

Webinar

Community Development:

What Is It & Local Examples

May 11, 2023

Hosted by the North Central Texas Council of Governments (NCTCOG) in partnership with the Texas Department of Agriculture's Texas Community Development Block Grant Program



North Central Texas
Council of Governments
Environment & Development

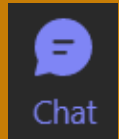
The Community Development webinar will begin shortly

A few reminders...



Mic

Please mute your line

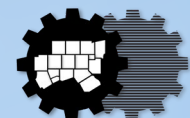


Chat

Please insert questions in the chat to be addressed at the end of each presentation



This webinar will be recorded



Agenda

- **Welcome & Purpose**

Erin Blackman, NCTCOG

- **What is Community Development?**

Rebekka Dudensing, PhD, & Jamie Rae Walker, PhD, Texas A&M AgriLife

- **Regional Economic Development & Kaufman County Case Study**

Prit Patel, NCTCOG & Donna Simmons, Kaufman County

- **Preserving & Linking Natural Amenities to Development**

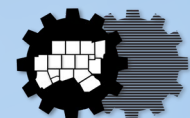
Marty Wieder, City of Grand Prairie

- **Labor Needs & Workforce Development**

Brandi H. Trotter, Workforce Solutions for North Central Texas

- **Public Facility Corporations to Address Affordable Housing**

Ashleigh Feryan, City of Lewisville



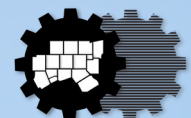
Welcome & Purpose

Erin Blackman

Environment & Development Planner

North Central Texas Council of Governments

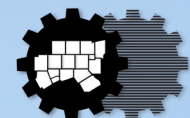
EBlackman@nctcog.org



North Central Texas
Council of Governments
Environment & Development

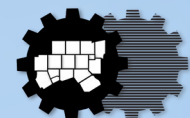
Happy Late Community Development Week!

- Community Development Week:
April 10-14, 2023
- Recognize and bring attention to U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant Program (CDBG)
- Affordable housing, public services, infrastructure, other valuable resources



Texas Community Development Block Grant (TxCDBG)

- CDBG for rural Texas is TxCDBG Program
- Administered by the Texas Department of Agriculture (TDA)
- NCTCOG assists TDA at the regional level
- TxCDBG Community Development Fund provides grant funding to smaller communities for various public improvements
- More information: <https://www.nctcog.org/envir/public-works/community-development>



TxCDBG Regional Impact: 2012-2022

88 Communities

\$70 Million in funding was awarded to complete 226 projects across 88 communities in NCTCOG's 16 county region, directly benefitting more than 170,000 residents.



226 Projects



\$70 Million



32% Water System Improvements

23% Sewer System Improvements

15% Street/Sidewalk Improvements

13% Misc. (Real Estate Acquisitions, Debris Clearance, etc.)

9% Water & Street or Sewer System Improvements

8% Planning Studies



Contact & Connect

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nctcog.org/envir



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[@nctcogenv](https://twitter.com/nctcogenv)



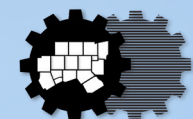
[@nctcogenv](https://www.instagram.com/nctcogenv)



youtube.com/user/nctcoged



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What is Community Development?

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Jamie Rae Walker, PhD
Professor and Extension Specialist
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What is Community Development?

Rebekka Dudensing, PhD

Professor and Extension Economist - Community Economic Development

Jamie Rae Walker, PhD

Associate Professor and Extension Specialist - Urban and Municipal Parks

- Community is a place where people Live, Work, or Play.
- People often choose multiple communities
 - Geographic location—home, downtown, region
 - Membership groups—church, civic org
 - Online—social media, gaming
- Communities compete for “community”.

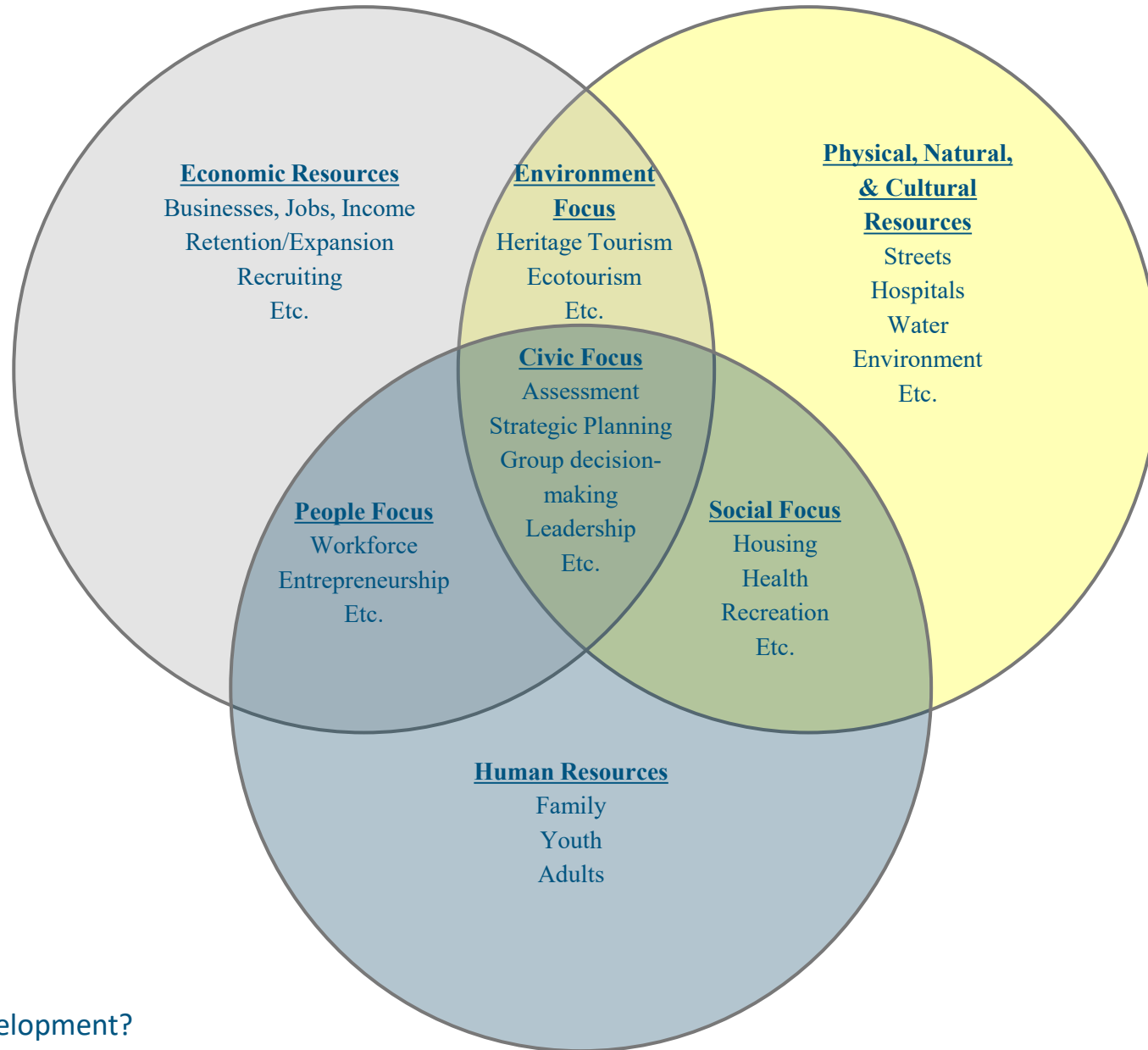
What examples of capitals can you think of in your community? (in chat)



Defining the Capitals

Capitals	Definition
Natural	Quality & quantity of natural & environmental resources.
Cultural	Values, norms, beliefs & traditions; includes historic material goods
Human	Education & skills of residents; learning opportunities, programs to build local leadership.
Social	Connections among people & organizations; links inside & outside of region.
Political	Ability to influence & enforce rules and regulations. Access to influential people in govt. positions; level of citizen engagement.
Financial	Financial resources available for development efforts.
Built	The infrastructure of the region – facilities, services, physical structures.

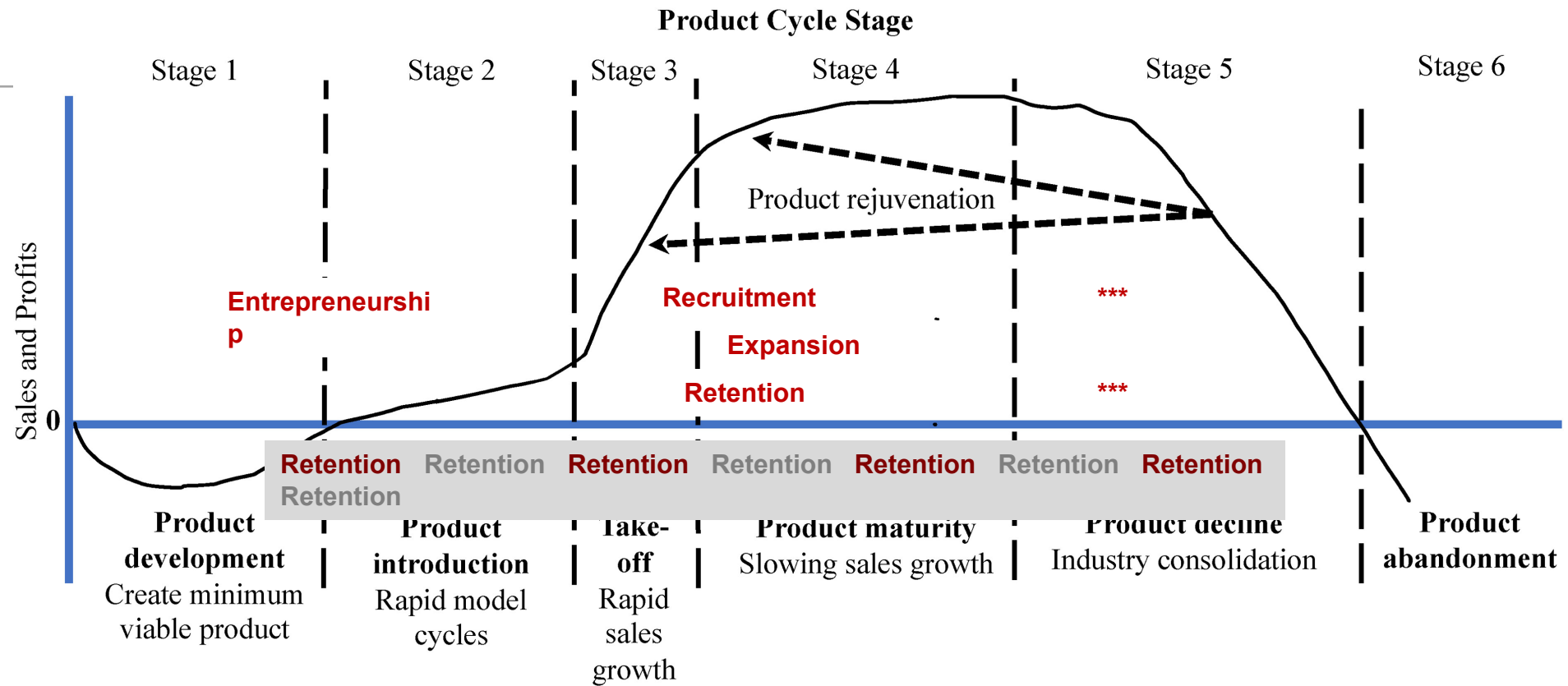
Community & Economic Development



What is development?

- Economic
- Community
- Workforce
- Housing
- Commercial and Industrial Real Estate

Community Development
 precedes
 Economic Development.



Adapted from Hill, 2023, <https://doi.org/10.1177/0891242422114>

Growth v Development

Growth:

Population

Employment

GDP

Housing starts

Total income

Development:

- Per capita income
- Poverty rates
- Education levels
- Housing quality
- Infant mortality
- Leadership
- Education
- Quality of Life

The Ten Commandments of Community Leadership*

*Maury Forman and Michelle Harvey, 2007, Association of Washington Cities, Inc.

- I. Thou shalt create a vision for the future.
- II. Thou shalt develop a strategic plan.
- III. Thou shalt build a sustainable economy for the next generation.
- IV. Thou shalt seek public/private partnership.
- V. Thou shalt invest in education and training.
- VI. Thou shalt promote respect.
- VII. Thou shalt demonstrate a high standard of ethical behavior.
- VIII. Thou shalt value history, art, and culture.
- IX. Thou shalt prepare for a global environment.
- X. Thou shalt develop future leaders.

Let's ask ourselves, are our efforts

Development in Community

or

Development of Community

Development in Community

A new playground was built at the neighborhood park.

The EDC acquired a grant for local farmers to sell produce at local corner stores for 6 months.

Development of Community

The local neighborhood identified Crime Prevention as a goal for their local park. They worked with the city, police, neighbors, school, and businesses to come up with a plan for the park.

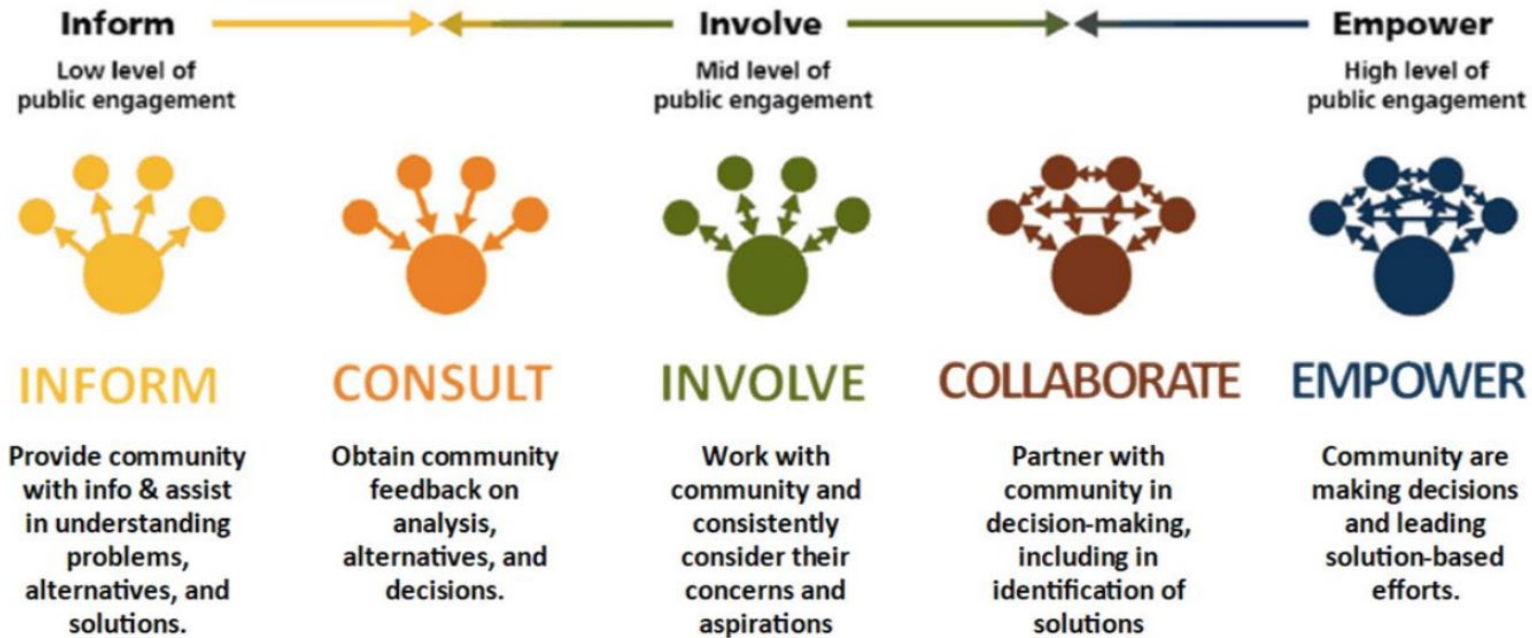
The EDC acquired a grant for local farmers to sell produce at local corner stores for 6 months.

Participatory Action Research



Participatory Action Research

COMMUNITY ENGAGEMENT SPECTRUM



* Based on the IAP@ Public Participation Spectrum, developed by the International Association for Public Participation, 2014 http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/foundations_course/IAP2_P2_Spectrum_FINAL.pdf

Development of Community

The local neighborhood identified Crime Prevention as a priority for their local park.

- City staff, police, neighbors, school, and nearby businesses worked together to identify local capacity and feasible options to reduce crime and perceived crime in the park.
- They devised an action plan for the park including:
 - Clean-up days sponsored by local businesses and led by a different neighboring “street” every month.
 - Zumba, walks, and small car rodeos to activate the park.
 - Additional police, business, and neighbor presence in the park.
 - Art murals designed by the local high school art club on the bathrooms, and
 - A new playground so that more people with young children will come hang out at the park.
- The EDC acquired a grant for local farmers to sell produce at local corner stores for 6 months.

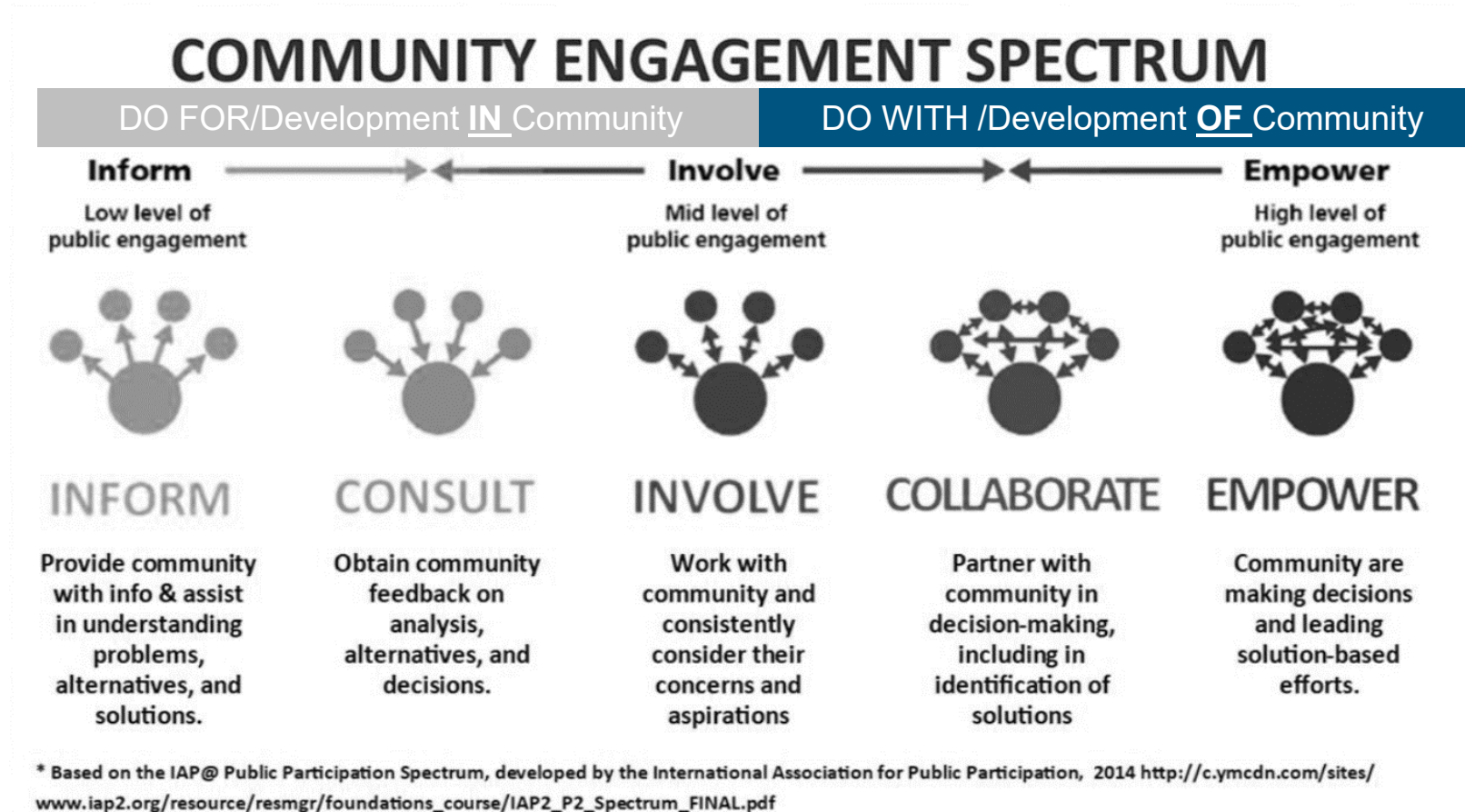
Development of Community

The local grocery store downtown closed. The health coalition and senior board are concerned as many old hotels in the area were turned into senior living and the remaining corner stores do not sell fresh produce.

The two health coalitions and the senior board formed a joint task force to review the matter.

- They learned through focus groups and a survey that the issue will impact over 130 households / 189 senior citizens.
- The seniors indicated they enjoy going out to shop, but transportation is an issue.
- Food delivery and food pantries lacked options/choices and limited the times they could get produce.
- The local store owners are willing to help but have concerns about food waste, food safety, marketing, and profit loss.
- The EDC acquired a grant:
 - for local farmers to sell produce at local corner stores for 6 months for a pilot program;
 - the local extension agency will offer the corner store owners trainings on healthy endcaps, market analysis for what will sell and at what price.
 - local seniors will host food demonstrations tied to the produce available and celebrating various food cultures.
 - the senior board and health coalition will work with the transportation department, senior housing units, and local recreation senior to conduct a social marketing campaign at the senior housing locations, recreation center, and on the bus routes to the corner stores.
 - The sustainability and impact of the program will be reviewed at months 3 and 5 and adjustments will be made as needed.

Think about how you can be a part of the Development OF your Community



References cited

- ▶ Taylor, Gregory S., Rebekka Dudensing, Craig Wesley Carpenter, and Jamie Rae Walker. 2021. What is Community Development? AGEC-PU-152, Texas A&M AgriLife Extension Service, The Texas A&M University System, College Station, Texas, June. <https://agecoext.tamu.edu/wp-content/uploads/2021/06/What-is-CD-AGEC-PU-152.pdf>
- ▶ Hill, E. (Ned). (2023). What Is Economic Development? And What Is the Job of an Economic Development Professional? *Economic Development Quarterly*, 37(1), 34–48. <https://doi.org/10.1177/08912424221147013>
- ▶ Promoting Community Vitality & sustainability: The Community Capitals Framework. Bo Beaulieu, Purdue University. <https://pcrd.purdue.edu/wp-content/uploads/2020/09/Community-Capitals-Framework-Writeup-Oct-2014.pdf>
- ▶ The 10 Commandments of Community Leadership. Maury Forman and Michelle Harvey, 2007, Association of Washington Cities, Inc. <https://wacities.org/docs/default-source/resources/tencommandments.pdf?sfvrsn=2>

Regional Economic Development & Kaufman County Case Study

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Donna Simmons

County Communications & Economic
Development Coordinator
Kaufman County

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North Central Texas Economic Development District (NCTEDD)

Prit Patel,
Senior Economic Development Manager

North Central Texas
Council of Governments



May 2023

CEDS Goals

A CEDS is an economic road map to diversify and strengthen regional economies. CEDS allows region's public sector organizations to qualify for funding based on funding opportunity requirements.

Comprehensive Economic Development Strategy (CEDS)

GOAL 1: Develop a globally competitive and diverse skilled workforce for the future.

GOAL 2: Enhance the North Central Texas region's economic competitiveness.

GOAL 3: Foster an environment that supports and creates an entrepreneur-friendly atmosphere for the North Central Texas region.

GOAL 4: Promote comprehensive planning solutions to ensure that regional transportation and public infrastructure equitably meets the needs of communities.

GOAL 5: Strengthen and promote equitable quality of life opportunities through comprehensive community development across the region.

GOAL 6: Strengthen regional economic resiliency by creating and integrating efforts that support the ability of the region to avoid, withstand, and quickly recover from economic and other shifts and shocks.

NCTEDD 51-MEMBER BOARD

- 16-county representation
- City population category
- Other interests' categories

**Donna Simmons and Marty Wieder*

NCT DISTRICT

- Consult on and provide technical assistance with grant proposal and application;
- Manage the administrative process of approved grants;
- Assist with the required reporting process to EDA throughout the life of the grant;
- Provide resources.

**last 3 years, \$29.4 million in EDA economic development funding to the region*

RESOURCES

- Board Meetings + Webinars
- Website Resource page: nctcog.org/nctedd/resources
- Regional Economic Development Distribution (REDD) email list
- LinkedIn: www.linkedin.com/company/nctedd
- YouTube page: www.youtube.com/@nctedd
- Email Prit Patel: ppatel@nctcog.org
- NCTEDD Talks (Summer 2023)

Donna Simmons, Kaufman County
Communications & Economic Development Coordinator



The Dallas Morning News

NEWS

Kaufman County is the fastest growing county in the country

The population of the county to the east grew 18% from 2016 to 2021, according to census estimates.



MANAGING GROWTH IN KAUFMAN COUNTY: A CASE STUDY IN PROGRESS



*Donna Simmons
Communications & Economic Development
May 11, 2023*



“The 800-square-mile county is seeing more than 30,000 new homes being built or in early development stages in its six biggest cities.

Calculating for 4 people per household, the county is preparing for a population increase of about 120,000 more people in the next 18 months. “

PARTNERING WITH CITIES

Kaufman County
Partners With
City of Terrell



INCREASED PUBLIC SAFETY NEEDS



KAUFMAN COUNTY
SHERIFF'S SUB-STATION



INCLUDING LOCAL BUSINESS



IMPROVING BROADBAND

- Partnered with Connected Nation and local EDCs to conduct County-wide survey
- Laying groundwork to conduct a study of high-speed internet availability
- Pursuing potential Federal funding opportunities



TRANSPORTATION

2019 BOND PROJECTS

\$104,000 Million in Road Bond Projects

Approved by Voters

As of this date, the County is on the way to receiving \$20 of State and Federal funds for every dollar of bond funds used on TxDOT facilities. Dozens of county roads are also being improved as the population explodes!

ECONOMIC DEVELOPMENT



KAUFMAN COUNTY, TEXAS

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NCTEDD/NCTCOG ECONOMIC DEVELOPMENT

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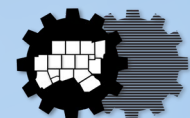
Preserving & Linking Natural Amenities to Development

Marty Wieder, AICP

Director of Economic Development

City of Grand Prairie

mwieder@gptx.org



North Central Texas
Council of Governments
Environment & Development



**X Marks the Spot:
Paddle Park Nirvana+ on the West Fork
May 11, 2023**





TRINITY NATURE CONSERVANCY
TRINITY RIVER PADDLING TRAIL



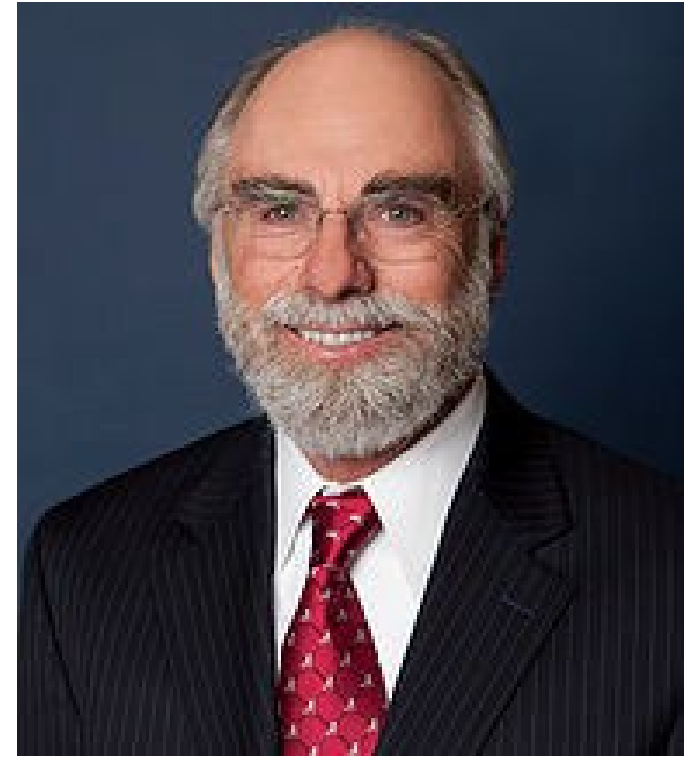


**The mission of the Trinity Nature Conservancy
is to transform the Trinity River Corridor
into a nationally-recognized
conservation and recreation area.**

The Trinity River Paddling Trail owes its existence to outdoorsmen Dale Harris and Steve Smith.



After paddling rivers across the nation, Dale Harris decided to paddle close to home, on the Elm Fork of the Trinity River. Awed by the natural beauty of the fast moving water, limestone cliffs and wildlife, Dale was surprised at how very few paddlers were on the Trinity River. Over the past eight years, Dale paddled every segment and visited every launch site along the Upper Trinity River, documenting and piecing together a continuous 130-mile paddling trail spanning nine cities and three counties.

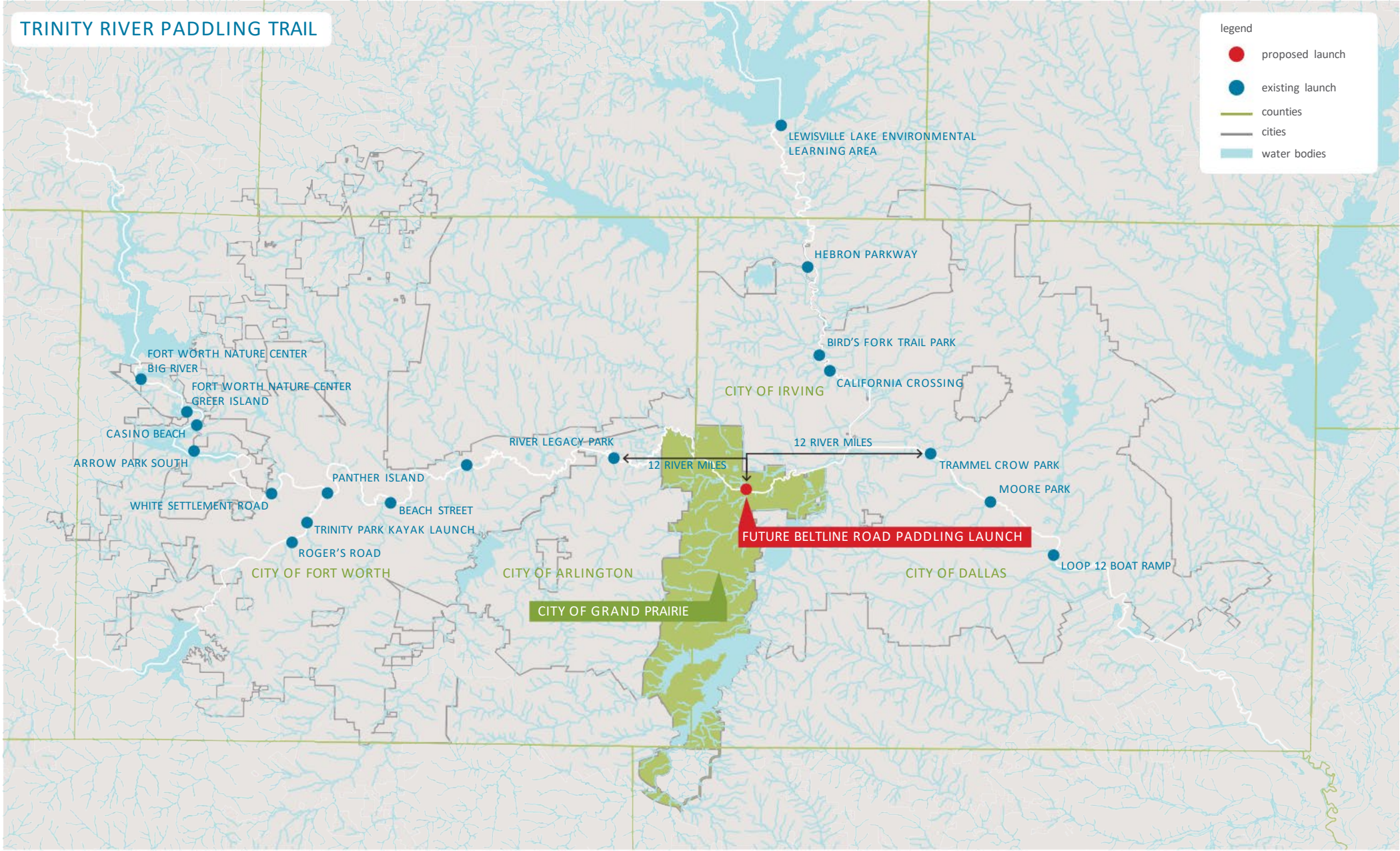


In 2018, Dale teamed up with entrepreneur and investor, Steve Smith. Together Dale and Steve submitted their plans for a National Recreation Trail to the National Park Service in hopes of having all of the Upper Trinity River Corridor designated a national paddling destination for our 7.4 million DFW Metroplex residents and the nation.

TRINITY RIVER PADDLING TRAIL

legend

- proposed launch
- existing launch
- counties
- cities
- water bodies



TRINITY RIVER PADDLING TRAIL
BELTLINE ROAD @ LONESTAR TRAIL



LONE STAR PARK
at Grand Prairie

LONE STAR PARK



legend

- building
- water body
- athletic facility
- forested area
- highway
- road
- trail
- paddling launch

FUTURE TRAIL CONNECTION to Fort Worth

TRINITY RIVER PADDLING TRAIL

NEW PADDLING TRAIL LAUNCH

LONE STAR TRAIL

WEST FORK TRINITY RIVER

to Fort Worth

I-30

to Dallas

BELTLINE ROAD

1/3 MILE

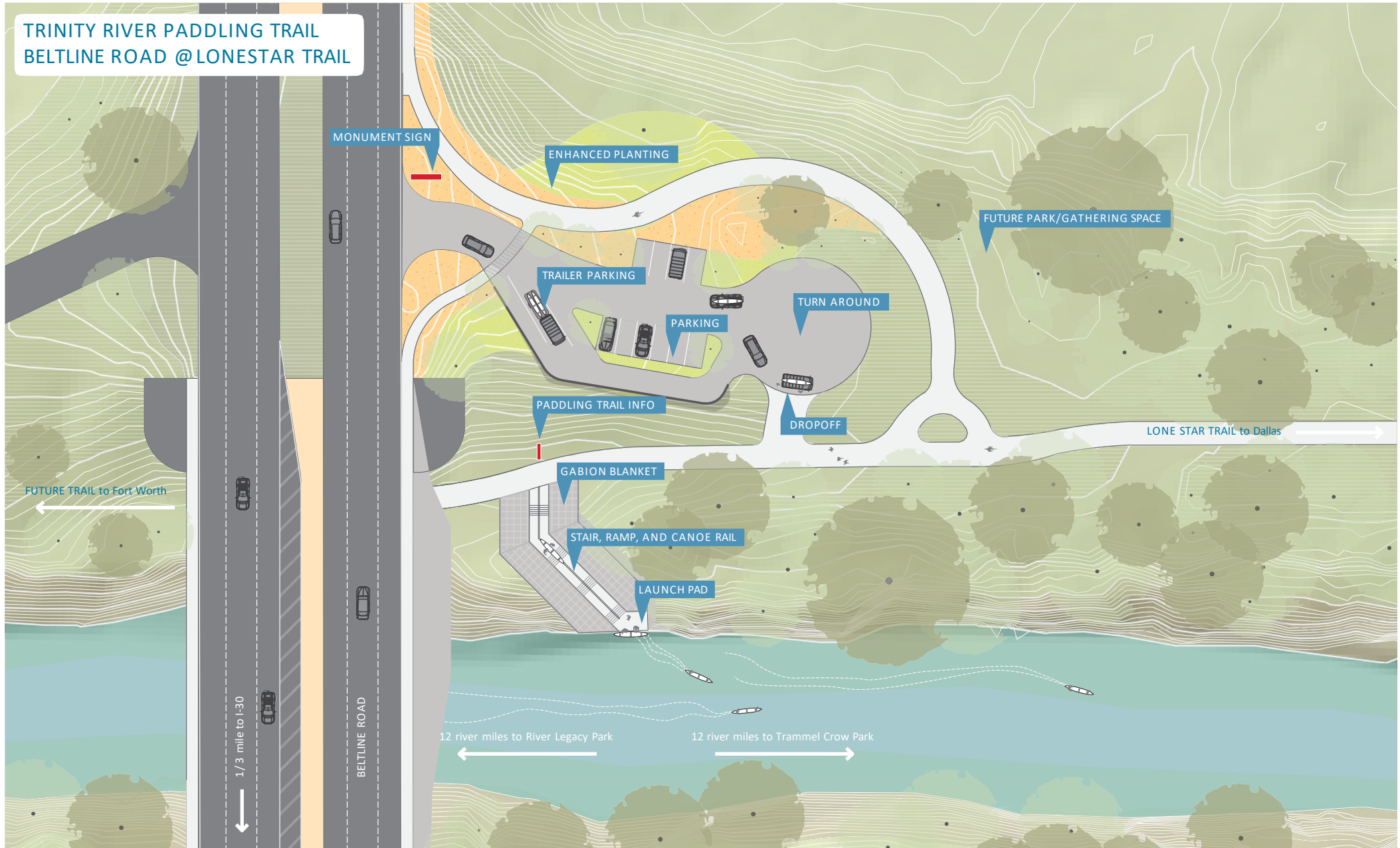
GRAND PRAIRIE HIGH SCHOOL





THE GATEWAY
Grand Prairie
TEXAS

TRINITY RIVER PADDLING TRAIL BELTLINE ROAD @ LONESTAR TRAIL



1/3 mile to I-30

BELTLINE ROAD

LONE STAR TRAIL to Dallas

FUTURE TRAIL to Fort Worth

ENHANCED PLANTING

FUTURE PARK/GATHERING SPACE

TRAILER PARKING

PARKING

TURN AROUND

DROPOFF

PADDLING TRAIL INFO

GABION BLANKET

STAIR, RAMP, AND CANOE RAIL





LAUNCH PAD

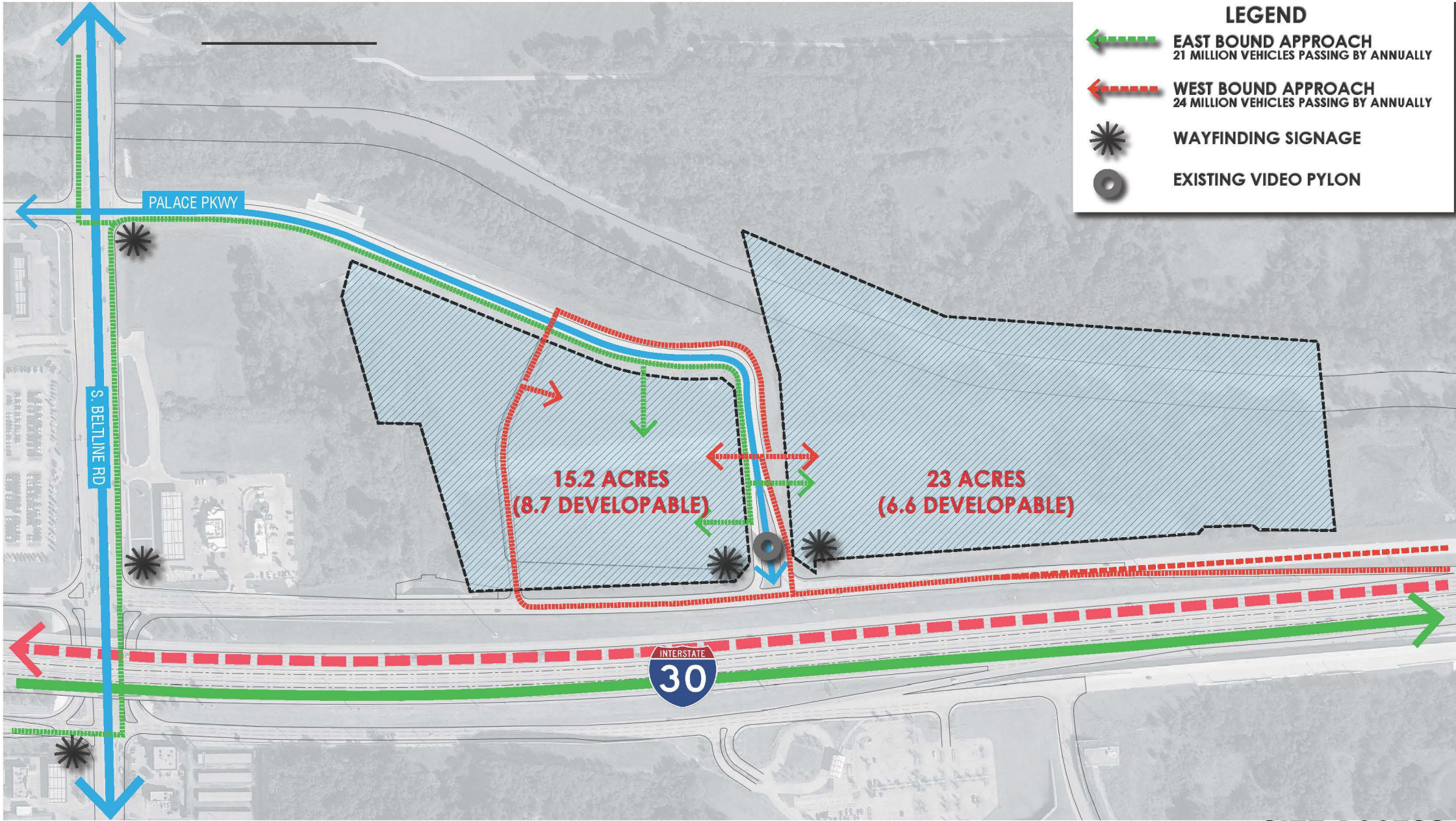
12 river miles to River Legacy Park

12 river miles to Trammel Crow Park



LEGEND

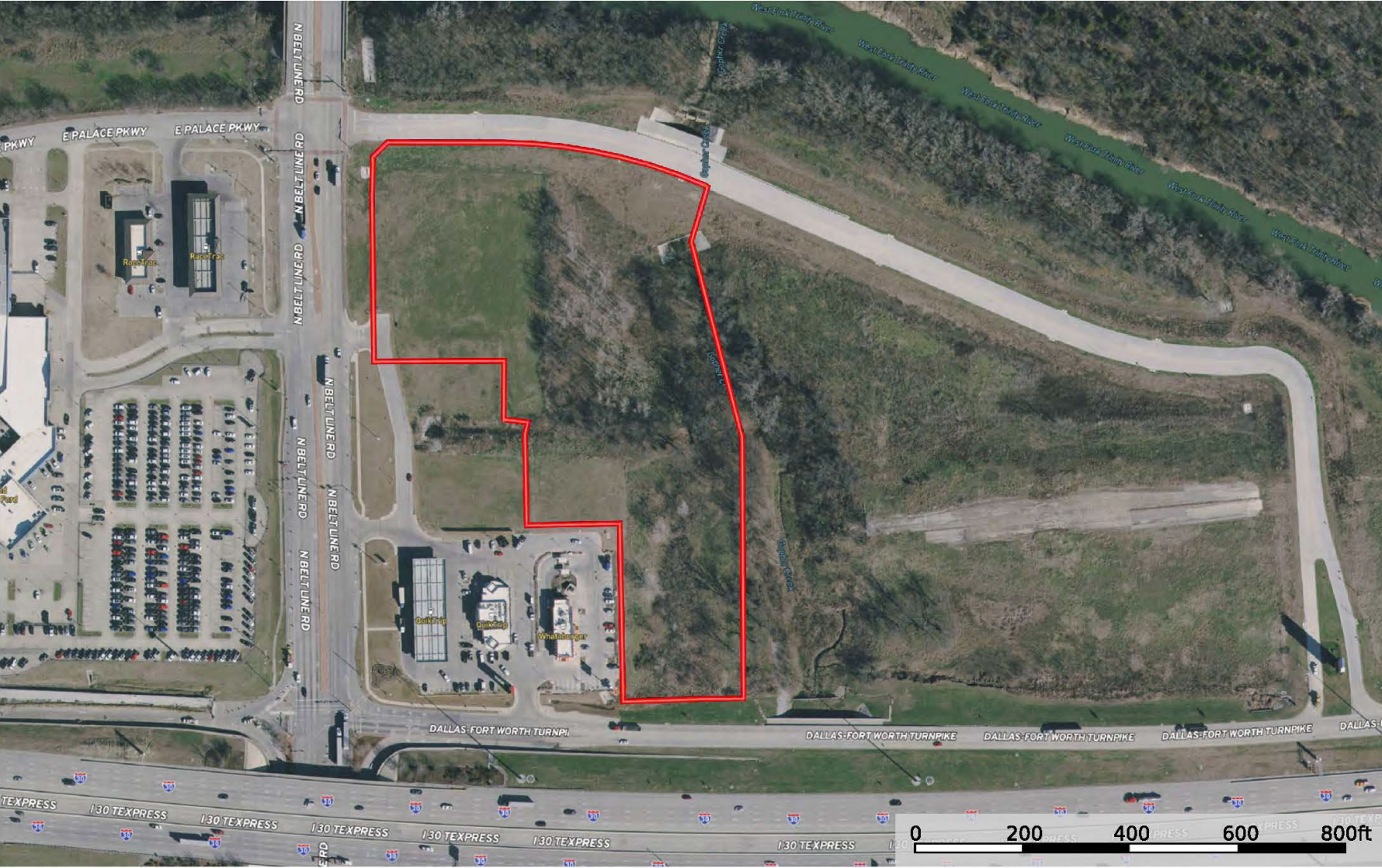
-  EAST BOUND APPROACH
21 MILLION VEHICLES PASSING BY ANNUALLY
-  WEST BOUND APPROACH
24 MILLION VEHICLES PASSING BY ANNUALLY
-  WAYFINDING SIGNAGE
-  EXISTING VIDEO PYLON



SITE ACCESS

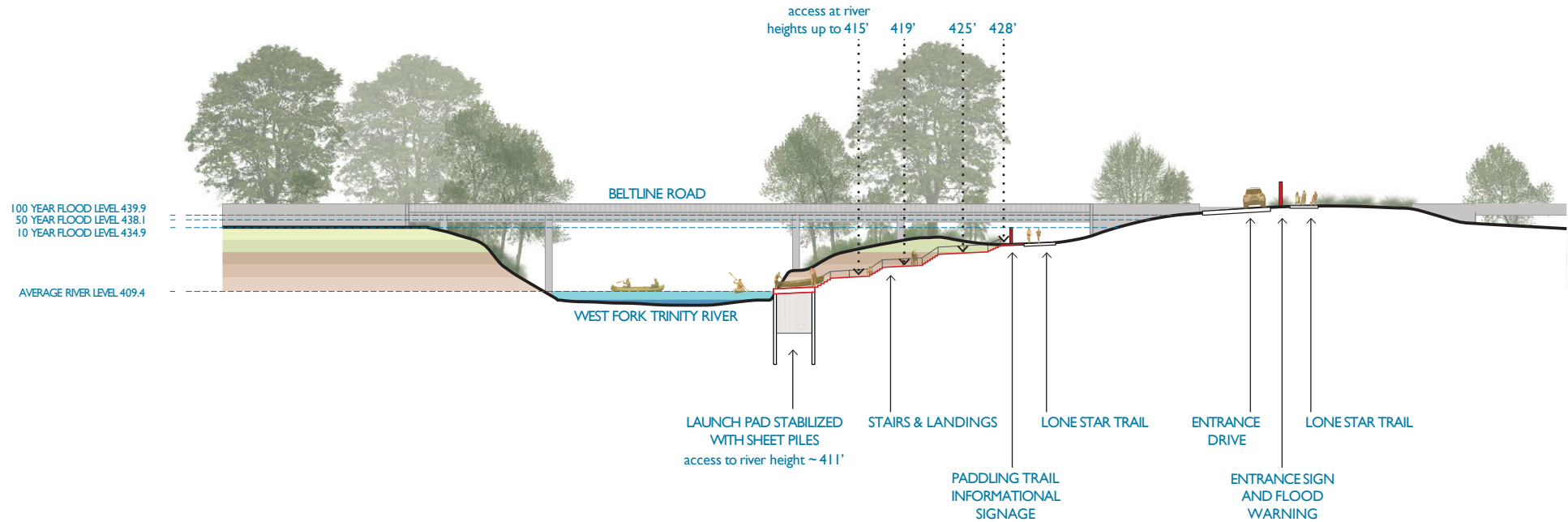
SE/C Belt Line & Palace Pkwy Aerial

Texas, AC +/-



 Boundary

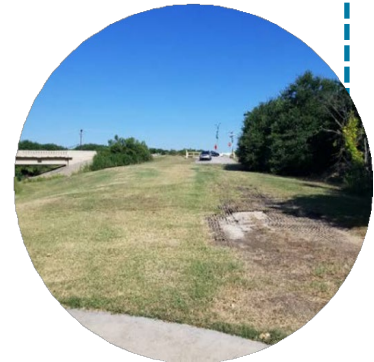
TRINITY RIVER PADDLING TRAIL BELTLINE ROAD @ LONESTAR TRAIL



PRECEDENT IMAGERY



CURRENT CONDITIONS



0 20 40 60 80 ft

A conceptual rendering of a park. The scene features a large, open grassy field with scattered dandelions. In the background, there are several trees, some with autumn-colored leaves. A prominent feature is a tall, wooden observation tower with a platform. To the right, there is a modern pavilion with a curved, arched roof. People are depicted in various activities: a person in a green shirt is walking in the foreground, a dog is running, and others are visible near the pavilion. The sky is bright with some birds flying. The overall atmosphere is bright and airy.

I30 BELTLINE PARK RENDERINGS

CONCEPTUAL DESIGN/ PLANNING EXHIBITS

FEBURARY 25, 2022

OMNIPLAN



SITE PLAN WITH TRAIL/BRIDGE LOCATIONS AND
BOAT LAUNCH POSITION PLANNED

2.25.2022

4

BOAT LAUNCH RENDERING

OMNIPLAN

Grand Prairie
TEXAS



SITE PLAN WITH TRAIL/BRIDGE LOCATIONS AND
BOAT LAUNCH POSITION PLANNED

5

2.25.2022

TRAIL BRIDGE 1 RENDERING



TRAIL BRIDGE 2 RENDERING



PARTNERSHIP

TRINITY NATURE CONSERVANCY

- Design-Engineer Grand Prairie river launch sites.
- Inclusion in the National Park Service application for National Recreation Trail status.
- Inclusion in Trinity River Paddling Trail promotional materials and maps.
- Signage for river launch sites and any hazard signs along the river route



GRAND PRAIRIE

- Installation and maintenance of four river launch sites
- Installation of branded Trinity River Paddling Trail signage at all river launch sites

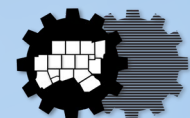
Labor Needs & Workforce Development

Brandi H. Trotter

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North Central Texas
Council of Governments
Environment & Development

Labor Needs and Workforce Development

Brandi Harrison Trotter
Industry & Workforce Development Specialist

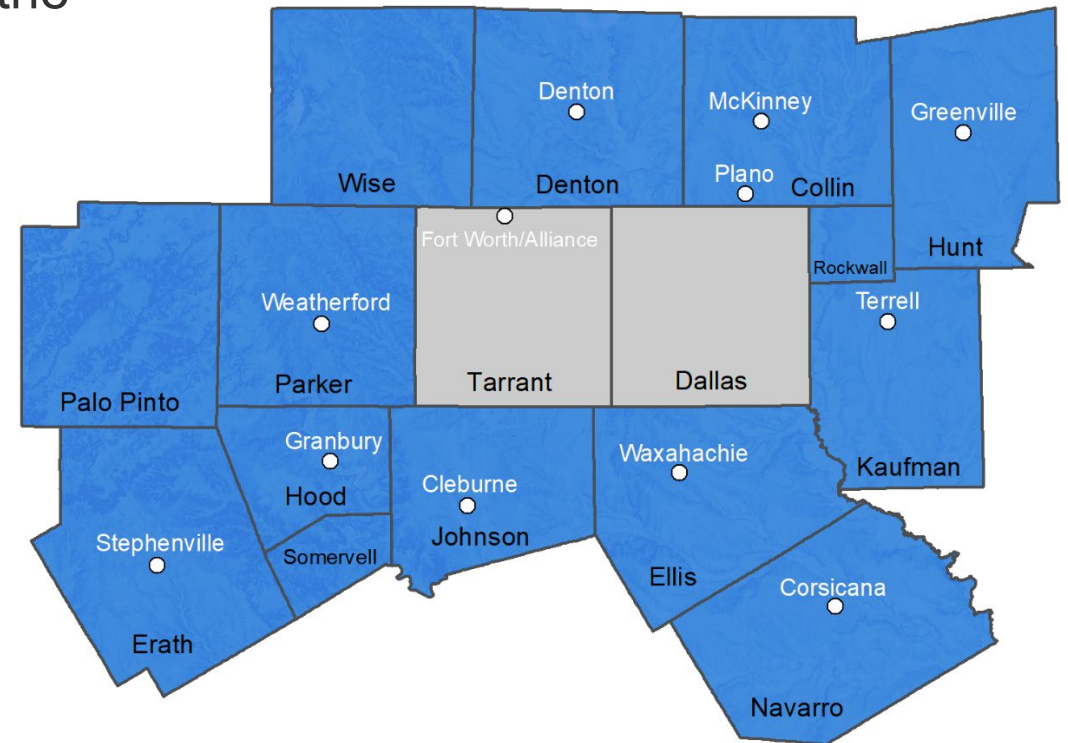
Workforce Solutions for North Central Texas



Who We Are & Who We Serve

The North Central Texas Workforce Development Area covers more than 10,986 square miles and includes the 14 counties of:

- **Collin**
- **Denton**
- **Ellis**
- **Erath**
- **Hood**
- **Hunt**
- **Johnson**
- **Kaufman**
- **Navarro**
- **Palo Pinto**
- **Parker**
- **Rockwall**
- **Somervell**
- **Wise**



- **3.3M Residents**
- **1.2M Workers**
- **47,000 Businesses**

Workforce Services Focus

Expansive Toolbox of Effective Workforce Services to Support Career Seekers, Employers and EDCs

- **Service Optimizers**

- ⇒ Employer services oriented

- ⇒ Targeted service delivery models to meet employer needs

- ⇒ Focus on in-demand industries and quality jobs

- **Expanded Training Opportunities**

- ⇒ Upskilling local talent pool with in-demand skills that employers need

Our Ecosystem of Services



Adult Career Seekers

- Career Coaching & Skills Training
- Educational Workshops
- Work-Based Learning*
- Help with Child Care Costs*
- Adult Education Literacy



Youth & Young Adults

- Youth Career Exploration Events
- Internships and Apprenticeships
- Career Readiness Tools
- Job Shadowing & Career Days
- Summer Earn & Learn



Veterans

- Hiring Red, White & You! Veteran Hiring Event
- Civilian Career Transition Support
- Customized Resources
- Occupational Training



Employers

- Recruitment Assistance and Long-term Workforce Planning
- Reduced Employee Training Costs
- Economic & Labor Market Information
- Work Opportunity Tax Credits
- Fidelity Bonding



Economic Development Organizations

- Regional Economic Trends
- Education, Skill and Wage Data
- Information to Support Business Expansion/Relocation Decisions



Academic Institutions

- Partnerships with Community Colleges and Technical Training Institutions
- Customized Training Programs to Increase Workforce Skill Levels
- Grant Opportunities



Skills Training

- Skills Development Training Grants
- Work-Based Learning*
- Apprenticeships
- Tuition Support*



Child Care

- Reduced Child Care Costs*
- Training and Subsidies for Registered Child Care Providers
- Participation in Texas Rising Star Quality Rating System



Vocational Rehabilitation

- Partnership with Texas Workforce Solutions-Vocational Rehabilitation (formerly known as DARS)
- Access to Personal VR Counselor
- Job Placement Assistance and Other Specialized Services

Workforce Solutions for North Central Texas

Economic Development Success:

- Education
- Workforce
- Industry



Leveraging Ecosystem of Partnerships: combined strengths benefit career seekers, employers and the economy



Contact Information

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Thank you

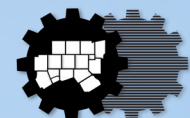
Public Facility Corporations to Address Affordable Housing

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Public Facility Corporations to Address Affordable Housing

NCTCOG Community Development Webinar
May 11, 2023

Lewisville City Council Priority - Affordable Housing

- Annual City Council Retreat
 - Council sets priorities for the year
- Second year that Council has identified Affordable Housing as a priority
 - The City will take appropriate steps to encourage and facilitate affordable housing development, in accordance with provisions of the Lewisville 2025 vision plan and the Sustainability Action Plan. This will include continued use of the Public Facility Corporation, public- private partnerships, creating pre-approved designs for backyard cottages, and other tools to creatively develop and redevelop affordable housing stock in Lewisville. The City will also complete a Housing Study to help identify gaps in housing stock and affordability. The City will continue to work with nonprofits to provide mortgage assistance to homeowners who have fallen behind in payments.

Tools in the Toolbox

Consolidated Plan

Housing Strategy Plan

Support 9% LIHTC Applications

Public Facility Corporation (PFC)

What is a PFC?

- PFC's are authorized by Chapter 303 of the Texas Local Government Code ("Code").
- It allows the City, as the sponsor, to construct, rehabilitate, etc. projects in support of affordable housing. Affordable housing is considered to be a public facility.
- The Code provides the following definitions and requirements:
 - **Sponsors:** Municipality, County, School District, Housing Authority, or Special District.
 - **Purpose:** To construct, acquire, rehabilitate, renovate, repair, equip, furnish, and place in service public facilities in an orderly, planned manner and at the lowest possible borrowing costs. A PFC may issue bonds on the sponsor's behalf to finance the costs of the public facilities.
 - **Public Facility:** means any real, personal, or mixed property, or an interest in property devoted or to be devoted to public use, and authorized to be financed, refinanced, or provided by sponsor obligations or bonds issued under Chapter 303 (affordable housing is considered a public facility).
 - **Governance:** The PFC's affairs are governed by a board of directors composed of at least three individuals appointed by the sponsor's governing body.

What is a PFC?

- The creation of the Lewisville PFC by the City Council facilitates the City's involvement, through the PFC, in the creation of affordable housing in the community.
- A PFC may issue private activity bonds to finance the development of affordable housing.
 - These bonds are no financial risk to the PFC nor the City.
 - These bonds will not affect the City's bond rating.
 - The PFC may receive an issuer's fee to issue bonds.
 - Bonds issued by the PFC are non-recourse.
- A PFC involvement in an affordable housing development will make the development eligible for a property tax exemption.
 - A sales tax exemption is usually provided on new construction.
- Provides the City with another source of funding.

A “PFC Model” Ownership Structure

- PFC ownership structure.
 - The PFC may be a member of a partnership that would own, or lease and operate an affordable housing development.
 - In some transactions, the PFC may own and lease the entire housing development to a partnership for an extended period of time.
 - In other transactions, the PFC may only own the land and lease it to the partnership.
- The PFC is a member of the partnership.
 - A limited partnership created for the limited purpose of developing and managing the project.
- At least 50% of the residential units are set aside for households whose income is at or below 80% of AMI.
- The duration of the affordability may be negotiated.
- The PFC may negotiate revenue from the operation and/or sale of the development.

Lewisville's Process

Pre-PFC Board Meeting:

- Email/call inquiry
- Full application submittal
- Review by Bracewell LLP and Hilltop Securities for analysis and recommendation

First PFC Board Meeting

- Overview of the project(s)
- Direction received from the board
- Staff to negotiate based on direction

***Meet with other taxing jurisdictions

Second PFC Board Meeting:

- Term sheet review
- Approval of the inducement resolution based on the term sheet

Third PFC Board Meeting:

- Approve execution of all necessary documents
- Typically, 60 days from approval of the term sheet, but can be sooner if necessary.

Utilizing the funds

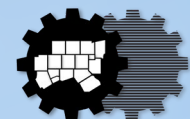
- Potential revenue from an affordable housing transaction:
 - First two years - \$1,000,000 to \$1,500,000
 - Annually - \$35,000 - \$50,000
 - Sale proceeds - \$1,500,000 - \$2,000,000 each transaction
- Use of funds from affordable housing transactions:
 - These funds are unrestricted.
 - The funds are considered public funds.
 - The funds can be used for any public purpose.
 - The city plans to continue to invest those dollars into affordable housing.

Questions?

Thank you for attending!

The webinar recording and presentation will be posted shortly to our website:

<https://www.nctcog.org/envir/public-works/community-development>.



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