

NDC ACADEMY 2011
w a s h i n g t o n , d . c .

**NAVIGATING
CHANGING TIMES
SEE & HEAR
FOR YOURSELF**

COURSES & EVENTS
MAY 23-25, 2011

nationaldevelopmentcouncil.org/NDC_Academy2011



NATIONAL DEVELOPMENT COUNCIL
Partners in Community Development Since 1969



SEE & HEAR

Direct talk from elected officials, policymakers, finance program experts and Congressional staff on key issues and ideas.

With the 111th Congress only a few months old, the timing of the NDC Academy 2011 couldn't be better. It will present an opportunity to see and hear directly from those who are confronting the policy challenges that profoundly affect the Community Development world. Elected officials, Administration and Congressional staff, advocates and program experts will be on the program and on-site to bring us up to date and, just as important, to hear from those of us who are on the frontlines of community development every day.

The National Development Council is pleased to bring the NDC Academy 2011 to our community development colleagues from across the U.S.

The Academy provides a unique training and networking opportunity to explore a variety of solutions. Participants can:

- Join in panel discussions and engage directly with top officials, Congressional staff and policy experts at the leading edge of economic and community development policy changes and challenges.
- Choose from among four tracks and 24 fast-paced training sessions covering the latest financing tools and development strategies for every type of community development project. See Conference Agenda on page 2.
- Win an NDC Academy 2011 Award! The NDC Academy 2011 Awards will recognize your outstanding and innovative economic and community development projects. Submit your project online at nationaldevelopmentcouncil.org/NDC_Academy2011. Finalists will be chosen by NDC's finance experts and will be

notified of their inclusion in the Project Showcase displays at the Capitol Hill Reception on May 24. Academy registrants will then vote on the winners, who will be formally announced and recognized at the May 25 Awards Luncheon.

The NDC Academy presents the latest financing tools and development strategies to move projects from plan to reality.

NDC Academy 2011: Conference Agenda

TRACK 1
CREATIVE FINANCING

1

TRACK 2
JOB CREATION

2

TRACK 3
AFFORDABLE HOUSING

3

TRACK 4
COMMUNITY DEVELOPMENT

4

DAY 1 MONDAY, MAY 23	11am-1pm	LUNCH WITH NDC				
	1-3:30pm	CLASSROOM SESSIONS	Using Tax-Exempt Bonds to Support Community Revitalization	Business Development Finance and Job Creation Programs	Housing Development Finance Programs	Foundations and Community Development
	3:30-5:30pm	CLASSROOM SESSIONS	Going Green for Community Development	CDBG Financing Tools	Computer Mapping and Modeling	Home-Grown Community Development: Realizing Opportunity Right Next Door
DAY 2 TUESDAY, MAY 24	9am-12pm	PLENARY SESSION: Navigating Changing Times				
	12-1:30pm	KEYNOTE LUNCH				
	2-3:30pm	CLASSROOM SESSIONS	Putting the Public Back in Public-Private Partnerships: Innovative Approaches to Financing Municipal Buildings	NMTCs for Small Business Lending	LIHTCs: Navigating the Times	Rural Community Development
	3:30-5pm	CLASSROOM SESSIONS	Healthy Food Retail	The Small Business Jobs Act	The Neighborhood Stabilization Program	HUD Sustainable Communities Initiative
	6-7:30pm	CAPITOL HILL RECEPTION				
DAY 3 WEDNESDAY, MAY 25	8:30-9:30am	PROJECT SHOWCASES	Creative Financing	Job Creation	Affordable Housing	Community Development
	10am-1pm	CLASSROOM SESSIONS	The Next Level of NMTCs	Revolving Loan Fund Portfolio and Asset Management	Asset Management for Affordable Housing	Main Street Finance: Mixed-Use Real Estate
	1-2:30pm	NDC ACADEMY 2011 AWARDS LUNCHEON				

DAY 1

MON., MAY 23

LUNCH WITH NDC 11AM-1PM

General Session



Join the NDC experts you've met in the classroom and in your communities for a light lunch and conversation. Connect with our practitioners from across the country before they take to the lectern at the NDC Academy 2011.

AFTERNOON CLASSROOM SESSIONS 1-3:30PM

Using Tax-Exempt Bonds to Support Community Revitalization

① Track 1: Creative Financing

For more than two decades, there has been a continuing attrition of resources available for local housing and economic redevelopment and community renewal. The conundrum: without resources, how can we build our local economy, but without a healthy economy, how do we generate resources? Many states and localities have found a solution to dwindling resources by banking on their futures—identifying future revenue streams that will be generated by development and turning to financial markets to capitalize those streams. This session explores the different kinds of revenue streams that might be associated with specific future development activities and projects and ways in which they can be used to raise capital in the present. They include Tax Increment Financing (using real estate, sales, hotel and convention, or other targeted taxes); and PILOT revenue as some examples of this approach. Learning how to identify those sources and turn them into funds to assist redevelopment efforts is the focus of the session.

Business Development Finance and Job Creation Programs

② Track 2: Job Creation

In this course, experienced practitioner and novice professional alike get a solid overview of state-of-the-art economic development finance for small businesses — both the core of basic methods and tools, and the newest techniques and applications. Financing resources for all job creation projects and activities are included in this session. Using actual projects, the course addresses the following specific topics and more:

- Fixed asset and permanent working capital financing
- Small business real estate
- Key participants and their roles
- Financing structures, including subordinated financing
- U.S. Small Business Administration financing
- HUD Community Development Block Grants, including Section 108
- Tax Increment Financing
- Revolving loan funds
- HUD CDBG financing tools

Housing Development Finance Programs

③ Track 3: Affordable Housing

Housing, and especially affordable housing, is still at the heart of every community development strategy. The practice has become more and more sophisticated in the past few decades with many stakeholders, different techniques, and new and evolving tools. This comprehensive overview of affordable housing finance and development is designed for both non-profit and public sector housing development practitioners. The course addresses the following topics and more:

- HUD resources
- Tax-exempt bonds
- Low-Income Housing Tax Credits
- Types of projects that can be done with each program
- Key issues for developers and funders

Foundations and Community Development

④ Track 4: Community Development

Foundations have played a critical leadership role in community development since the beginning of the movement in the 1960s. Through the decades since, their financial support and innovative thinking have pushed the frontiers of good policy and effective practice. In recent years, many have adopted strategies beyond grant-making toward a policy of strategic investment to create social value through healthy and sustainable communities. This session explores current thinking and specific examples of how foundations are maximizing the impact of their investments.

CLASSROOM SESSIONS 3:30-5:30PM

Going Green for Community Development

① Track 1: Creative Financing

Congress has provided a number of Federal subsidies in support of our national energy and environmental policies, including the Production Tax Credit, Investment Tax Credit and the 1603 Grant in Lieu of Tax Credits. A number of states have similar incentives. NDC recognized that these can be used as resources for community development as well as for energy and environmental goals. We have developed creative financing for community development projects that incorporate renewable energy facilities, taking full advantage of all available financing tools. This session covers:

- Financing tools, both Federal and state
- Deal structuring
- Long-term project benefits of renewable energy

CDBG Financing Tools

② Track 2: Job Creation

CDBG is the stalwart mainstay in community and economic development financing. Since CDBG's inception over 40 years ago, NDC's finance professionals have been experts in identifying and developing the best ways to use CDBG funds for both long-term and short-term financing. NDC helped create and continually refine the HUD Section 108 program and CD Float — powerful leveraging tools for community development: flexible, accessible for creative structuring and irreplaceable. Real economic development projects are used to explore the following topics and more:

- CDBG regulations
- Meeting the "National Objective" and "Public Benefit" tests
- Eligible uses for Section 108
- The Section 108 application and approval process
- Underwriting
- Defeating a Section 108 loan
- Using CD Float as a source of low-cost, short-term financing

Computer Mapping and Modeling

③ Track 3: Affordable Housing

For any community development initiative that is location-based, mapping brings together in one place geographic data on key relevant variables. But how do you make sense of the multitude of statistics from demographics, income and employment to vacancy rates, home ownership, jobs, school performance scores... and more? Get acquainted with the tools used to put these data to work, efficiently deploying scarce resources where they are needed most.

Home-Grown Community Development: Realizing Opportunity Right Next Door

④ Track 4: Community Development

Colleges, universities and hospitals are playing an increasingly active role in the revitalization of the neighborhoods surrounding their campuses. Long viewed as islands unto themselves, these institutions are transforming entire neighborhoods with their willingness to invest in their home communities. Unlocking the economic potential of these community institutions is the focus of this session. Learn how to capitalize on the location of community institutions, incorporating them as the foundation of a successful locally-based redevelopment strategy.



In the classroom at the NDC Academy 2009, attendees work through case studies based on actual deals — one of the hallmarks of every NDC training session.

DAY 2

TUE., MAY 24

MORNING PLENARY SESSION 9AM-12PM



Navigating Changing Times

General Session

The NDC Academy 2011 is strategically timed so that we can take stock of the new Congress, only a few short months into its term; so that we can hear what the executive branch is planning for its programs; and so that we can learn how our practice may be affected by shifting rules and regulations. A sampling of what this session will cover:

- The new Congress
- The 2011 Federal budget
- 2011 appropriations
- New CRA regulations
- Program updates: CDFI, CDBG, SBA, NMTC

And as more emerges from Congress and the Administration in the first months of the year, those matters will be added to the Plenary Session so that we can all be ready to work with the best and latest information.

KEYNOTE LUNCH 12-1:30PM

General Session

Sit down with your colleagues for lunch and hear a special keynote address that will inform and inspire you as you head to NDC Academy 2011 classroom sessions over the next two days.

AFTERNOON CLASSROOM SESSIONS 2-3:30PM

Putting the Public Back into Public-Private Partnerships: Innovative Approaches to Financing Municipal Buildings

① Track 1: Creative Financing

Most communities need to look beyond conventional approaches for financing and building public facilities. Whether they have reached their debt limits or they want to get projects built faster and more efficiently, there are methods and tools that enable a non-profit organization to develop and own such projects, lease them to the governmental entities and eventually transfer them to public ownership. Learn more about this approach from members of the development team themselves, including financing options, cost and time savings, and how this development method differs from conventional approaches.

NMTCs for Small Business Lending

② Track 2: Job Creation

The New Markets Tax Credit (NMTC) Program has provided substantial investment in low-income areas since its inception in 2000. While most of the transactions have been real estate developments with total project costs over \$5 million, NMTCs are also a great resource to support small business development. Learn how NDC's Grow America Fund has used NMTCs for small business lending, making loans as small as \$190,000 to operating businesses and providing small businesses in New Markets-eligible communities the benefits of low interest and deferred principal payments.

Low-Income Housing Tax Credits: Navigating the Times

③ Track 3: Affordable Housing

After nearly 25 years, the Federal Low-Income Housing Tax Credit (LIHTC) program remains the major source of financing for affordable housing development across the country. While there are other financing sources and mechanisms, no serious affordable housing program operates without LIHTCs. This session provides a description of the LIHTC program and explains how it works. Participants learn the threshold criteria for using the credits and how to calculate credits for a project using real-world cases. The session also covers recent changes to LIHTC legislation and the current investor environment.

Rural Community Development

④ Track 4: Community Development

In the context of community development, rural housing, real estate and small business development share many characteristics with their urban and suburban counterparts. But because they take place in a very different environment, they face challenges specific to their rural context. While the pool of resources available for rural development includes many that are available to all areas, it also includes Federal programs that were created just for rural

areas. This course investigates both the challenges specific to rural development and the general and targeted resources available. Rural financing resources from the USDA are explored in detail with a review of other programs and their applicability in rural areas including:

- Low-Income Housing and Historic Rehabilitation Tax Credits
- Private Activity and Mortgage Revenue Bonds
- CDBG, EDA and Federal Home Loan Bank programs
- HUD programs: Section 108, CD Float, HOME funds

AFTERNOON CLASSROOM SESSIONS 3:30-5PM

Healthy Food Retail

① Track 1: Creative Financing

The Healthy Food Financing Initiative was created to expand access to nutritious foods, including developing and equipping grocery stores and other small businesses and retailers selling healthy food in communities that currently lack these options. Learn the strategy supporting private sector financing of healthy foods options through the Treasury Department, with a set-aside of New Markets Tax Credits and financial assistance to CDFIs devoted to financing healthy food options; USDA loans, grants and other assistance; and HHS grants.

The Small Business Jobs Act

② Track 2: Job Creation

2010 was the year that Congress and the President were finally able to address the effects of the credit crisis and the recession on small business credit. Acknowledging the importance of small business in our national and local economies, they have put in place a variety of measures to provide credit on terms that fit the needs of small businesses and boost their ability to survive, grow and create jobs. NDC was very active in Washington, advocating for those changes, and NDC's Grow America Fund (GAF), our small business lending program, wasted no time in deploying them in our lending, resulting in the highest loan volume in the program's history. Hear our GAF and other experts discuss:

- The U.S. Treasury's \$30 billion Small Business Loan Fund
- SBA's Small Loan Advantage program
- SBA's Community Advantage program
- Changes in SBA's 7(a) program in loan size and business size criteria
- Changes in SBA's 504 program

The Neighborhood Stabilization Program

③ Track 3: Affordable Housing

The Neighborhood Stabilization Program (NSP) was established to help stabilize communities that have suffered from foreclosures and abandonment through the purchase and redevelopment of foreclosed and abandoned homes and residential properties. It has provided grants to states and local governments on a formula basis (NSP1 and NSP3) and on a competitive basis (NSP2), as well

as funds to national and local technical assistance providers through NSP Technical Assistance. This panel will cover the latest in NSP implementation and policy decisions straight from the HUD program officials at the helm and members of NDC's Technical Assistance consortium who are deploying NSP resources nationwide.

HUD's Sustainable Communities Initiative

④ Track 4: Community Development

The HUD Sustainable Communities Initiative was established to create strong, sustainable communities by connecting housing to jobs, fostering local innovation and helping to build a clean energy economy. By ensuring that housing is located near job centers and affordable, accessible transportation, we will nurture healthier, more inclusive communities – which provide opportunities for people of all ages, incomes, races and ethnicities to live, work and learn together. Join this session for a comprehensive overview of the newest HUD resource and how you can hit the ground running in your community.

CAPITOL HILL RECEPTION

6-7:30PM



General Session

We invite you to join us for an evening on Capitol Hill. Network with legislators and Congressional staff, policymakers, program officials and colleagues, enjoy cocktails and hors d'oeuvres and celebrate the work of our community partners, who are putting development finance programs to work generating investments, jobs, and economic and housing opportunities in communities across the country.

And cast your votes for the Project Showcase finalists!

The projects you select will be presented in detail on Wednesday morning by the project participants themselves and honored at the NDC Academy 2011 Awards Luncheon.

DAY 3

WED., MAY 25

PROJECT SHOWCASES

8:30-9:30AM



NDC community partners throughout the country are among the most dedicated and creative community development professionals in the business. These sessions showcase some of their most challenging and creative projects, and participants will get an opportunity to learn how they took those projects from concept to reality. In addition to informal presentations, question-and-answer sessions will provide an opportunity to explore the details of their problem-solving strategies and the constraints and road blocks they overcame. Projects presented in these four sessions will be honored with NDC recognition awards at the luncheon following the day's morning classroom sessions. Select the project showcase session that most interests you from the four track-specific categories:

Track I: Creative Financing

Track II: Job Creation

Track III: Affordable Housing

Track IV: Community Development

Submit your project by March 18 and be selected to exhibit at the Academy! Visit nationaldevelopmentcouncil.org/NDC_Academy2011 to apply.

MORNING CLASSROOM SESSIONS 10AM-1PM

The Next Level of NMTCs

① Track 1: Creative Financing

If you already know the basics of the New Markets Tax Credit (NMTC) program (or have just learned them in our NMTCs for Small Business Lending course) or if you know what a QLICI, QALICB and QEI are, this course will take you to the next level of understanding in using the NMTC program. It presents real projects, real numbers and real problems, and shows you how to structure a real transaction. Whether you are already a CDE with an allocation, or hoping to become one, or whether you are planning to seek NMTCs for a project, this material will help you get the most out of the program.

Revolving Loan Fund Portfolio and Asset Management

② Track 2: Job Creation

This is a session for professionals who are designing, administering and maintaining public loan funds and need an overview of sound management principles. Learn the techniques critical to the overall success of the fund and the long-term ability to "revolve" dollars into investment for other activities.

Asset Management for Affordable Housing

③ Track 3: Affordable Housing

Financing, building and leasing an affordable housing project are just the beginning of responsibility for successful housing and community development. It's the next fifty years that matter, and the asset manager performs a vital role in maintaining quality affordable housing developments. Good asset management is invaluable to all involved parties, from investors to lenders to the residents this housing serves. Participants learn the tools of risk management, including spread sheet analysis and problem solving, that can aid in diagnosing future problems and methods to address them. Understand how asset management actually starts when a project is in the planning process. The course shows you how to do that by exploring the following topics and more:

- Asset management responsibilities and goals
- The role of asset management throughout the planning, development and operating phases
- Identifying, assembling and managing the asset management team
- Asset management vs. property management
- Tools, procedures and processes

Main Street Finance: Mixed-Use Real Estate

④ Track 4: Community Development

Neighborhoods are at their best when “Main Street” pulses with the activities that bring a community alive—retail, entertainment, services, public facilities and common areas. There are many financial tools available for Main Street redevelopment and if brought together in the right way, for the right uses, they can do the job. Older Main Streets have special opportunities for adaptive reuse and new construction—with buildings that are ideally suited to retrofitting multiple uses in one structure. But how do you use single-purpose financing tools to structure financing for a mixed-use facility? What instruments are available and appropriate? What if their criteria seem to be contradictory? This session answers those questions and explores the following topics:

- Challenges of mixed-use development
- Mixed-use opportunities
- Community facilities on Main Street
- Inventory: What do you have to work with?
- Tax credits
- Mixing financing: the right recipe

“Probably the best investment of my limited resources—both in time and money. The networking is invaluable.”

-Ross Avina, GA Department of Community Affairs, Atlanta, GA

NDC ACADEMY 2011 AWARDS LUNCHEON 1-2:30PM



NDC is pleased to honor our community development partners for their hard work and ingenuity. Academy attendees will have the opportunity to learn about their innovative projects at the Capitol Hill Reception and to ask questions of the deal-doers themselves in the Project Showcases. Cast your vote for the projects that inspire you the most and congratulate the peer-selected winners at the NDC Academy 2011 Awards Luncheon.





ABOUT NDC

NDC is the oldest national non-profit community development organization. Our mission has been constant over more than four decades to strengthen the economies of rural and urban underserved and distressed communities. Through partnerships with local and state governments and non-profit organizations across the country, NDC delivers a unique combination of development finance and capacity building services:

- Technical assistance
- Training and professional certification
- Financing and direct development services

The results are new jobs, business expansions, neighborhood revitalization, increased tax revenue, affordable housing, municipal facilities and capital for investment.

Over those forty-plus years, NDC has created a number of financing resources to help our community partners meet their development goals:

Grow America Fund (GAF), an economic development bank and Community Development Financial Institution (CDFI), is a powerful partnership between NDC and our client communities that makes SBA-guaranteed loans for job-generating and community development projects, with a focus on women and minority-owned businesses.

NDC Housing and Economic Development Corporation (HEDC), NDC's development arm, finances and develops affordable housing and other community and economic development projects.

HEDC New Markets (HEDC-NM) works with client communities and investors to provide equity and loans for community development projects in eligible low-income areas.

NDC Corporate Equity Fund (CEF) keeps affordable housing front and center in the programs we bring to our client communities, through both low-income housing and historic rehabilitation tax credits, and through technical assistance to bring projects to fruition.

NDC Green supports initiatives to develop renewable energy facilities through creative financing that takes full advantage of Federal and state renewable energy incentives.



NDC has 40 years of experience generating investment in underserved urban and rural communities.

Cost

\$795, inclusive of NDC Academy 2011 courses, Lunch with NDC, Keynote Lunch, Capitol Hill Reception and NDC Academy 2011 Awards Luncheon. Individuals who register and submit payment before April 22, 2011 may take a 10 percent discount. The discount is not available for payments after this date.

Registration

Enrollment in the NDC Academy 2011 is limited on a first-come, first-served basis. REGISTER EARLY! Registration will be taken until all slots are filled or until the April 22, 2011 deadline.

To register on a preliminary basis:

- fax registration form to NDC's Training Division at: (859) 578-4860 or
- visit NDC's website to register online:
nationaldevelopmentcouncil.org/NDC_Academy2011

For final registration, mail your completed registration form with payment to:

National Development Council
Training Division
927 Dudley Road
Edgewood, KY 41017
phone: (859) 578-4850
email: NDC_Academy2011@nationaldevelopmentcouncil.org

Final registration must be made in writing and be accompanied by payment (city, state or Federal vouchers are acceptable). An individual is not confirmed until full payment or a purchase order is received by NDC's Training Division.

NDC Academy 2011 Schedule

Individuals are advised to register for the NDC Academy 2011 before making airline reservations. Please refer to the NDC Academy 2011 Conference Agenda on page 2 for a list of all courses and events along with dates and start times. When making travel arrangements, keep in mind that the NDC Academy 2011 will conclude at 2:30 pm on Wednesday, May 25.

General Information

The attire for the NDC Academy 2011 and the Capitol Hill Reception is casual. Participants should bring paper pads, pens, pencils and a calculator for use during the NDC Academy 2011 classroom sessions.

Travel/Hotel Accommodations

Participants must make their own hotel reservations and are responsible for their travel expenses, including airfare, hotel accommodations and meals. However, lunch each day and a continental breakfast will be provided on Tuesday and Wednesday mornings, as well as a reception on Tuesday evening.

The NDC Academy 2011 will be held at:

Renaissance Hotel Dupont Circle
1143 New Hampshire Ave., NW
Washington, D.C. 20037
(888) 803-1298
marriott.com
NDC Academy 2011 Block Rate: \$269

NDC has secured a block of rooms at the Renaissance Hotel Dupont Circle at a special group rate of \$269. The block will be held until April 22, 2011. After this date, reservations will be taken on a space available basis and higher rates may apply. To receive the reduced rate, make your reservation early and state that you are participating in the NDC Academy 2011.

Payment Policy

Refunds are made only if NDC cancels the NDC Academy 2011 or a participant withdraws his or her registration ten (10) or more business days prior to the start of the session. A registrant will be assessed a \$100 withdrawal charge if he or she cancels fewer than ten (10) days prior to the start of the Academy.

The NDC Academy 2011 schedule is subject to change. NDC reserves the right to cancel the NDC Academy 2011 or specific courses and make tuition refunds only.

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REGISTRATION FORM

Complete the following (please print):

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Name _____

Title _____

Organization _____

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State _____ Zip _____

Telephone (_____) _____

Fax (_____) _____

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Physical Address _____

(For shipping only if different from mailing address)

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If making payment by Visa, Mastercard or American Express, please complete the following:

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Are you planning to stay at NDC's training site?

Yes No

Please indicate if you are a:

Certified EDFP Certified HDFP



NATIONAL DEVELOPMENT COUNCIL

Training Division

927 Dudley Road

Edgewood, KY 41017

(859) 578-4850



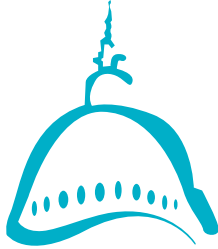
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Receive NDC Academy 2011 updates via email by sending your email address to NDC_Academy2011@nationaldevelopmentcouncil.org

REGISTRATION FORM

Will you attend the following NDC Academy 2011 events?

- Lunch with NDC
 Keynote Lunch
 Capitol Hill Reception
 NDC Academy 2011 Awards Luncheon

It is not a requirement that you attend the training sessions in one particular track.

I would like to register for *(please specify course name):*

Day/Session	First Choice	Second Choice
Day 1 Afternoon Session 1		
Day 1 Afternoon Session 2		
Day 2 Afternoon Session 1		
Day 2 Afternoon Session 2		
Day 3 Project Showcase		
Day 3 Morning Session		

NDC will make every effort to place you in your first choice sessions. However, if a course is filled to capacity, we will place you in your second choice session. In the event your second choice session is also filled, NDC will contact you to discuss your options.