and request additional financial tools that address the full continuum of housing from homelessness, to affordable rental housing to market rate to homeownership.

Accomplishments:

The Task Force tirelessly worked to develop a comprehensive housing strategy and accomplished the following:

- Met over 30 times to provide venues for service providers, housing developers and financiers to discuss housing issues.
- Added six experts as At Large Members to the Working Groups.
- Heard presentations from almost 50 local and national experts.
- Commissioned a study of six cities of similar population size to compare and contrast demographics, housing supply and demand data and housing affordability.
- Researched and categorized sources of funds, local and federal, for housing development and services.
- Engaged the public in two Public Forums.
- Facilitated a Consumer Focus Group.
- Conducted surveys related to housing programs and service program.
- Established a website to provide a portal for information, meeting notices, research and other Task Force details, www.taskforce2012.org.
- Identified numerous best practices through research and site visits to New York, NY, Atlanta, GA, Los Angeles, CA, Prince George's County, MD and Montgomery County, MD.
- Developed 24 specific Action Items.



Five Working Groups