



Since 2014, 20% of all of California's Cap and Trade auction proceeds have been available for competitive award to projects that demonstrably reduce greenhouse gases (GHGs) and achieve land use policy goals by integrating quality transportation infrastructure with green affordable housing. Being competitive for Affordable Housing and Sustainable Communities (AHSC) funds requires multi-faceted teams and innovative projects with aligned timelines and significant environmental benefits. Enterprise delivers robust support to address the reality that across the public and private sectors there is limited program knowledge, and little history of cross-sector collaboration in the ways AHSC demands.

AHSC TA Practice

Statewide Affordable Housing and Sustainable Communities (AHSC) Practice focused on public sector impact and partnership

Distinctive AHSC Practice

Enterprise's comprehensive technical assistance and AHSC expertise ensure that innovative, environmentally impactful and community-serving projects get funded. Enterprise's AHSC Technical Assistance (TA) program targets public-private teams with a focus on capacity buildings, systems management and regional data collection. The three tenets of the AHSC Practice are:

1. **Tactile technology tools** that bring efficiencies to pipeline assessments, applications and data collection
2. **In-depth application consulting** on everything from budgets to narratives and GHG scoring
3. **Political strategizing** with state and regional agencies, local leaders and advocates to ensure that AHSC program guidelines push the envelope of 'development-as-usual' and influence entities who are not actively supporting sustainable transportation or housing solutions to get involved

Following the success of our 2014-2015 AHSC TA efforts, Enterprise grew our AHSC team, tools and client base to become FY2015-16's leading TA provider to California's most populated cities, key transit agencies (such as BART, AC Transit, LA Metro, Oakland, Los Angeles and San Jose) and diverse housing developers. *With our support in FY2015-16, over 40 public and private partners coordinated like never before to design projects and financing strategies that cement nontraditional relationships and usher in a new era of integrated, environmentally-minded development practices. Enterprise is excited to bring our expertise and systems to new regions in 2017.*

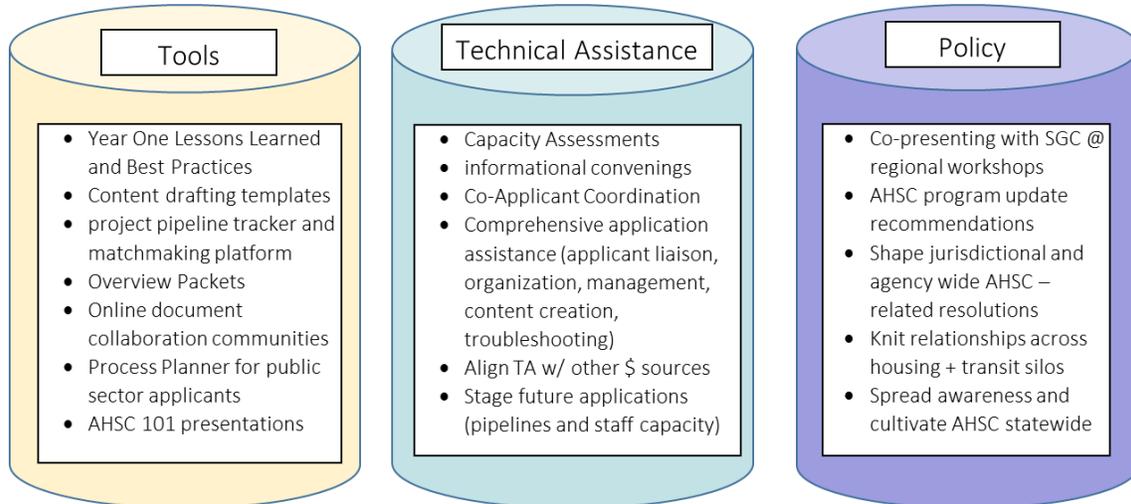
AHSC Impact to Date

- Advised 6 successful applicants in AHSC 2015, and 15 of 25 successful teams in AHSC 2016
- Co-Led 20 AHSC workshops on strategic partnerships, pipeline preparations and guidelines
- Providing intensive AHSC 2016 TA and process management support to 40+ cities, MPOs, service providers and affordable housing developers pursuing over \$250MM from:
 - Bay Area (Oakland, San Jose, San Pablo, Alameda, Berkeley, Redwood City, Sunnydale, San Fran)
 - Southern California (Los Angeles, LA County Unincorporated, Palmdale)
 - Sacramento
- Advised 29 (39%) of the 74 AHSC 2016 applicant teams who submitted final applications
- Created Capital PRO Match—an online AHSC pipeline and partnership tool that ensures partners can identify one another, and that polluted, resourced constrained communities have access to AHSC TA
- Widely share best practices through toolkit, feedback to SGC, lessons learned and regional workshops

Enterprise’s AHSC Technical Assistance Structure

Enterprise’s AHSC Practice focuses on building the capacity and engagement of public sector partners as they team up with private affordable housing developers because meaningful housing and transportation collaboration is central to crafting innovative, competitive AHSC projects. We know that many public agencies or city departments often work in silos, or are not accustomed to pursuing capital infrastructure funding in the ways that the AHSC program requires – as a partner with small developers. Accordingly, Enterprise’s comprehensive AHSC program operates year-round.

Enterprise offers our AHSC service elements (tools, consulting and policy strategy) to interested partners at three levels of intensity: light-touch, moderate or intensive.



Capital PRO Match – the matching app for complementary capital projects

Throughout all engagements and stages of application development, Enterprise and our clients use the online Capital PRO Match platform to share project data, identify partnership opportunities, track interactions, and efficiently manage all steps of application coordination. Capital PRO Match does real-time mapping of prospective AHSC projects, catalogues scope changes, tracks frequent challenges and questions (which informs our policy work) and seamlessly connects users to document management platforms that are key when AHSC teams include multiple partners. Enterprise developed this Salesforce product after the first years of AHSC applications because we saw that partners needed better ways to organize and share project data, and identify other local partners whose capital projects or programs complement their housing and/or transportation efforts. Capital PRO Match is useful beyond AHSC because it can aggregate development data and connect partners who may otherwise miss opportunities for collaboration on mixed-use projects. Users can see data tables of housing, workforce and transportation projects in the local pipelines as well as a city-wide map showing where projects overlap and which locations need TA.

