

**Michigan State Land Bank Fast Track Authority
Small Real Estate Developer Training and Capacity Building
Incremental Development Alliance
June 22, 2018**

EXECUTIVE SUMMARY

Objective

To cultivate new and grow capacity of existing small scale real estate developers throughout Michigan for the purposes of redeveloping properties in state and county land banks.

Outcomes

Local partners will actively recruit members from the target audiences to participate in training the technical assistance activities producing:

- 500+ people educated the about how small real estate projects work
- 250 participants trained in the fundamentals of formulating a small real estate project
- 20 small scale developers who will start projects immediately during the project timeline
- 20 small scale developers who will begin work within 6-12 months after full training
- 10 existing small developers who will scale up the number and/or complexity of projects

A municipality and a county land bank authority will also receive in-depth technical assistance to remove local barriers to implementation. Each will help recruit 5-10 small developers inside their jurisdiction to receive project level assistance to activate land bank controlled properties.

Timeline

July 1, 2018 - June 30, 2019

Audiences Served

Audience 1: Convert existing professionals in real estate, construction and design to doing small development projects as a full time endeavor or in addition to their main line business

Audience 2: Train neighborhood based individuals and property owners how to develop an owner occupied building

Audience 3: Capacity-build existing small developers with some experience to develop many properties in a neighborhood area. Could mean scaling up business operation to do new more units or trying previously uncommon building types or building programs

Audience 4: Train and coach public and non-profit sector professionals how to recruit and support developers and remove regulatory and financial barriers to projects in their jurisdictions

Deliverables

- 2 Implementation Clinics (one each for MLB Property City and County Land Bank)
- 3 Recruitment Lectures
- 2 Small Development Workshops (Full Day)
- 3 Small Developer/Investor Seminars (Half Day)
- 1 Advanced Boot Camp (Two Days)
- 3 Project Coaching Visits by Senior Faculty
- Michigan Based Project Website (Calendar of Events, Resources, Multi-Media)
- Audience specific Communications Strategy
- Contact database from year long local organizing by MI based Alliance Staff Member
- 6 months small development project/individual coaching through calls/emails

Major Activity Phasing

Phase 1: July-August 2018

Host Committee Formation and Recruitment Training

Goal: Meet local and statewide partners and setup recruitment strategy.

1A. Host Committee Kickoff and Project Setup

- Phone calls to help formulate a local host committee for each of the East and West workshop locations
- Communication with statewide trade organizations to gather promotional support

1B. Recruitment Training and Local Partner Meetings

- First In-Person Meeting with MLB partner city and County Land Bank partner
- Conduct onsite training for how to recruit for the event with all partners

Phase 2: September-October 2018

Small Developer/Investor Recruitment and Implementation Clinics

Goal: Statewide recruitment of small developers and investors, education and awareness building of local government officials, bankers and allied nonprofits.

2A. Recruitment Events/Activities (September)

- East/West Open Houses: Lectures + Networking through in person events
- Webinars with statewide allied organization memberships
- Major events video recorded, edited and put on website
- Community/partner organization presentations (special to East and West site host cities)

2B. Implementation Clinics (September)

- Deep dive of with local issues over a 1 day onsite with local officials
- One each with a state land bank city and the other with a county land bank
- Makes road map for local actions needed to ready the land bank sites for small developments useful there

2C. Existing Small Developer/Capital Investor Seminar (October)

- Advanced level training seminar for private sector small developers, investors and property owners with some existing experience with small projects (1-5 projects)
- Demonstrates pathways for involvement and state/local resources being leveraged
- Gathers intelligence about local barriers to implementation
- Provides basic case studies of middle scale building types
- Class of 25-50

Phase 3: November-December 2018, January 2019

Core Real Estate Skills Training

Goal: Train audiences who want to become small developers or support small developer activities. One of each of the following will take place in the East and West sides of the state.

3A. Full day Small Scale Developer Workshop (November)

- Training is for public, private and non-profit sector individuals
- Introduces how a small real estate project is formulated
- Covers building types, site planning, financials, and acquisition
- Robust hands-on activity where participants read zoning, place a building on a site and fill out a financial pro forma
- Each class is capped at 125

3B. Follow-Up Meetings (December)

- Meetings to follow up on Implementation Clinics with MLB City and County Land Bank
- Networking event for recruitment to Boot Camp and Seminar
- Small group coaching meeting for existing small developers

3C. 3 hour Small Developer/Investor Seminar (January)

- Early evening class covers overall process, basic building types and financials
- Targeted at private sector business owners, multi-lot property owners and residential owner occupants not be able to attend a class during a whole business day
- Catch up course for people recruited by Workshop participants so they can still be eligible to attend the advanced boot camp
- Each class is capped at 50

Phase 4: February-June 2019

Project Level Advanced Training and Coaching

Goal: Take introductory course alumni through advanced project formation training and help them through detailed pre-development tasks

4A. Small Developer Boot Camp (February)

- Private sector individuals (full time or side gig) and non-profit development professionals
- Participants have real sites (under their control or looking to obtain), walk them through
 - Site planning
 - Building program planning / market analysis
 - Detailed financial proformas,
 - Deal/capital structure
 - Project presentation and written pitchbook
- Class is capped at 30 participants

4B. Ecosystem Technical Assistance

- Senior Alliance faculty will provide detailed technical assistance to the MLB City and County Land Bank who went through the Implementation Clinic
- Depending on outcomes of Clinic, time could be used to look at regulatory issues, specific sites or work further with small developers from those places who went to the Boot Camp

4C. Project / Ecosystem Level Coaching

- Coaching to Boot Camp alumni as they continue to work on their projects
- Technical assistance with MLB City and County Land Bank for regulatory issues
- Meetup with existing small developers/investor cohort to help them start to scale
- Meetings with ecosystem related professionals, particularly in the banking sector

All Phases: July 2018-June 2019

Program Administration

5A. Core Activities

- Communications Infrastructure - Project specific website, email communications and social media
- Project Management - Monthly planning meetings with MLB and local host cities
- Ongoing Local Organizing and Recruitment - Setting up pipeline of participants and create database of those engaged