Using Urban Agriculture to Promote Neighborhood Stabilization and Community Development

Sponsored by: U.S. EPA Regions 5 & 7 Technical Assistance to Brownfields at Kansas State University Great Lakes Environmental Planning

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#### Using Urban Agriculture to Promote Neighborhood Stabilization and Community Development

#### Agenda

Intro: Urban Agriculture & Community Gardens as Elements of Community Development (*Jim Van der Kloot*, EPA & *Eugene Goldfarb*, Great Lakes Environmental Partners)

Sustainable Urban Agriculture: Best Growing Practices (*Patsy Benveniste & Angie Mason*, Chicago Botanic Garden)

Sustainable Urban Agriculture: Uplifting Communities, Creating Opportunities in the City of Lawrence, MA (*Art McCabe*, City of Lawrence)

 $Q\&A\ with\ HUD\ (\ {\it Ted\ Massey\ \&\ John\ Swanson}),\ USDA\ (\ {\it Alan\ Shannon}),\ EPA\ (\ {\it Jim\ Van\ der\ Kloot})$ 

# Urban Agriculture and Community Gardens

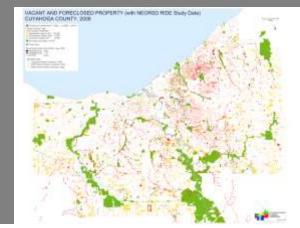


As elements of Community Development



### The Challenges:

- · Widespread abandonment
- Economic Downturn
- Very poor market for Real Estate



### Numbers of vacant properties

Pittsburgh - 15,000 Buffalo - 40,000 St Louis - 40,000+ Indianapolis - 22,000 Philadelphia - 30,000+ Baltimore - 42,000 Detroit - 90,000

#### Required to Think Differently!

# Vacant lots aren't harmless...

They actively drag a neighborhood down:

- Illegal dumping
- Crime

- Eyesores
- Lowers surrounding area property values



# Helping to Stabilize Neighborhoods

Community Greening can make neighborhoods more livable

- Urban Agriculture and Community Gardens
- Green Infrastructure (the subject of our next webinar)





### This is an emerging issue

- Many communities are just getting started with Community Gardens
- Others have many years of experience
- Federal role is developing



# Our goals in this webinar:

Introduce people and programs from two separate fields to each other

- Community Gardening
- Community Development

Kick off a dialog on Governmental roles

- Feds, State, Local Government





#### Sustainable Urban Agriculture: Best Growing Practices

Patsy Benveniste Vice President of Community Education Programs

> Angela Mason Director of Community Gardening





#### Urban Agriculture: Common Themes Past and Present

- · Local self sufficiency
- Reduced resource use
- Citizen health & welfare
- Improved morale

70 Years Ago By USDA estimate, 20,000,000 Victory Gardens nationwide produced 40%+ of produce consumed nationally



•In multi-family city neighborhoods



#### Urban Agriculture in 2010: What it Means



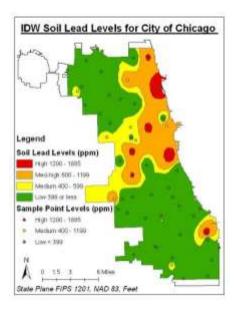
#### Urban Agriculture Players and Partners in 2010 and Beyond

- US Department of Agriculture
- US Environmental Protection Agency
- US Health and Human Services
- State agencies and county government
- Municipalities, e.g., city departments of planning, park districts
- For profit businesses and restaurants
- Non-profit environmental organizations, human service organizations, colleges and universities, faith based institutions

# Sustainable Urban Agriculture in 2010

- Soil Contamination
- Safe Growing Methods
- Composting
- Propagation Methods
- Cover Cropping
- Season Extension
- Companion Planting
- Post-harvest Handling

### Soil Contamination



Heavy metals and other contaminants are typical soil problems in densely populated urban areas.

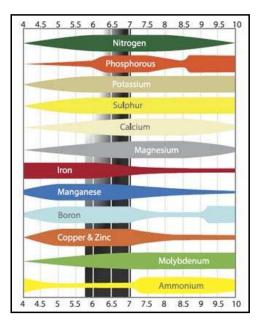
Urban growers should know their site's history and, if indicated, get a professional soil analysis

Map from www.urbanleadpoisoning.com

# Soil Analysis



- Collect a soil sample and send for analysis
  - http://attra.ncat.org/attra-pub/soil-lab.html
    - Great resource for alternative soil analysis including compost analysis
  - http://www.algreatlakes.com/
  - <u>http://www.algreatlakes.com/pdf/factsheets/ALGLFS0</u>
     <u>2 Lead in Soil.pdf</u>
  - County Extension Services will often have a place to send soil samples.



#### Nutrient Uptake

- Nutrient uptake varies depending on soil pH.
  - Soil pH determines what nutrients are available to the plant. Most plants like to grow in a soil at 6.5 pH.

#### Metal Uptake

Crop	Days	IW conc. (mg $L^{-1}$ )	Av crop Cd cone. (mg kg <sup>-1</sup> dry wt.)	IW conc. (mg L <sup>-1</sup> )	Av crop Pb conc. (mg kg <sup>-1</sup> dry wt.)
Cabbage	40	0.00	0.249 (0.125)*	0	0.601 (0.095)*
		0.05	0.542 (0.284)*	30	11.76 (3.98)*
		0.10	0.961 (0.215)*	50	15.22 (5.82)*
	70	0.00	0.093 (0.024)*	0	0.183 (0.015)*
		0.05	0.389 (0.067)*	30	0.367 (0.093)*
		0.10	0.592 (0.142)*	50	0.499 (0.082)*
	100	0.00	0.344 (0.185)*	0	0.216 (0.125)*
		0.05	0.85 (0.219)*	30	0.874 (0.185)*
		0.10	1.11 (0.328)*	50	0.945 (0.426)*
Carrots	40	0.00	0.062 (0.021)*	0	0.557 (0.298)*
		0.05	1.038 (0.334)*	30	3.22 (0.912)*
		0.10	0.732 (0.295)*	50	6.07 (1.09)*
	70	0.00	0.432 (0.041)*	0	0.73 (0.262)*
		0.05	0.701 (0.168)*	30	2.61 (0.656)*
		0.10	0.898 (0.688)*	50	4.32 (1.17)*
	100	0.00	0.181 (0.029)*	0	0.427 (0.18)*
		0.05	0.997 (0.208)*	30	4.54 (1.23)*
		0.10	0.799 (0.298)*	50	6.24 (2.64)*
Lettuce	20	0.00	0.263 (0.082)*	0	1.41 (0.563)*
		0.05	0.602 (0.238)*	30	21.80 (4.45)*
		0.10	0.549 (0.181)*	50	21.90 (3.62)*
	40	0.00	0.241 (0.092)*	0	1.62 (0.827)*
		0.05	1.00 (0.843)*	30	79.20 (24.9)*
		0.10	0.534 (0.101)*	50	82.40 (22.90)*
	55	0.00	0.121 (0.053)*	0	2.25 (0.812)*
		0.05	0.968 (0.392)*	30	133.60 (44.6)*
		0.10	1.022 (0.311)*	50	187.40 (39.9)*

Table 1: Relationship between cadmium (Cd) and lead (Pb) concentrations in cabbage, carrots and lettuce crops and (irrigation water IW) \*table from http://scialert.net/fullext/?doi=ijar.2008.243.251&crg=10

### Safe Growing

- Use a landscape fabric barrier
- Grow in containers or constructed timber, raised beds
- Use only <u>untreated</u> timbers, cedar is best, or composite recycled timbers. Do not re-use railroad ties since they have been treated with coal tar creosote.



# **Propagation Methods**



- Soil blocks
  - eliminate the need for plastic pots, which cuts costs and saves on plastic going to the landfill
  - Produce a strong, healthy root system by naturally air pruning the roots
    - minimizes disturbance of the root systems

### **Cover Cropping**

- Benefits
  - Provides organic matter and aids with soil structure
  - Nitrogen production
  - Soil microbial activity
  - Nutrient enhancement
  - Weed suppression
  - Soil and Water conservation



# Cover Crops/Green Manure

Green Manure/Cover Crops						
Сгор	Life Cycle	Sowing Time	Growth Period	Nitrogen Fixer		
Alfalfa	Hardy annual	Late spring	1 year	Yes		
Buckwheat	Annual	Late spring/late summer	3 months	No		
Field Beans	Hardy annual	Late fall	Over winter	Yes		
Crimson Clover	Hardy annual	Early spring/ late summer	3 months, overwinter	Yes		
Red Clover	Perennial	Spring	18+ months	Yes		
Winter Rye	Hardy annual	Late summer	Overwinter	No		
Trefoil	Annual	Spring/late summer	3+ months	Yes		
Vetch	Perennial	Spring/late summer	3 months/ will overwinter	Yes		

# Composting

- · Check with city and state regulations
  - Some cities require in-vessel compost systems
  - Backyard composting in urban areas: use a compost bin with wire mesh to help deter rodents



# **Compost Bins**



Compost bins come in all shapes and sizes



# **Composting Guidelines**

Greens = High Nitrogen	Browns = High Carbon	
Alfalfa	Ashes (wood)	
Algae	Bark	
Clover	Shredded cardboard, newspaper, and paper	
Coffee grounds	Corn stalks	
Garden waste	Leaves	
Grass clippings	Saw dust	
Hay	Straw	
Spent brewery grains	Pine needles	
Manure	Animal bedding - straw/animal manure	
	mix	
A good compost pile will have a 25:1 C:N ratio		

# **Other Composting Practices**

- Following these practices will reduce emissions and odor
  - Avoid layering brown and green material- be sure to mix the piles otherwise you will have pockets of anaerobic activity
  - Limit the height of the pile to 3'
  - Shred the materials before adding them to your pile. Materials will break down more evenly.
  - Have a course foundation for your pile, like course woodchips

#### February Production in Chicago

Spinach, chard, mesclun, carrots, beets, turnips, collard greens, radishes



# **Extended Season Production**

- Hoop houses: big and small
  - Unheated hoop houses can be productive for a minimum of ten months
- Movable vs. stationary
- What will grow in February?





# Mini hoophouses/coldframes



### **Movable Hoophouse Construction**

 Movable hoophouses are versatile for season long growing in cold regions



### Companion Planting and Intensive Cultivation



Companion planting increases production by grouping plants that have complementary nutrient needs and can help protect each other from pests.

#### **Intensive Cultivation**



Intensive planting in raised beds can double and triple harvest quantities with careful rotation and crop sequencing

### Harvest Handling



- 1. Harvest during the coolest time of the day to maintain low product respiration.
- 2. Avoid wounding, bruising, crushing or damage. Handle as little as possible.
- Shade harvest produce in the field, move to cool space quickly to reduce heat damage.
- Do not mix damaged or decayed produce with high quality product.
- 5. Only used cleaned harvest and packing bins or coolers.

# **Harvest Practices**



#### **Sanitation**

- Clean surface for prep
- Clean storage containers
- Clean harvest knives

# Effects of Respiration

Respiration rates of commodities are directly related to product temperature; the higher the temperature, the higher the respiration rate. Rapid cooling to the commodity's lowest safe temperature is most critical for vegetables with higher respiration rates.



# Tomatoes

- If warmer than 90F, harvest fruit earlier in day
- Pick when fruit is evenly red but still firm
- Do not squeeze
- Twist tomato in a downward motion to leave stem behind or toss after harvest. (Exception: some heirlooms)
- Pack on bread tray lined with newspaper
- Always pack stem side down in single layer, do not stack
- Rinse if necessary
- Never cool
- Store cherry tomatoes in pints to avoid cracking



# Okra

- Harvest before okra are large and woody, best at about 3"
- · Use scissors to harvest
- Do not wash
- Store dry in covered tote in walk-in cooler



# Cutting Greens & Leaf Lettuce

- Harvest as early in a.m. as possible
- Use knife to give leaves a "haircut" to 2" long
- Cut section evenly
- Leave 3" for re-growth
- Flash shock in ice water in field for no more than 1 min
- Double wash if necessary
- Turn in salad spinner for 2 min
- Dry in crates
- Pack in 6 oz bags and store in cooler, in walk in cooler



### Brussels Sprouts

- Harvest as early in a.m. as possible
- Remove entire plant from ground, cut roots and top off with angled knife
- Flip plant upside down and gently pull off leaves
- · Rinse if necessary
- Pack in cooler and store in large cooler



### The Future of Sustainable Urban Agriculture



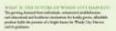




Opportunities for paid internships in a variety of growing settings

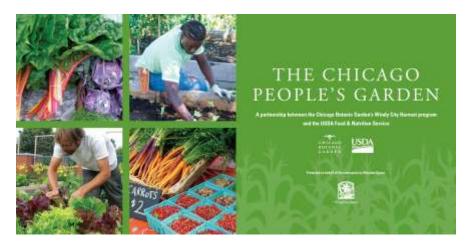
Classroom instruction and hands on experiences in partnership with educational institutions











Strong collaborations with local, county, state and federal agencies that support programs and share responsibility for expanding a safe and productive local food system

### Resources

#### Websites

- <u>www.chicagobotanic.org</u>
- <u>www.rodaleinstitute.org</u>
- <u>http://attra.ncat.org</u>
- www.composting101.com
- www.organicgardening.com
- <u>http://www.communitygarden.org/</u>
- <u>http://www.foodsecurity.org/</u>
- <u>http://casfs.ucsc.edu/index.html</u>
- <u>http://www.schoolgardenwizard.org</u>
- <u>http://www.familyfarmed.org</u>
- <u>http://www.greennetchicago.org/pdf/GreenNet\_Jarrell\_Feb\_2005.pdf</u>
- <u>http://www.bridges4kids.org/lead/binnspaper2003.pdf</u>
- Books
  - The New Organic Grower by Eliot Coleman
  - Four Season Harvest by Eliot Coleman
  - Rodale's Illustrated Encyclopedia of Organic Gardening by Pauline Pears
  - The Rodale Book of Composting by Grace Gershuny and Deborah Martin

#### Copyright Chicago Botanic Garden

#### SUSTAINABLE URBAN AGRICULTURE

- uplifting communities
- creating opportunities

Lawrence Neighborhood Community Garden Initiative

William Lantigua, Mayor City of Lawrence, Massachusetts

Art McCabe, Manager Community Development City of Lawrence, Massachusetts

Heather McMann, Director Groundwork Lawrence



Gardening has been part of the fabric of our society since the beginning



#### Precedent Credits

Many cities and institutions are making important contributions to urban agriculture.

- www.cityfarmer.info
- www.urbanfarming.org
- www.ecoschools.com
- www.growingpower.org
- www.communitygarden.org





### Lawrence, MA 2010

#### "Your most precious possession is not your financial assets. Your most precious possession is the people, and what they carry around in their heads, and their ability to work together"





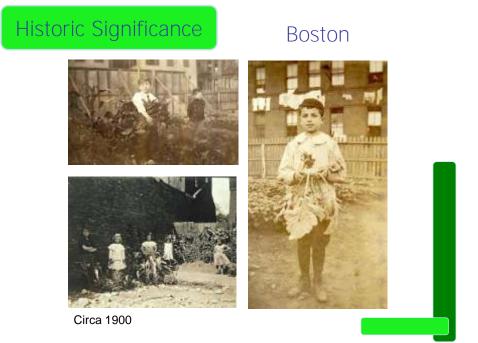
# Historic Significance

WWII



1943





# Historic Significance

#### **Plimouth Plantation**



Plymouth, MA Circa 1620

Historic Significance

#### Gardening Isn't Exactly A New Idea



#### "Hey Adam, want a bite of this apple?" Eve, Day 1

Keys to Success



"Gardening is a universal and timeless language."



#### KNOW YOUR COMMUNITY

- HAVE A VISION
- BUILD PARTNERSHIPS AND CREATE SHARED OWNERSHIP
- INVOLVE YOUTH
- ALWAYS: PATIENCE & PERSERVERANCE

### Keys to Success

#### -KNOW YOUR COMMUNITY

- History of your Community
- Know your Demographics
- Immigrant connections / Personal journeys
- Populations of Youth and Elderly
- Cultural and Ethnic
- •Connections with Residents
- •Cultural and Social Parallels



#### Keys to Success

#### HAVE A VISION

#### Set Long-term Goals and Break them into Manageable Parts

Establish careful site selection criteria

- Identify resources | opportunities and challenges | impediments
- Analyze and differentiate between resources and obstacles

•Establish Open Space Plan, City-wide Master Plan, Consolidated Plan, Action Plan, State guidance documents, Regional Planning Organization technical assistance

#### Leverage Resources and Cluster Projects

•Match and leverage complimentary funding sources : local | state | federal | private

 Marshal resources and leverage assets by identifying complimentary and clustered projects

 Be conscious of the opportunity to use the garden as a vehicle for bringing the community together

Keys to Success

#### A Case Study

A neighbor of an abandoned city owned Brownfield parcel comes in without permission and singlehandedly turns the lot into a wonderful community garden.

#### Response #1

City officials come and kick the resident off the land, fence and lock the site to prevent further access. Existing garden withers with no attention, site is now 'free' to be renovated into a formal community garden.

Response #2

The City approaches the resident, explains the danger of gardening in urban fill and enrolls him as a partner in the redevelopment process. The site is remediated and His stewardship of the parcel continues as he manages new members of the formalized community garden effort.

#### Keys to Success

#### BUILD PARTNERSHIPS AND CREATE SHARED OWNERSHIP

Identify stewards, stakeholders, and partners to create public | private partnerships and strategic alliances

- Neighborhood Associations
- Community Development Corporations
- Local Private Businesses
- I and Bakes

#### **Potential Partners**

- Environmental Protection Agency
- Department of Environmental Protection
- State Offices of Environmental Affairs
- Neighborhood Associations
- Groundwork USA
- Department of Housing and Urban Development
- •Department of Public Works | Police Department | Inspectional
- Services Department | Health Department
- Faith-based Organizations

#### Keys to Success

#### INVOLVE YOUTH

#### Engage the community through schools, reach the parents and caregivers through the students

- YMCA and YWCA
- Boys & Girls Club
- •Youth Build
- Boy and Girl Scouts
- www.schoolgardenwizard.org
- www.edibleschoolyard.org
- www.ecoschools.com

".....the presence of the youth of eternal summers In the garden." Van Morrison, 1968



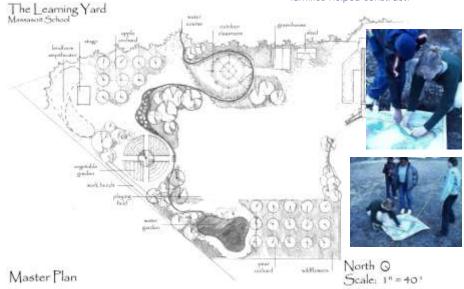
#### Student-based Design

Massasoit School, Braintree, MA Integrated workshops into school's math / art / science curriculum and taught: Mapping / Drawing to Scale Site Inventory + Analysis Basic Construction Techniques Graphics / Rendering Digital Modeling Public Presentation



#### Student-based Design

The collaboration between landscape architects and students was coalesced into a plan drawing that the students and their families helped construct.



Keys to Success

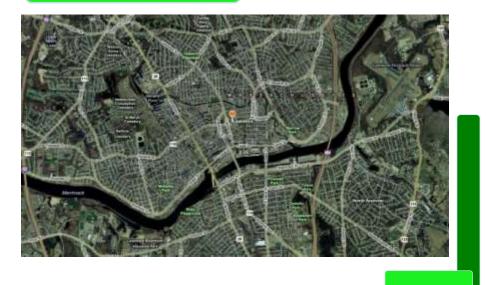
ALWAYS: PATIENCE & PERSERVERANCE

# "Every journey of a thousand miles . . . . . begins with a single step"

City of Lawrence Community Profile



# City of Lawrence



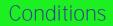
# City of Lawrence



#### City of Lawrence

•One of the FIRST planned industrial cities (circa 1845) focused on living near the mills and efficient city planning

- 30 miles north of Boston
- •One of the poorest cities in New England with over 25% of families below poverty line
- Population approximately 70,000
- Per capita income of just \$14,753
- Homeownership rates 35% citywide (1/2 state average)
- •Unemployment rate 18% (twice the state average)
- •37% of residents hold HS degree
- Young population (~30% under age 24)
- Diet and lifestyle-related disease rates soaring
- Highest rates of foreclosure in MA
- •60% of population is hispanic or latino
- State's FIRST Latino Mayor

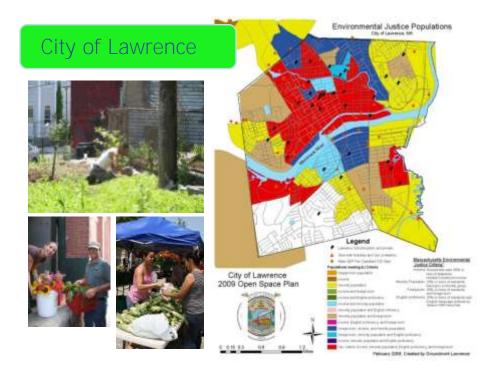


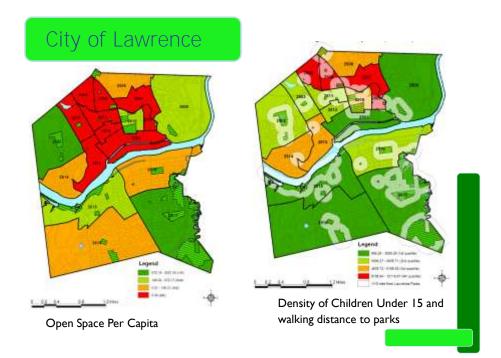


- •6.8 square miles of area
- Divided by a post-industrial river
- •Highest number of environmental justice communities in the state
- •High levels of residential density in close proximity to downtown
- •Existing vacant lots with varying levels of contamination
- Remnant building materials from mill demolition
- Ideal for Smart Growth- Back to the Future- A planned city

Social Services Dilemma

Urban Planner's Dream?





# City of Lawrence



Arlington Neighborhood

# City of Lawrence



#### Short Term & Long Term Goals

- Clean up abandoned space
- Utilize abandoned space
- Provide space for growing own food
- Provide opportunity for microenterprise (farm stands)
- •Improve stormwater event response
- Improve neighborhoods
- Ideal for teaching life / work skills





### Opportunities

• Proximity to urban transportation center makes Lawrence ideal for development

- •Density and access to amenities creates opportunities to develop communities that support live/work/play
- •Missing component is high quality of life, which will evolve with an enrolled constituency of residents
- •These efforts are building blocks and part of a much larger plan
- •These projects have become a vehicle for community organizing
- Inclusion of seating for community gatherings or contemplative area



### Site Selection

- > 3000 square feet (too small for redevelopment)
- •Brownfield site : presence of real or perceived contamination
- •Environmental Site Assessment (Phase I, Phase II)
- •Located within a floodplain (prohibitive for development)
- Accessible by foot for much of the neighborhood
- A minimum of part-sun exposure / solar orientation
- •Consideration of sustainability and stewardship for future care and maintenance
- Highly visible from streets
- Source for water for irrigation
- Don't be afraid to approach the neighbors for help!







### Partners

Lawrence Community Neighborhood Garden Initiative

Environmental Protection Agency

Massachusetts Department of Environmental Protection

Executive Office of Energy and Environmental Affairs

Lawrence Community Works

Lawrence Neighborhood Associations

Groundwork Lawrence

Department of Housing and Urban Development

City of Lawrence Department of Public Works | Police Department | Inspectional Services Department | Health Department

YMCA | YWCA

Boys & Girls Club

Youth Build

#### Spicket River Greenway Building Blocks

#### Manchester Street Park Gardens (26 beds) Completed Summer, 2009

Former Brownfield Site - Waste incinerator Partners: EPA, DEP, EOEEA, HUD, ARLINGTON NEIGHBORHOOD ASSOCIATIONS, PRIVATE SECTOR, GROUDWORK LAWRENCE

#### Cronin Park Gardens (6 large shared beds) Ribbon Cutting June 17, 2010

Old park site in advanced state of neglect Partners: HUD, EOEEA, ARLINGTON NEIGHBORHHOD ASSOCIATIONS, GROUNDWORK LAWRENCE

#### Brook Street Gardens (17 beds) Completed in 2006

Part of Scarito Park in the North Common Neighborhood Former Brownfield Site - Urban Fill Partners: EPA, HUD, EPA, ARLINGTON NEIGHBORHOOD ASSOCIATIONS, GROUNDWORK LAWRENCE

#### Union & Mechanic Alleyway Garden (8 large, shared beds) Built in 2006

Former Brownfield Site – reclaimed alleyway with urban fill issues Partners: HUD, DEP, PRIVATE SECTOR, LAWRENCE COMMUNITYWORKS, NEIGHBORHOOD ASSOCIATIONS

#### Lawrence Gateway/Canal Neighborhood/Oxford Park Started in 1993 – Est. finish 2012 Significant Brownfield Site – Former Oxford Paper Mill Partners: DEPARTRMENT OF TRANSPORTATION, ARMY CORPS OF ENGINEERS, HUD, EPA, DEP, MASS FINANCE DEVELOPMENT AGENCY, MERRIMACK VALLEY REGIONAL TRANSPORTATION, PRIVATE SECTOR, LAWRENCE COMMUNITYWORKS

### Examples





# Examples



Dr. Nina Scarito Park – Lawrence, MA

### Examples





Dr. Nina Scarito Park – Community Gardens

Alley Ways + Vacant Lots

#### A Case Study

Abandoned vacant lots and alley ways are being used as illegal dumping grounds and have become host to rodents, trash heaps and blight.

### Response #1

The lots are labeled as blight and continue to be a detriment to the neighborhood.

#### Response #2

The lots are identified as an opportunity to connect the fabric of the neighborhood and link blocks back together with gardens, passive open space, and pedestrian pathways.

### Alley Ways + Vacant Lots



### Alley Ways + Vacant Lots



### Alley Ways + Vacant Lots



### Alley Ways + Vacant Lots



### Alley Ways + Vacant Lots



# City of Lawrence



### **GWL Farmer's Market**



#### Neighborhood Stabilization Program

#### Neighborhood Stabilization Program (NSP)

NSP funding can be utilized as part of a longer term plan to help stabilize an area as the longer term plan is implemented. The long term plans are vital
 NSP funds can be used with other available funding sources to leverage related projects

 To demolish abandoned or blighted properties which will be used for gardens or park;

•To rehabilitate properties near gardens or parks so as to cluster projects;

•To acquire vacant undevelopable parcels which are adjacent to private housing and then sold or combined with such housing as side lots or for parking or open space;

• To place in a Land Bank for future development- the use of a Land Bank is not required but it is often prudent to insure a parcel is set aside for the bigger plan;

Land Banks are particularly useful in cities with large numbers of undeveloped parcels;

Land Bank parcels can be used on an interim or long term basis as gardens and parks;

•Land Banks can acquire foreclosed homes and hold for future use.

#### How might all of this work in your communities?

- have long term plan like the Lawrence open space plan; .
- break it into manageable parts like Spicket River Greenway Project;
- identify key building block parcels; .
- demolish blighted properties in target area;
- set aside vacant parcels for open space or future use; .
- combine funding and cluster projects; .
  - A. EPA and State environmental funding;
  - B. HUD, CDBG, AND NSP funds;

  - C. Open space funding;
    D. Private foundation funding;
    E. Not for profit funding;
    F. Private sector funding or sponsorship.
  - G. Identify partners and spread ownership

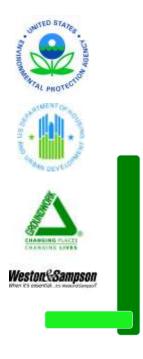


Patience and Perseverance

### Thank You

- •EPA & HUD Boston & Chicago Regional Offices
- Groundwork Lawrence & Groundwork USA
- Weston & Sampson environmental engineers & landscape architects





# Contact

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amccabe@cityoflawrence.com

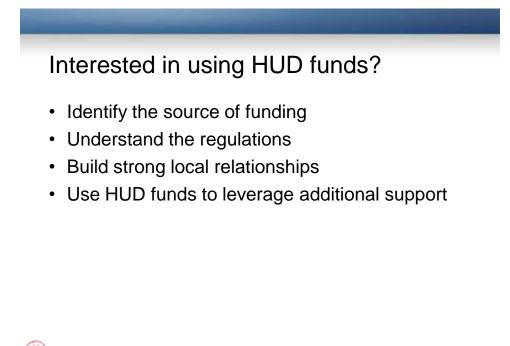






### HUD Resources for Communities

Office of Block Grant Assistance



U.S. Department of Housing and Urban Development • Office of Block Grant Assistance

# Potential Sources of HUD Funding

- Community Development Block Grants (CDBG)
- Neighborhood Stabilization Program (NSP)

U.S. Department of Housing and Urban Development • Office of Block Grant Assistance

# Key Concepts from the Regs

- National Objective
  - -LMA
  - LMI Limited Clientele
- Eligible Use
  - Public facilities/improvements
  - NSP1: Eligible Use E
  - NSP2: Eligible Use D

U.S. Department of Housing and Urban Development • Office of Block Grant Assistance

3

# Strong Relationships are Essential

- Interested community groups should connect with their grantee
- Grantees should connect with their HUD field office

U.S. Department of Housing and Urban Development • Office of Block Grant Assistance

### Leverage additional support

- Plan for both the development and operation of the project
- · Understand funders' priorities and requirements
  - Seek out flexible funding sources to complement restricted funds

U.S. Department of Housing and Urban Development • Office of Block Grant Assistance

# Other resources:

- NSP Resource Exchange: <u>http://hudnsphelp.info/</u>
- Local CDBG Contacts: http://www.hud.gov/offices/cpd/communitydevelo pment/programs/contacts/



• U.S. Department of Housing and Urban Development • Office of Block Grant Assistance