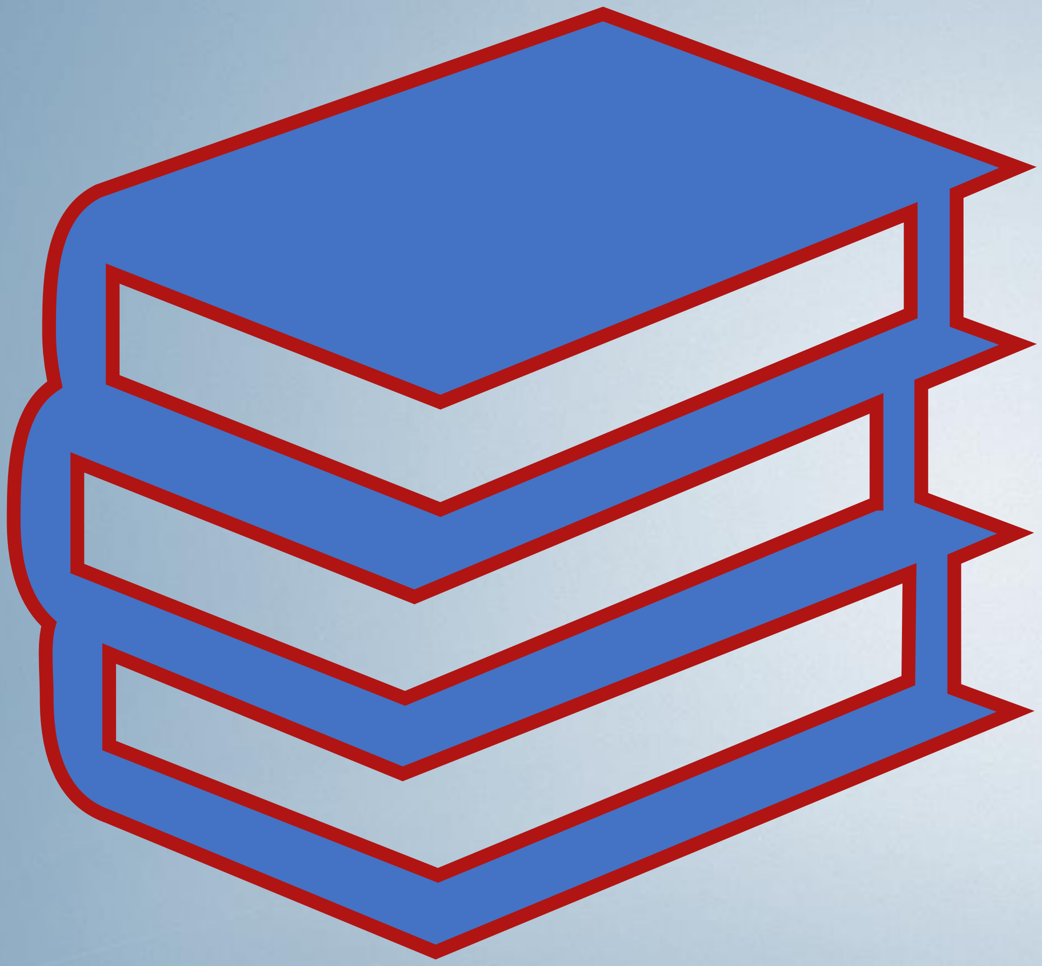


# Community Development Basic Course for IEDC

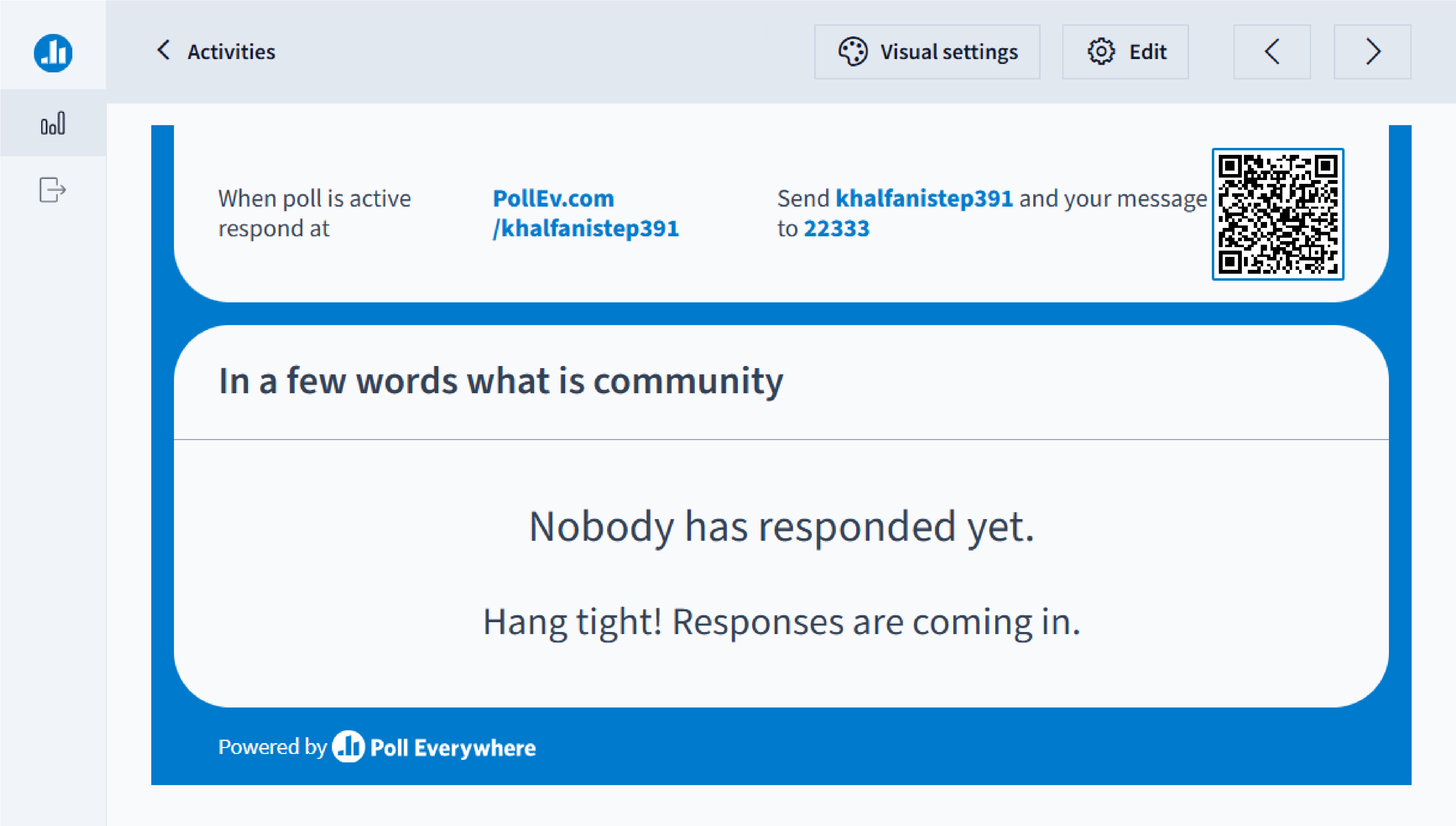
KHALFANI STEPHENS, MBA, CECD, EDFP

# Three Questions for Today

What are you selling?

Who are you selling it to?

What makes the product work?


Activities
Visual settings
Edit
When poll is active respond at
PollEv.com/khalfanistep391
Send khalfanistep391 and your message to 22333
In a few words what is community
Nobody has responded yet.
Hang tight! Responses are coming in.
Powered by Poll Everywhere

# Which Community?

Your jurisdiction and your community may not be the same thing:

Market area

County

State

Shared identity

Municipality

Workforce

Neighborhood

Communities overlap—and the boundaries change with the circumstance.

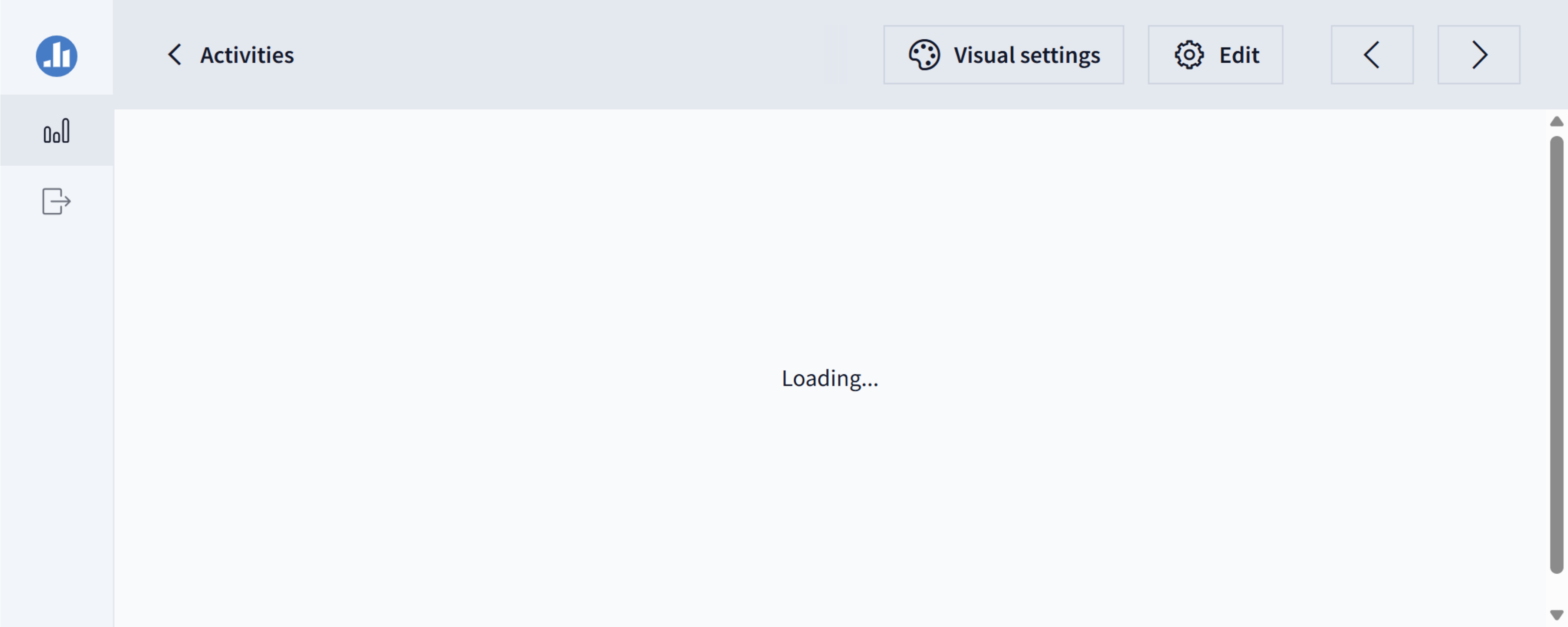
# Your Community is a Product

The product is more than a geographic area.

It includes:

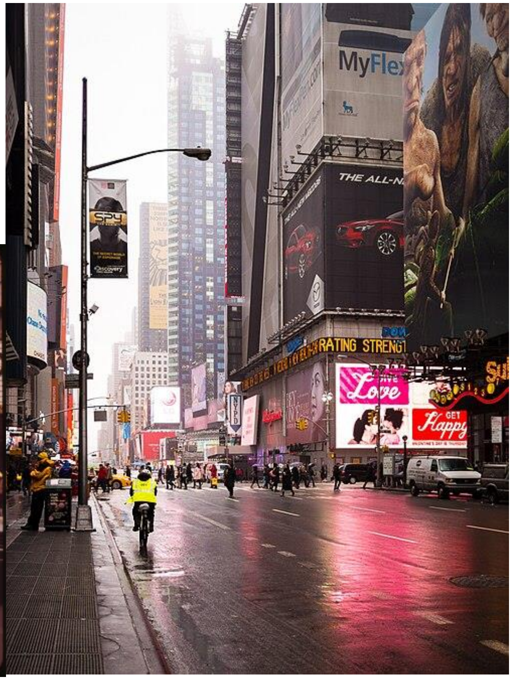
- The places that attract people
- The spaces where people feel comfortable
- The experience associated with both

# What do people say about your community?



# Brand

- Brand requires experience.
- The experience must be real and repeated.
- Different audiences may experience the same place differently.
- Whose experience is defining the brand?
- Brand redefinition requires a changed product.

# Brand Management

YOU DO NOT DECLARE A BRAND. YOU DELIVER IT.

- The Brand Promise must be REAL.
- The organization must CONSISTENTLY deliver it.
- Different audiences may experience the same place differently.

Remember PLACES are not SPACES

# Brand Redefinition

BEGINS WITH USER EXPERIENCE

- Listen to and acknowledge user complaints
- Change the underlying experience
- Let users carry the new story
- Correct material distortion ONLY when appropriate
- Know when to Shut the H#!! up

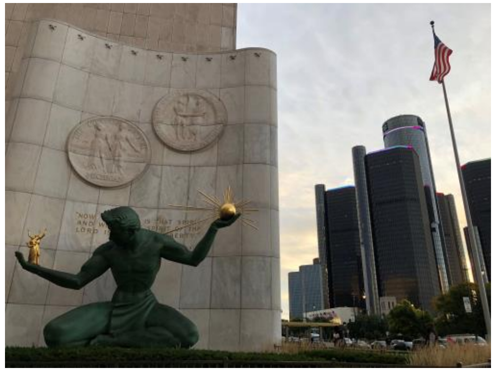


Photo by Jacob Robillard, via Unsplash

# Entering the Game

- Live/ Work/ Play
- Family friendly
- Convenient
- Good schools
- Nice parks
- International airport


# The Winning Hand

**Is the Brand Promise…**

- **TRUE**
- **RELEVANT**
- **DISTINCTIVE**

# How Your Local Tools Work

CONTROL

Permitting • Staff response • Communication • Customer experience

INFLUENCE

Developer decisions • Employer investment • Partnerships • Housing production

CONCERN

Interest rates • National economy • Demographic trends • Federal policy

WHERE ARE YOU SPENDING YOUR RESOURCES?

# Your Local Tools Shape the Brand

- Zoning
- Building and permitting
- Negotiations
- CUSTOMER SERVICE

IF THE PROCESS CONTRADICTS THE PROMISE,
THE PROCESS BECOMES THE BRAND.

# Housing is Economic Infrastructure

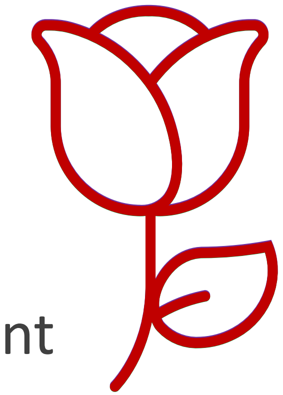
Something EVERYONE/ EVERYWHERE needs

For teachers, nurses, college graduates

A great economic development tool (when used correctly)

Should be diverse

Best when taken as a whole



**Workforce**

**Affordable**

**Attainable**

# Economic Development IS NOT SOLO

## Who has a stake in the game:

| | | | |
|---|---|---|---|
| Planning | Housing | Engineering | Transportation |
| Public safety | Finance | Legal | Community members |

THE REPORTING STRUCTURE MATTERS LESS THAN WHETHER DECISIONS ARE COORDINATED.

EVERY DEPARTMENT HELPS PRODUCE THE COMMUNITY'S ACTUAL EXPERIENCE.

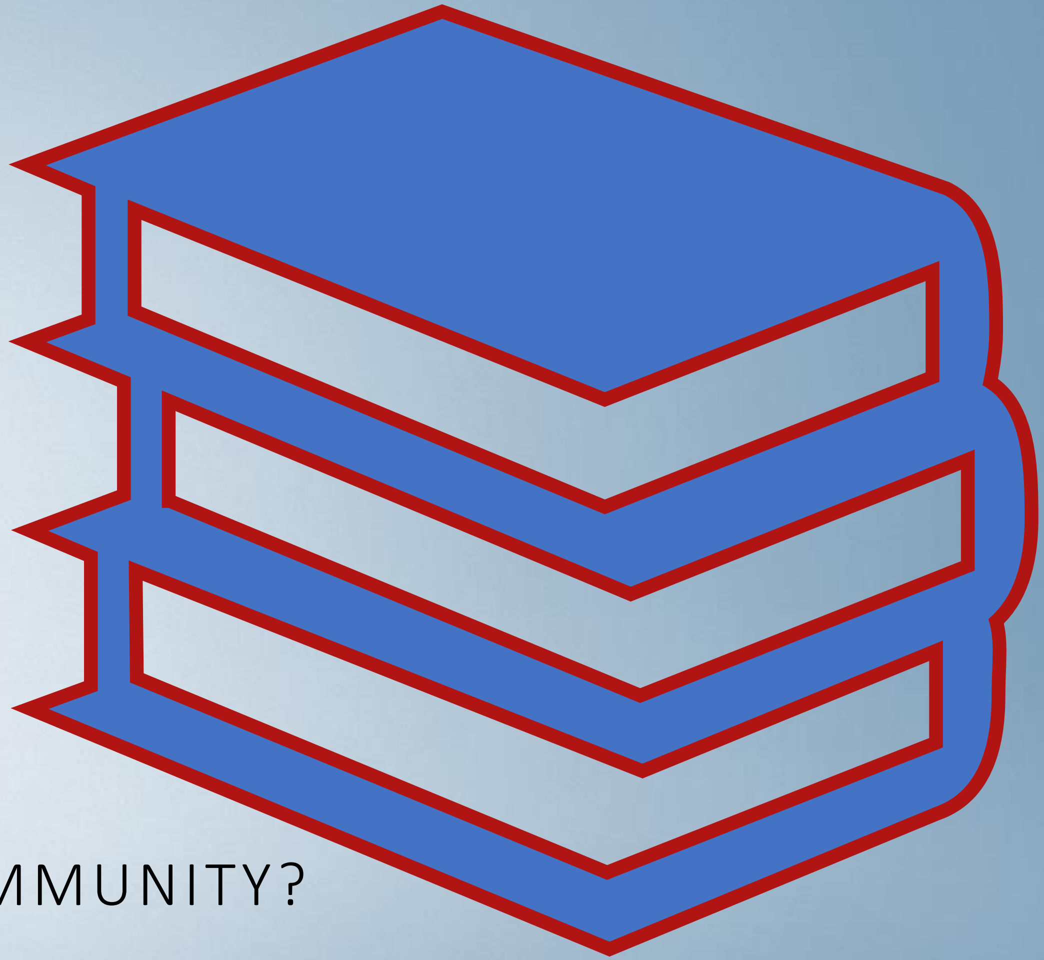
# Four Questions to Take Home

WHAT ARE YOU SELLING?

WHO ARE YOU SELLING IT TO?

WHAT MAKES THE PRODUCT WORK?

WHERE IS THE DISCONNECT IN YOUR COMMUNITY?



# Resource Appendix

- Definitions
- Growth drivers
- Federal and state tools
- Program examples
- Project cases
- Housing terminology
- Resources

# Definitions

PLACES

Parks • Transportation networks • Zoning districts

SPACES

For whom was the place designed?

How does the community feel there?

A place becomes community space through human experience.

Public Spaces Community Places program
https://www.miplace.org/programs/public-spaces-community-places/

# Defining Economic Development

What is Economic(s):

Dictionary says-

Of, relating to, or based on the production, distribution, and consumption of goods and services

So it is- a social science studying the interface of people and productrion

What is Development

Dictionary says-

The act, process ,or result of developing

So “Economic Development” is the act or result of  developing the interface of people and production

# Defining Economic Development (Cont')

What are the driving forces of growth

- More people
- Less people
- New products/ processes
- Incentives

**Examples from Detroit**

- Great migration – rapid need for new housing
- Urban Renewal – overdevelopment and a desire to manage supply
- The automated factory line – created unprecedented demand for unskilled labor
- Tax exemptions – Renaissance center, Riverwalk, etc.

# Tools of the trade

## Federal Government

| | |
|---|---|
| HUD | Housing and Urban Development |
| EDA | Economic Development Administration |
| SBA | Small Business Administration |

## State Government

| | |
|---|---|
| MSHDA | Michigan State Housing Development Authority |
| MEDC | Michigan Economic Development Corporation |
| MDOT | Michigan Department of Transportation |
| MDARD | Michigan Department of Agriculture and Rural Devleopment |

# Tools of the trade (cont')

Examples of Federal programs

- Community Development Block Grant
- Section 108 loan
- Community assets – parks, sidewalks, etc.
- Special programs for police/ fire

# Examples – Rural Development

Jonesboro, GA

**CONTACT:**
**RICKY L. CLARK, JR., CITY MANAGER**
770.478.3800
rclark@jonesboroga.com

**PRESS RELEASE**

| | |
|---|---|
| TO: | All Interested Parties |
| FROM: | Ricky L. Clark, Jr., City Manager |
| DATE: | January 8, 2018 |
| TITLE: | **CITY OF JONESBORO RECEIVES RURAL ZONE DESIGNATION** |

On December 28, 2017 the City of Jonesboro was notified by the Department of Community Affairs Commissioner Pat Wilson, that the City has been designated as a Rural Zone. Recognizing that many small, rural downtown areas have experienced varying levels of economic distress, Governor Nathan Deal through collaborative efforts with the Department of Community Affairs established the Rural Zone designation. Rural Zone Communities are eligible for job tax credits, investment credits, and rehabilitation credits for small business owners as well as investors in the designated Rural Zone. In the application submitted, the City of Jonesboro delineated its Historic District (which includes the Downtown District) as the Rural Zone.

**Rural Zone Tax Credit Benefits**

- $2,000/year/full-time equivalent job created within the zone for five years. At least two net, new full-time equivalent jobs must be created and maintained in order to qualify for the job credits or any additional credits listed below.

- Up to $125,000 credit (claimed over 5 years) for investing in the downtown area. This is capped at 25% of the total investment cost, not to exceed $25,000 in credits claimed over five years.

- Up to $150,000 credit (claimed over 3 years) for rehabilitating structures in the downtown area. This is capped at 30% of the total investment cost, not to exceed $50,000 in credits claimed over the three years.

# Examples – MSHDA, CDBG

## Pontiac, MI



Heavy capital stack layering of funds from MSHDA, CDBG (Neighborhood stabilization 2 dollars), and NMTC, made the redevelopment of a former Sears warehouse/ service center into state of the art loft apartments, a neighborhood grocer and fitness center possible.
This was a mixed income project that sparked redevelopment across the downtown. The full value of that redevelopment did not materialize for over 10 years, but a direct line can be drawn to this project.

# Examples – Section 108 Loan Guarantee

High Point, NC

**Addington Ridge**
With $694,000 in Section 108 guaranteed financing, High Point, North Carolina acquired and improved a site in its Deep River neighborhood that it then sold to a developer in order to construct a 58-unit, affordable* housing development.

*affordable is defined by census tract data. The federal government has standards for low to moderate income thresholds and that is based on percentage of area median income (AMI) as defined by census tract data. Usually 120% of AMI is the upper limit of moderate income for federal subsidies. It is frequently lower.

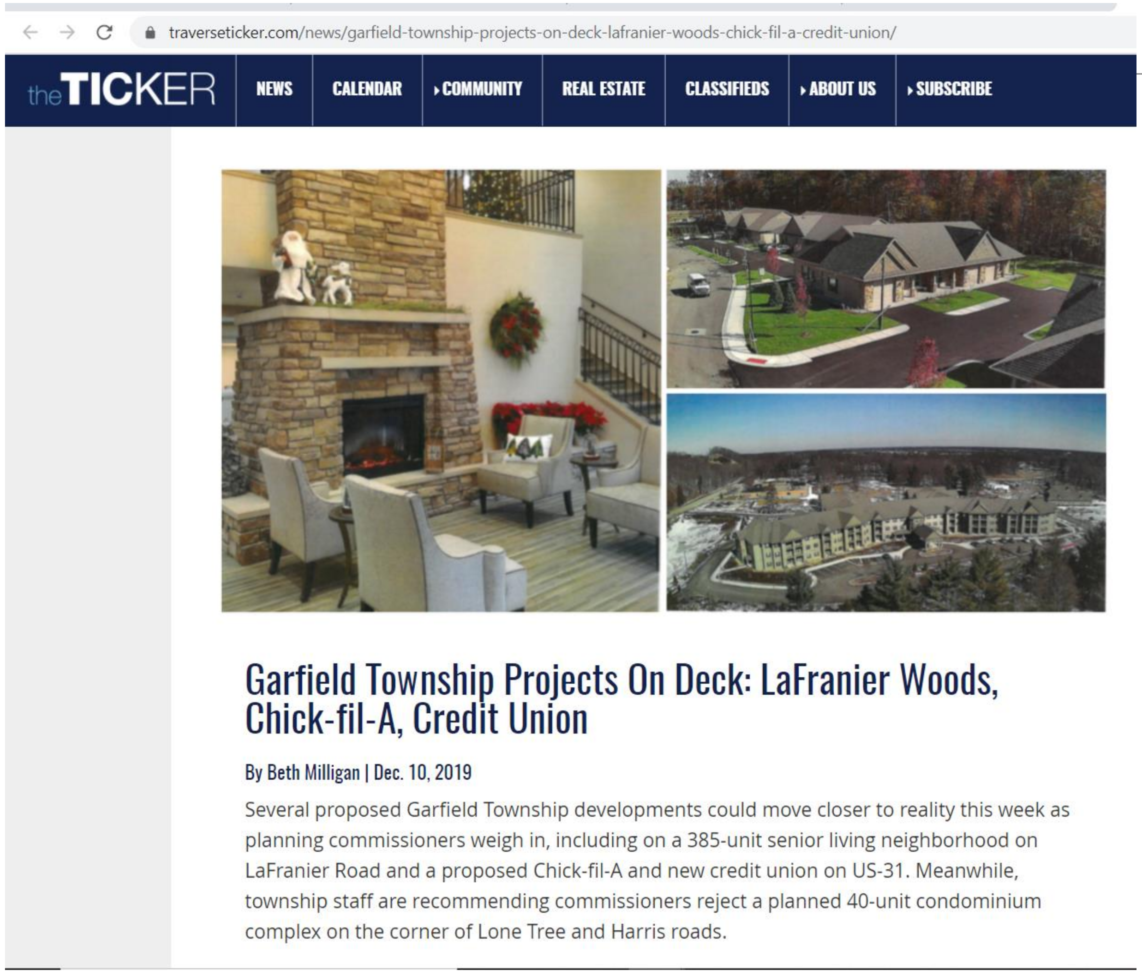
# Examples – Section 108 Loan Guarantee

Austin, TX


**Practice Yoga**
After a devastating fire forced a small business to relocate and left the building vacant for three years, Austin, Texas made a low-interest loan under its Family Business Loan Program with $150,000 in Section 108 guaranteed funds for the Practice Yoga studio to renovate the space and create 12 new, full-time jobs.

https://practiceyogaaustin.com/

# Examples – State Housing loans




## Garfield Township Projects On Deck: LaFranier Woods, Chick-fil-A, Credit Union

By Beth Milligan | Dec. 10, 2019

Several proposed Garfield Township developments could move closer to reality this week as planning commissioners weigh in, including on a 385-unit senior living neighborhood on LaFranier Road and a proposed Chick-fil-A and new credit union on US-31. Meanwhile, township staff are recommending commissioners reject a planned 40-unit condominium complex on the corner of Lone Tree and Harris roads.

- Village at LaFranier Woods, Garfield Township, Grand Traverse County
- $26 million
- 115 units –
    - 59 affordable
    - 55 market rate
    - 1 manager unit

# Housing loan terms

| | |
|---|---|
| LIHTC | Low Income Housing Tax Credit |
| CHDO | Community Housing Development Organization |
| PILOT | Payment in Lieu of Taxes |
| NOAH | Naturally Occurring Affordable Housing |
| NMTC | New Market Tax Credits |

# Need more inspiration?

Hudexchange.info/programs/home