

Post – RDA: Review of Economic and Community Development Tools

League of California Cities
**Task Force on the Next Generation of Economic
Development Tools**

May 10, 2012

Community Development Corporations: A tool for economic development?

Background Report

Background report on Community Development Corporations available on League of California Cities website at <http://dev.cacities.org/CDCReport>

Webinar Overview:

- * Basic background information about CDCs
- * How and why three cities have created and used CDCs
- * Advantages and disadvantages of CDCs
- * Advice about creating a CDC in your city
- * Your questions

Case Studies:

- * Roseville Community Development Corporation
- * Portland Development Commission
- * Centre City Development Corporation, San Diego

How to Ask a Question

- All phone lines have been muted
- For Questions - Use the Q&A window to the right side of your screen
- Please enter your **Name**, **Title** and **City** when you ask a question

Speakers:



John Sprague

Assistant City Manager/Roseville Community
Development Corporation CEO



Ray Kerridge

City Manager, City of Roseville
Speaking about CDCs based upon his 25-year
experience with the City of Portland



Derek Danziger

Vice President, Marketing & Communications Centre
City Development Corporation, San Diego

Background on Community Development Corporations

Presented by:

John Sprague and Ray Kerridge

Background: Why consider forming CDCs?



- * Vision
- * Purpose
- * Goals

Background: Policy Framework on Forming a CDC

Background: What are CDCs?

- * Typically, Non-profit, Community Benefit Corporations that:
 - * Secure private and public capital for residential and commercial development.
 - * Undertake economic development efforts and programs for the community
 - * Join with private and public partners in housing development and job creation

Background: Key functions of CDCs

- * Developing affordable housing
- * Redeveloping properties to create mixed use, commercial and office projects
- * Economic development
- * Social programs

Background: How are CDCs funded?

Each CDC is unique. Usually include multiple funding sources:

- * General Funds
- * Special Revenue funds –typically generated through Enterprise Zones, HCD contracts, Housing Acquisitions, federal and state grants (ex: HOME program, EPA brownfield revolving loan program).
- * Tax Credits
- * Enterprise Loans-Private lender Proceeds
- * Income and Asset Management Funds
- * Gifts and Bequests

Background: CDC Structures

Governance:

- * Accountability
- * Flexibility

Tax exemption Status:

- * Funding

Roseville Community Development Corporation

*Presented by:
John Sprague, RCDC CEO*

Overview: Roseville Community Development Corporation

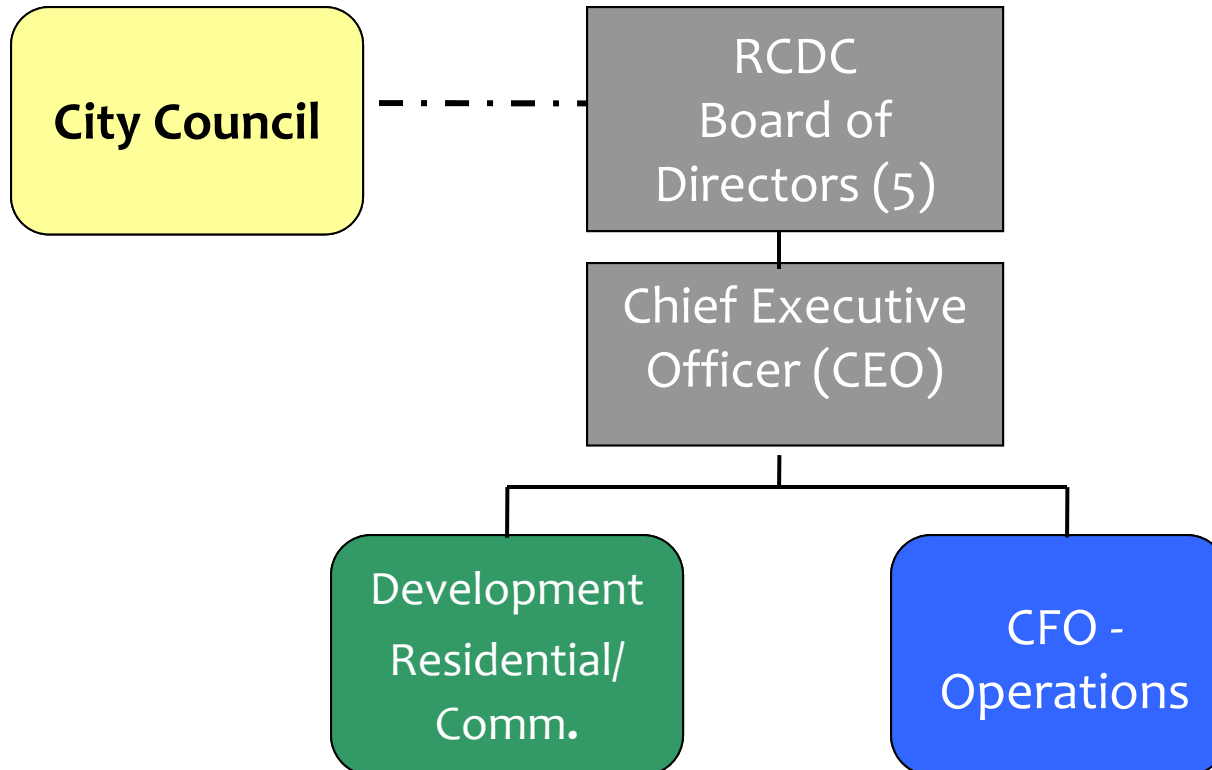
- * Formed Nov., 2010 by Roseville City Council
- * Incorporated Jan., 2011
- * 5 Member Board Appointed by City Council
- * Partner with City on Revitalization & Economic Development

Mission

The Roseville Community Development Corporation is a community based non profit business focused on physical, economic and educational development throughout the community resulting in expanded employment, economic prosperity and housing opportunities for all.



Current RCDC Structure



Roseville

1. Why did we form a CDC?

Roseville

2. How is our CDC structured?

Roseville

3. How is our CDC funded?

Roseville

4. Once we decided to form the CDC, how did we develop it?

Roseville

5. Stakeholders--Key supporters?
Opponents?

Roseville

6. Advantages of CDCs?

Roseville

7. Disadvantages of CDCs?

Roseville

8. Is a CDC right for your city? What are some considerations?

Roseville

9. Lessons learned/words of wisdom

Portland Development Commission

Presented by:

Ray Kerridge, Roseville City Manager

Overview: Portland Development Commission

- * Formed by voters in 1958
- * Governed by 5 member board appointed by City Council.
- * Responsibilities:
 - * Housing
 - * Promotion and development associated with revitalization and economic development.
 - * Approves urban renewal districts, bond sales, development projects, major economic development initiatives.

Overview: Portland Development Commission

- * Major Projects:
 - * Developed Museum Place, Pioneer Courthouse Square, Light Rail to the Airport, Walnut Park Retail Center
 - * Redeveloped North Park Blocks
 - * Renovated historic structures into affordable housing
 - * Granted thousands of homeowner repair loans
 - * Economic Development Projects including recruitment of major companies

Portland

1. Why did we form a CDC?

Portland

2. How is Portland's CDC structured?

Portland

3. How is Portland's CDC funded?

Portland

4. Once we decided to form the CDC, how did we develop it?

Portland

5. Stakeholders--Key supporters?
Opponents?

Portland

6. Advantages of CDCs?

Portland

7. Disadvantages of CDCs?

Portland

8. Is a CDC right for your city? What are some considerations?

Portland

9. Lessons learned/words of wisdom

Centre City Development Corporation, San Diego

Presented by:

Derek Danziger, Vice President, Marketing and
Communications, Centre City Development Corporation

Overview: Centre City Development Corporation

- * Formed in 1975; not a CDC
- * Purpose: assist the Redevelopment Agency accomplish revitalization goals and perform planning functions on behalf of the City.
- * Governed by 9 member board appointed by City Council.

Overview: Centre City Development Corporation

- * Responsible for
 - * strategic planning
 - * urban design
 - * property acquisition and development
 - * business and resident relocation
 - * public improvements
 - * securing public financing
 - * implements social issues strategy addressing homelessness and crime

Overview: Centre City Development Corporation

- * Major Projects
 - * San Diego Convention Center
 - * Horton Plaza shopping center
 - * Improvements associated with the Gaslamp District and Petco Park.



Overview: Centre City Development Corporation

* Accomplishments

- * Investment to-date = \$12.3 billion dollars
- * Public Improvement Investment = \$1.728 billion dollars
- * Job Creation = 23,000 permanent jobs and 63,000 construction related jobs.

San Diego

Impact of RDA loss

San Diego

*Post redevelopment—What now?

San Diego

- * Options and tools:
 - * Commercial marketing district
 - * Parking district
 - * Maintenance assessment district
 - * Business improvement district
 - * Fees
 - * Program EIRs

San Diego

Lessons learned/words of wisdom

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Questions?

If you have additional questions or comments , please
contact Ellen Powell at epowell@cacities.org