

Council of Development Finance Agencies &
Texas Economic Development Council
Tax Increment Finance Course
October 2008

Workshop: Establishing Community Buy-In

HAWES HILL CALDERON
presented by LLP



Keys to Community Buy-In

1. Identify Stakeholders
2. Develop outreach Strategy
3. Communicate the message



Stakeholders

Three Primary Targets

1. Leaders in the Business Development community
2. Leaders in the Neighborhood or Community impacted by the development
3. Leaders in Elected positions



Stakeholders

Business Development Community

1. Development Authority Directors and Boards
2. Finance Agencies, Banks, Developers
3. Chambers of Commerce
4. Major area Property Owners and Companies



Stakeholders

Neighborhood and Community

1. Associations
2. Large property owners, developers
3. Central Business District operatives (for CBD deals)
4. Unions



Stakeholders

Elected & Appointed Officials

1. Key board membership individuals, chambers, development entities
2. Council Members
3. County Officials
4. State and Federal Legislators



Strategy

Develop a Thorough Analysis that Demonstrates:

1. Direct impact on tax revenue streams through expanded tax base, job creation, sales and use tax increases, impact fees, and other use fees to the city, county, state
2. Jobs created
3. Indirect impact through collateral development measures
4. Other industries that will benefit from placement of project
5. Diversification of the local economy



Communication

The Marketing Package

1. Includes the Analysis, Mapping, and GIS information if available
2. Appropriate for workshops, committee meetings, one-on-one
3. Explains the Governing Statues, Statutory Obligations
4. Diagrams the increment financing process
5. Provides economic and fiscal impacts and benefits
6. Clarifies what the mechanism is NOT
7. Can be reduced to a one-page fact sheet



Communication

Educate your Team

1. Ensure that all parties involved understand the message
2. Provide the talking points to all
3. Limit media contact to one individual on the team



Case Study #1: Houston Pavilions

The Project

- \$150 + M to be invested downtown
- 2,000 + full-time jobs once fully developed
- 400,000 sf new retail, restaurant, and entertainment venues
- Improved parking facilities
- Light rail access
- Underground tunnel access



Case Study #1: Houston Pavilions

The Players

- Downtown TIRZ Board
- TIRZ Financial Advisor
- Downtown Management District
- Hotel Motel Association
- City Mayor
- City Staff
- City District Council Member
- City Convention & Visitors Bureau
- City Convention & Entertainment Department
- County
- County Commissioners
- County Economic Development Department



Case Study #2: Anzalduas Connector

The Project

- Mission (South Texas)
- \$26 million 3.5 mile roadway extension
- \$60 million bridge linking U.S. 83 to Reynosa Mexico
- TIRZ partner with Texas DOT, City of Mission, City of McAllen, and Anzalduas Bridge Board.
- TIRZ with City of McAllen and Hidalgo County to assist financing bridge infrastructure with grant from the U.S. Economic Development Agency (EDA)



Case Study #2: Anzalduas Connector

The Players

- City of Mission Redevelopment Authority, TIRZ Board
- City of Mission Economic Development Corporation and 4B entity
- City of Mission Mayor, City Staff
- City of McAllen
- City of Granjeno
- City of Reynosa, Mexico - Mayor
- Hunt Development Team
- Hidalgo County Anzalduas Bridge Board
- Hidalgo County Regional Mobility Authority
- Texas Department of Transportation - Local and State
- State of Tamaulipas, Mexico - Governor
- U.S. Fish & Wildlife Department
- U.S. Economic Development Authority & General Services Administration
- U.S. Department of Homeland Security



Q&A, Discussion

HAWES HILL CALDERON
LLP



Houston

P.O. Box 22167-2167
Houston, Texas 77227
(713) 541-0447

Arlington

805 E. Abram, Suite 200
Arlington, Texas 76010
(817) 807-5782

Rio Grande Valley

P.O. Box 720339
McAllen, Texas 78504

www.hhcllp.com