

Economic Development Finance

Friday, August 23, 2019



Instructors:

***Aaron Laurel, City Manager & CALED Chair
City of West Sacramento***



Aaron Laurel was appointed by the City Council to serve as West Sacramento's City Manager and the Port of West Sacramento's Chief Executive Officer in July 2018 and is the current Chair of the CALED Board of Directors.

Mr. Laurel has more than 15 years of experience in local government. Since 2015, he has served as the City's Economic Development and Housing Director, overseeing investments in infrastructure and real estate, business attraction, affordable housing, and management of the Port of West Sacramento.

Mr. Laurel is a graduate of UC Berkeley and also received a Master's degree in Urban Planning from San Jose State University.



***Nancee Robles, Acting Executive Director
California Infrastructure and Economic Development Bank***

Nancee Robles is the Acting Executive Director and former Chief Deputy Executive Director and Chief Compliance Officer for the California Infrastructure and Economic Development Bank (IBank) a division of the Governor's Office of Business and Economic Development. In this role, Nancee oversees IBank's direct lending Infrastructure State Revolving Fund, Bond transactions, and the Small Business Finance Center. Prior to joining IBank, Nancee worked for the California Alternative Energy and Advanced Transportation Financing Authority (CAEATFA), and the State Treasurer's Office. Prior to her State service, Nancee spent over 30 years in the private sector banking industry. Nancee earned a Bachelor of Science from California State University at Sacramento and an Executive MBA from California State University at Monterey Bay.



***Emily Burgos, Small Business Finance Center Manager
California Infrastructure and Economic Development Bank (IBank)***

Emily Burgos began managing the Small Business Finance Center (SBFC) at IBank in 2016 combining her technical expertise of credit enhancement programs with her strong interest in economic development. In addition to the many transactions supported by the SBFC, Emily worked on creating and launching the Jump Start Loan Program. This direct loan program aims to foster entrepreneurial opportunity among low-wealth individuals in low-

wealth communities. Prior to her role at IBank, Emily was a Senior Business Development Specialist at GO-Biz in the Business Investment Services team working directly with local Economic Development organizations to facilitate confidential statewide site selection searches and incentive navigation for businesses. Emily's work experience also includes working as an Analyst in California Pollution Control Financing Authority's (CPCFA) California Capital Access Program (*CalCAP*) where she was tasked with researching a credit enhancement program model called Collateral Support.

Course Description:

This advanced course will examine the various financing tools and funding sources available for economic development through local government, the State of California, and the Federal government. The session will discuss the role of local government in the financing process for various types of economic development projects and programs including real estate development, infrastructure, land use planning, business attraction incentives, and business loans. Specific tools to be covered in this course include State and Federal grants and financing programs, California-specific local government financing programs (property tax increment and special taxes), revolving loan funds, and other economic incentives and mechanisms that encourage private investment. The session will use case studies that feature best practices in structuring project and program finance options. The session will also provide an overview of the banking review process, risk factors, and lending for private development financing. In addition, the session will address challenges in working with multiple funding sources with different requirements and expected returns (jobs, new investment/tax revenue), and will also discuss accountability for the use of public subsidies.

Course Core Competencies:

- Federal funding sources relevant to economic development (e.g., Community Development Block Grants, Rural Business Enterprise Grants, Economic Development Administration programs, Environmental Protection Agency Brownfield Grants, and certain infrastructure grants that can support economic development)
- Federal tax incentives relevant to economic development (Opportunity Zones, New Markets Tax Credits, Historic Preservation Tax Credits)
- California-specific funding sources and financing tools available to local governments (Enhanced Infrastructure Financing Districts, Community Revitalization and Investment Authorities, Community Facilities Districts, Property Based Improvement Districts, Transactions and Use Taxes, and other special taxes)
- Grants and financing programs available from the State of California (Infrastructure Bank programs, Cal Competes, Cap and Trade programs, and other financing options)
- Revolving loan funds and other tools for incentivizing business investment
- Private development financing
- How to structure a project or program's financing, how to establish and measure returns on investment, and ways to mitigate potential risk

Student Outcomes:

After successful completion of this course, students will:

- Understand what local, State, and Federal financing programs are available to assist with economic development
- Understand how to model a project or program's financing structure and how to make various funding sources work together
- Understand how to establish and measure returns on investment for financing economic development projects and programs
- Understand the role of tax credits and other incentives in the economic development finance process
- Understand what criteria banks use to evaluate lending for economic development projects or business loans, and how to mitigate risk

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