



Community Development Academy *Online!*

Wednesdays 1:00 - 4:15 pm via Zoom, February 2 through April 27

Agenda

In preparation for the course, please view the introductory video and read the pre-course reading assignments.

FEBRUARY SESSIONS

February 2

1:00 – 4:15

Introduction to Community Development – Tyler Mulligan

During this session, participants will be introduced to the theory and practice of community development, including the legal authority for NC local governments to engage in community development activities. A framework for understanding the comprehensive nature of the field of community development—and the organization of this course—will be provided.

February 9

1:00 – 2:30

Planning for Community Development: Visioning – Ricardo Morse

This session will introduce a process for identifying a community's assets and strengths, then identifying appropriate community development goals and strategies to address community challenges while leveraging those assets.

2:45 – 4:15

Land Use Issues in Redevelopment and Revitalization – Adam Lovelady

By the end of the session participants should understand: what planning tools and programs are being used by North Carolina cities and counties; what role municipal and county government departments and boards have in planning; how territorial jurisdiction is determined; and planning issues associated with redevelopment and revitalization efforts. [Community Capital: Physical, Natural]



Homework prior to February 16

To prepare for the next session on the Role of Affordable Housing, please complete the following:

1. View the first 20 minutes of the NHC webinar dated February 13, 2015, entitled "Understanding Housing Needs in Your Community Using Data from the American Community Survey," at this website:

<https://www.nhc.org/event/understanding-housing-needs-in-your-community-using-data-from-the-american-community-survey/>.

2. For affordable housing context, read the following:

- 2016 McCue article on state and local government activities regarding housing affordability*
- 2015 Prevost article about homeownership*
- 2019 ULI Emerging Trends in Real Estate, pages 16-18*
- 2019 Florida article on renter exploitation*

3. A central challenge for community development practitioners is describing the level of need for affordable housing in the community. Look at the following examples of attempts to convey the need:

- NCHC profile for Orange County*
- NLIHC assessment of housing affordability in North Carolina*



February 16

1:00 – 2:10 **Role of Affordable Housing in Community Development– Tyler Mulligan**

This session will describe the role of affordable housing and the variety of strategies used to increase the supply of adequate, affordable housing. [Community Capital: Physical, Financial, Social, Civic]

2:20 – 3:10 **Advanced Topics in Affordable Housing: Community Land Trusts and the Challenge of Long Term Affordability – Lori Woolworth, Community Home Trust**

This session will describe a community land trust program in North Carolina. [Community Capital: Physical, Financial]

3:15 – 4:15 **Advanced Topics in Affordable Housing: Low-Income Housing Tax Credit – Sarah Odio, Development Finance Initiative (DFI)**

This session will provide an example of a project using the 4% Low-Income Housing Tax Credit and how local governments can make such projects financially feasible. [Community Capital: Physical, Financial]

Homework prior to February 23

To prepare for the next session on Code Enforcement, please view the [first 12 minutes](#) of the video module on inspection, permit, and registration programs. View all 25 minutes for advanced topics such as targeted areas for inspections.



February 23

1:00 – 2:00

Addressing Blight & Vacancy through Code Enforcement – Tyler Mulligan

This session describes local government authority to engage in inspection and code enforcement efforts to address blight and vacancy. [Community Capital: Physical, Financial, Civic]

2:15 – 4:15

Community Revitalization by NC Local Governments – Tyler Mulligan

This session will outline approaches and statutory tools for community revitalization in North Carolina. [Community Capital: Physical, Financial, Civic]



MARCH SESSIONS

March 2

- 1:00 – 2:00 **The Development Process and Development Finance – Marcia Perritt**
This session will explain how the development process is applied to community development projects. One or more revitalization projects in North Carolina will be examined. [Community Capital: Physical, Financial, Social, Civic]
- 2:10 – 3:25 **The Real Estate Business Approach with Nonprofit Development Partners – Marcia Perritt**
Nonprofit development corporations (ranging from Habitat Chapters to community development corporations) are important partners for local governments. This session describes a “business approach” to understanding these partners, involving asset management, cash flow strategies, property management, and disposal of inactive assets. Case studies of some North Carolina CDCs will be used. [Community Capital: Physical, Financial, Social, Civic]
- 3:30 – 4:15 **Lessons from the North Carolina Fund for Today’s Community Development Leaders – Tyler Mulligan**
Discussion about North Carolina’s pioneering experience in community development, the role of local government in community development, and how community development approaches have changed over time. This session involves viewing portions of a documentary about the historic North Carolina Fund (“Change Comes Knocking”). [Community Capital: Physical, Financial, Human, Social, Civic]



March 9 - "Agency Day"

1:00 – 2:50 CDBG – Panels in breakout rooms

Entitlement Communities	Non-Entitlement/Small Cities
<p>CDBG – Michael Johnson & Sharlene Abbott, HUD Greensboro</p> <p><i>This session will provide a basic overview of the CDBG program for entitlement communities and will introduce federal regulations that govern the program, with an emphasis on eligibility, compliance, and strategic planning utilizing CDBG funds to achieve local goals.</i></p> <p><i>NC entitlement counties: Cumberland, Mecklenburg, Union, and Wake. Cities: Asheville, Burlington, Cary, Chapel Hill, Charlotte, Concord, Durham, Fayetteville, Gastonia, Goldsboro, Greensboro, Greenville, Hickory, High Point, Jacksonville, Kannapolis, Lenoir, Morganton, New Bern, Raleigh, Rocky Mount, Salisbury, Wilmington, and Winston-Salem.</i></p>	<p>1:00 – 2:10 CDBG & Rural Economic Development – Melody Adams and Valerie Fegans, NC Dept of Commerce</p> <p><i>This session will describe CDBG and rural economic development programs administered through the North Carolina Department of Commerce in non-entitlement communities (including the Town of Holly Springs in Wake County and the Town of Linden in Cumberland County).</i></p> <p>2:10 – 2:20 Break</p> <p>2:20 – 2:50 CDBG Infrastructure and Water Infrastructure Authority – Colleen Simmons, NC DEQ</p> <p><i>This session will cover CDBG infrastructure programs administered by the North Carolina Department of Environmental Quality (DEQ).</i></p>

3:00 – 4:15 CD Programs at the NC Housing Finance Agency – Panel Mike Handley, NCHFA

This session will provide an overview of NCHFA rehabilitation and homeownership programs of interest to community development professionals working at the local level.



March 16

1:00 – 2:30

Infrastructure and Environmental Finance – Erin Riggs

This session will provide a brief overview of some the environmental programs and services likely to have a major financial impact on North Carolina local communities. The session will explore financial management strategies and mechanisms used by local communities to fund environmental programs and service with a focus on water and wastewater infrastructure. [Community Capital: Physical, Natural, Financial, Civic]

2:45 – 4:15

Economic Development – Jonathan Morgan

This session will describe key concepts of economic development, focusing on the relationship between economic and community development. [Community Capital: Physical, Natural, Financial, Social]

Homework prior to March 23

To prepare for our next session, please read the following articles which are available at the following links and in your binder materials:

- *A book review of economist Thomas Piketty's research on wealth:*
<http://www.nytimes.com/2014/03/12/business/economy/a-relentless-rise-in-unequal-wealth.html>.
- *Jonathan Morgan's blog post on equity and economic development:*
<https://ced.sog.unc.edu/equity-and-economic-development-whats-the-connection/>.
- *Executive summary of IEDC report on strategies for inclusive economic development:*
http://www.iedconline.org/clientuploads/Downloads/edrp/IEDC_EDRP_Opportunity_Executive_Summary.pdf. The full report is available for IEDC members here:
http://www.iedconline.org/clientuploads/directory/docs/EDRP_Opportunity_for_All.pdf.
- *NY Times op-ed that refers to UNC faculty research about inequality:*
<https://www.nytimes.com/2017/06/03/opinion/sunday/what-monkeys-can-teach-us-about-fairness.html>.



Organizational Considerations

March 23

- 1:00 – 2:30 **Equity Issues in Community Development – Tyler Mulligan**
Equity is at the core of community development efforts, so understanding different conceptualizations of equity is important to successful community development. This session explores equity and its various facets.
- 2:45 – 4:15 **Evaluating Your Success – Maureen Berner**
Community development project administrators need to keep an eye on the past to make more effective decisions in the future. The process of learning from experience and adapting are critical to increasing the impact of CDBG initiatives. This session will focus on practical evaluation issues and skills. Participants will consider the reasons for evaluation and how to plan an evaluation that fits the community and the organization. By the end of the session, participants will understand: what is evaluation and why it is important, evaluation terminology, challenges of evaluation, components of useful evaluation, implementing an ongoing evaluation process, & making use of information collected.

March 30

- 1:00 – 2:30 **Community Participation in Community Development Projects – John Stephens**
This session will explore the ways in which community developers can engage the community effectively. This session will discuss the benefits and risks of community involvement. It will introduce a range of involvement levels (communication, consultation, and participation) in planning, problem solving, and decision making. Participants will be encouraged to consider the most appropriate approach for their program. By the end of the session, participants should understand: the levels of community participation in community development, the benefits and pitfalls of community participation, the central values for an effective public involvement process, how to set priorities for a public involvement strategy, and how to identify audiences and understand their needs and interests.
- 2:45 – 4:15 **Local Government Transparency Requirements – Robert Joyce**
At the end of this session, participants should be able to describe the basic requirements of North Carolina's public records and open meetings laws; identify a public agency's obligations under these laws; and determine whether a particular private organization is, or is not, subject to these laws based on their connections to a public agency.

APRIL SESSIONS

April 6

1:00 – 2:30

Purchasing and Contracting – Connor Crews (Recording)

This session will focus on the legal limitations imposed by North Carolina law concerning purchases and contracts associated with a community development program. By the end of the session participants will understand: the dual purposes underlying purchasing laws; what kinds of contracts require bidding; what dollar amounts trigger the competitive bidding statutes; basic requirements for "informal" and "formal" bidding; and special rules for the construction of buildings.

2:45 – 4:15

Conflicts of Interest and Ethics – Connor Crews (Recording)

This session will focus on ethical issues and legal limitations on conflicts of interest that may arise in the administration of a community development program. By the end of the session, participants will understand: the ethical issues they may encounter as community development program administrators, and the legal limitations on receiving private gain from public office (including conflicts of interest prohibitions and limitations on accepting gifts and favors under both North Carolina law and the federal Uniform Guidance (2 C.F.R. Part 200)).

April 13

1:00 - 4:00

Grant Identification and Management – Catherine Clark

This session will provide an overview of federal grant management practices, including programmatic and fiscal compliance. Grant requirements under uniform guidance will be reviewed and applied to case studies. In addition, the session will provide suggestions for identifying funding opportunities and preparing for grant writing.

4:00 – 4:15

EXAM INFORMATION – Tyler Mulligan and Carla Stowe

Attendees will be invited to submit questions for the practitioner's roundtable being held in the afternoon.

April 20

1:00 – 2:00 **Practitioners Roundtable – Panel**
Loryn Clark, Town of Chapel Hill
Karen Kennedy, City of Sanford
John Morck, City of Wilson

Perspectives from experienced community development practitioners.

2:00 - 4:00 **EXAM (due by 5pm on April 27)**

This open-book, online exam is designed to be taken from the student's home or office. Each student receives a unique exam (the exam software generates a different set of questions for each student), and each student is expected to complete the exam with no outside assistance. The exam is designed to be completed in two hours, but four hours are allotted to the student. The online format requires students to commence and complete the exam during a specific time period and to maintain a strict time schedule. Students passing the exam and meeting the attendance requirements for the course will receive a certificate. The certificate will be mailed to the address on file with the School of Government. More details will be provided in class by the exam proctor.

April 27

Final date by which exams must be submitted.