COMMUNITY DEVELOPERS **ROUNDTABLE**

IMPACT REPORT

Empowering Local Developers.
Building Lasting Wealth.
Revitalizing Neighborhoods.

NORTH TEXAS REGIONAL CONTEXT

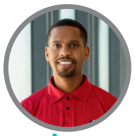
Dallas, Fort Worth, and surrounding communities (DFW) is booming. More than one in four Texans live in DFW, and the region is the nation's fourth-largest metro area, outpacing growing more than the other top five[1]. At the same time, DFW's Housing demand is increasing and outpacing the nation's[2]. Against this backdrop, the **Community Developers Roundtable (CDR)** expanded to Fort Worth, following two successful cohorts in Dallas. The Roundtable supports developers who invest in and reflect the communities they serve - offering capital, technical assistance, peer networking, and project feedback to help them grow their capacity, scale their businesses, and build lasting wealth.

When participating developers succeed, DFW benefits: more housing, more mixed-use projects, more partnerships with the City of Fort Worth, Fort Worth Community Land Trust, The Real Estate Council of Greater Fort Worth, and more impact in communities throughout North Texas.

Between October 2025 and June 2026, nine developers from eight companies joined the third CDR cohort in Fort Worth, bringing total developers supported to 31.


Suman Atteti


Tracey Dews


Jay Donaldson


Nehme Elbitar


Thomas Oliver


Shenequa Miller


James Walker


Terence Jerome Walker


Martell Willis

Participating developers are doing this work despite challenging conditions: tariffs, high interest rates, rising costs, and tentative homebuyers, and changing political climate. Even so, they pushed forward — increasing housing supply, revitalizing neighborhoods, and building more sustainable businesses.

COHORT 3 BY THE NUMBERS

157 housing units recently developed or underway

19M Nearly $19M of development activity (between Fall 2025 and Spring 2026)

3 commercial projects recently completed or underway

More than half are partnering with municipalities and serve on nonprofit boards, and several are working with the Fort Worth Community Land Trust

Beyond bricks and mortar, participants bring a clear sense of purpose to their work. Whether building attainable housing, supporting trades education, hiring neighbors, revitalizing corridors, or keeping long-term tenants stable, these developers see community impact as core to what they do.

> "In real estate finance, the program gave me a better understanding of structuring deals and managing capital. In terms of scaling operations, I've shifted toward managing multiple projects simultaneously. And with public-private alignment, I gained real awareness of how to work with community-based incentives and affordable housing programs — like the land trust partnership I'm now pursuing."
>
> "A couple of years ago we had close to $5 million in gross revenue, and we couldn't get a bank loan — now we know what we didn't know before."
>
> — CDR Fort Worth Cohort Participants

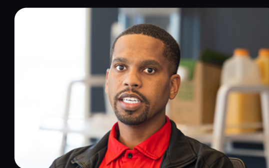
COHORT 3 PROGRAM IMPACT

With the third cohort, the Roundtable implemented pre and post assessments to measure impacts in three key areas:

Knowledge of six foundational development topics ranging from construction project management to structuring project financing

Confidence in advancing six core development activities such as finding deal partners, managing cash flow, and public and private financing

Connections to professionals in ten fields critical to development including lenders, tax advisors, architects, attorneys, etc.



Using a five-point scale, all three areas showed gains between the two assessments[4].

85% of **knowledge** ratings were a 4 or 5.

88% strongly agree they have made **new connections who can help their business**

88% agree that their company is **better positioned to pursue additional development opportunities.**

90% of **confidence** ratings were a 4 or 5.

88% strongly agree or agree that **their business is stronger since participating in the CDR.**

100% rate their overall CDR experience as **extremely or very valuable**

IN THE POST ASSESSMENT (n=8):

- **Knowledge** - From 3.53 → 4.08 average rating (+0.56 pts). Share of ratings at a 4 or 5 grew from 53% to 85%
- **Confidence** - From 2.92 → 4.35 average rating. Share of ratings at a 4 or 5 grew from 44% to 90%
- **Connection to Professionals** - From 3.20 → 4.55 average rating. Share of ratings at a 5 ("extremely connected") nearly quadrupled, from 20% to 78%

CONCLUSION

In follow-up interviews, developers emphasized the value they found:

- Connecting with peers
- Gaining access to resources and other professionals
- Discovering and finding solutions for blind spots in their businesses
- Envisioning new possibilities

This combination of connection, access, insights, and ambition is what makes the Roundtable work.

The Roundtable is delivering on two fronts at once: sharpening the technical and financial sophistication developers need to grow, and building the relationships — with lenders, investors, city staff, and each other — that turn plans into projects.

Three cohorts in and the momentum is real: units and projects delivered, capital deployed, and a growing network of local developers building in and improving the communities where they live and work.

BUILDING SKILLS, CONFIDENCE AND CONNECTIONS

The Roundtable aims to grow the knowledge, network, and resources available to its members so that their organizations thrive and their opportunities for greater community impact increase.

ALL COHORTS

1,465 Delivered or are in process of delivering 1,465 housing units[3]

20 Developed or in process of developing 20 commercial projects

144M Engaged in development activity totaling nearly $144M

5.9M Accessed $5.9M in capital from partners BCL & C3Fund

Since inception, the CDR identified **five core competencies** of a successful developer, and each year participants reflect on how much the Roundtable improved their abilities in those areas. The table below includes responses from 25 participants across the three cohorts:

Results from CDR Cohorts 1 – 3

	COMPETENCY	Greatly Improved	Somewhat Improved	Did Not Improve
1.	**Analyze complex deals + understand the market:** Roundtable members have the skills and knowledge to conduct or review an analysis of the local market, the deal's financials (including cash flow, return on investment, operating and renovation expenses), and assess financing options.	**32%** (8)	**60%** (15)	**8%** (2)
2.	**Communicate financials:** Roundtable members are prepared to share their company's financials with financial institutions and can confidently walk through a project proforma.	**64%** (16)	**32%** (8)	**4%** (1)
3.	**Be innovative in problem-solving.** Roundtable members tackle challenges or problems by thinking imaginatively, exploring diverse perspectives and approaches, breaking down complicated issues, taking calculated risks and remaining flexible and adaptable.	**76%** (19)	**20%** (5)	**4%** (1)
4.	**Build influential relationships/network.** Roundtable members grow their relationships and networks with other developers, investors, lenders, public officials, and other real estate professionals to advance community-driven projects.	**96%** (24)	**4%** (1)	
5.	**Create strong partnerships to increase deal capacity.** Roundtable members establish partnerships with each other and/or other professionals that contribute to an increase in the number of projects or units.	**96%** (24)	**4%** (1)	

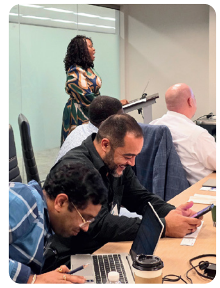
"Whether it's three-story townhomes overlooking downtown Fort Worth or multifamily projects, I just feel that whatever you build from the ground up — you're turning nothing into something. And you want the community to enjoy it as much as you do."

— CDR Fort Worth Cohort Participant

"You can get caught up in your bubble and think everything is going well, and then you actually meet somebody who's 10 times further down the road than where you are, and it's like, oh wow — I never thought about it like that. It kind of changes your whole outlook of what you're trying to shoot for."

— CDR Fort Worth Cohort Participant

> “We found developers doing good work in Fort Worth that we simply weren’t aware of — they [the Roundtable] found those people and brought them into the program.”
>
> “One well-done project on a single acre in a neighborhood can make a huge difference and set the stage for others. I think people underestimate that.”
>
> — CDR Fort Worth Partners



ACCESS TO CAPITAL: CDR FUND

Building on the success of the CDR Pre-Development Fund, the Roundtable launched the $10 million CDR Capital Program (CDR Fund II) to expand access to flexible, equity-like capital for CDR alumni and other emerging developers in Dallas and Fort Worth.

- A $500,000 seed grant from Wells Fargo made this next phase possible by supporting fund formation, the hiring of a dedicated Fund Advisor, development of the Program’s investment and governance infrastructure, and early fundraising efforts.
- Pairing technical capacity with catalytic capital, providing the structured financial vehicles necessary to move vetted, high-quality deal flow into active development.
- As the Program continues to raise capital from philanthropic and institutional partners, it is positioned to become a long-term source of flexible financing that accelerates community-centered development across North Texas.

INTRODUCING MOSAIC FUTURES

MOSAIC FUTURES

Building on the foundation established under Innovan Neighborhoods, CDR’s first three cohorts have created strong momentum for continued growth. The expansion of the CDR Fund creates another opportunity to extend that impact. Together, the Community Developers Roundtable and CDR Fund are entering their next chapter under Mosaic Futures, a newly established nonprofit designed to sustain and scale this work in continued collaboration with Innovan.

Mosaic Futures serves as a catalyst for transformative ideas, connecting investment with community priorities, strengthening local capacity, and helping bring innovative, community-led solutions to life for lasting neighborhood stability and impact.

IMPACT REPORT FOOTNOTES AND SOURCES:

1. Fort Worth Economic Development Partnership (April 7, 2026). https://fortworthedp.com/briefing/dallas-fort-worth-growth-continues-to-reshape-the-nations-largest-metros/
2. Dallas Federal Reserve Bank (June 3. 2026). https://www.dallasfed.org/research/indicators/dfw/2026/dfw2606
3. Totals derived from summing Cohort 3 values with those included in 2022-2024 Impact Report. https://www.communitydevelopersroundtable.com/. This report was created through surveys, interviews and other data collection processes facilitated by Mary Kay Bailey.
4. Average ratings on a 1–5 scale. Pre-assessment: n=6 respondents. Post assessment: n=8 respondents. Surveys are not matched by individual, so this reflects cohort-level change rather than the same person’s before-and-after. Sample sizes are small, so each respondent moves the percentages substantially. Results should be read as directional evidence of growth and not statistically precise estimates.

COMMUNITY DEVELOPERS ROUNDTABLE

The Community Developers Roundtable is a collective network and capacity-building initiative for established, diverse non-profit and for-profit community oriented real estate developers.

The Roundtable builds the community development ecosystem by offering a longer term, developer-led structure with ongoing feedback and accountability. Roundtable participants will have access to critical capital to fund innovative and impactful community-oriented real estate projects and to grow their organizational capacity.

presented and supported by:

MOSAIC FUTURES

Mosaic Futures is a catalyst for transformative ideas, built to scale innovative, community-led solutions that strengthen local capacity and create lasting neighborhood stability and impact.

bcl

BCL of Texas supports Texans to acquire wealth-building assets with the financial tools and education necessary to build personal net worth. With an emphasis on diversity, equity, and inclusion, BCL serves communities of color, women, veterans, rural communities, and low-and moderate-income individuals, families, and small business owners.

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