

**ST. CLAIR COUNTY LAND BANK AUTHORITY
STRATEGIC PLANNING GOALS AND RECOMMENDATIONS
JUNE 15, 2010**

Short-term (18 Months) Goals and Strategies

To initiate Land Bank programs and activities by September 30, 2010 in order to increase the capacity of the Land Bank in an effort to meet its mission.

Strategy:

- Adoption of policies, procedures, and priorities by the Board of Directors.
- Determine staff capacity and put memorandums of understanding in place with local service providers.
- Complete all legal documentation to be filed with the Michigan State Land Bank Fast Track Authority.
- Establish a strategic plan and what the best and highest use for property might be for your community.
- Create outreach documents and provide information to the community on the St. Clair County Land Bank.

To collaborate with federal, state, and local funding sources to gain operational support.

Strategy:

- Determine what programs are most critical to your organization, what needs to exist in your community, and the methodology you have in place to address these needs.
- Address the short and long-term solvency of the organization, ensuring the ongoing capacity, relevance and existence of the organization.
- Approved bylaws, articles of incorporation, mission statement, policies, procedures, and priorities.
- Ability to evaluate the progress of the Land Bank.

Consider both traditional and nontraditional staffing and capacity development for the activities of the Land Bank, (i.e. urban gardening, real estate development, maintenance, etc.) and to complete cooperative agreements by October 31, 2010.

Strategy:

- In the strategic planning and budgeting process, a list of priority programs and staffing requirements were identified. With regards to certain programs, limited financial resources might require that you partner or cooperate with entities that do not work in your traditional environment. This will allow you to expand programs and engage additional partners in the provision of services.
- Determine what capacities exist in the community that can be used to benefit the activities of the land bank and its programs.
- Complete an environmental analysis of community organizations and partners for a resource matrix.
- Evaluate benefits and costs of partnerships.
- Identify and create partnership agreements with organizations to support additional programs and activities by October 31, 2010.

Build a budget that will sustain the organization and the activities that support the mission of the organization and will not be dependent on any County general budget funds by September 30, 2010.

Strategy:

- Determine what programs are most critical to the organization.
- Create a matrix of positions that are required to carry out the activities.
- Address the short and long-term solvency of the organization, ensuring the ongoing capacity, relevance and existence of the organization.

Promote, plan, and implement education and training programs for the Board of Directors, staff members, and the community on standard practices of land bank programs and operations so that both are proactive to issues and opportunities that exist in supporting the mission and programs of the organization, resulting in 2 training sessions to take place before December 31, 2010.

Strategy:

- Network with other land banks in the state to determine best practices or innovations in land banking that can be shared with the Board of Directors and staff members.
- Attend the annual Michigan Land Bank conference, requiring attendance by at least 75% of the current Board of Directors.
- Hold an informational session with stakeholders from throughout the community including city and township employees, government employees, area nonprofit organizations, potential funding sources, and residents to discuss the Land Bank's objectives to be completed by September 30, 2010.
- Create monthly training series for Board of Directors and staff members on various topical discussions related to land bank governance and programs. Additionally, this series might include organizational development and management topics such as financial management, leadership development, communication strategies, land use planning, community engagement, evaluation, and reporting.
- Determine when it is appropriate to combine the groups and when to train independently, and require attendance at these sessions.
- Educate the community on the programs and priorities of the Land Bank using public meetings and communication tools (i.e. online newsletters, website, monthly and annual meetings, etc.) to increase awareness and build local support. At these public meetings, provide presentations and updates, talking about what you do and what you have accomplished in order to maintain transparency. Word of mouth education will help with marketing and outreach.
- Hold an annual meeting in St. Clair County where the public, elected officials and community stakeholders are invited to a review of the previous year's activities, which then becomes a planning session and priority setting for the upcoming year.
- Hold meetings individually with local municipalities (including community development officers, supervisor, assessor, clerks, other leadership, land use departments, etc.). Find out what land use goals are - What are their values? How can the land bank support? This can create a relationship with them and put some ownership back into the hands of the municipal government. They should understand the land bank first and foremost. Make certain that with transition in leadership, you take this opportunity to re-educate localities and local leaders on what land banks are and what they can do for them. Be ready to discuss some of the mechanics of financing (perhaps at the assessors meetings) and the nuts and bolts of the system.

Establish a strategic plan to assist the community in blight elimination and market stabilization that will result in the increase of property values throughout the community; develop a strategy and how to pay for it by December 31, 2010.

Strategy:

- Establish goals and priorities for land use and development in each locality of the county where demolition is encouraged for area blight elimination and stabilization of market values.
- Meet with local city and township officials to discuss the need of blight elimination and foreclosed properties in their communities.
- Establish criteria where the land bank will demolish individual properties.
- Encourage demolition in real estate development target areas that support current or future projects.
- Meet with local nonprofit community development organizations and developers that would benefit from blight elimination or demolitions that support property assembly for larger scale redevelopment efforts.
- Research traditional and nontraditional mechanisms to pay for the demolitions of priority properties.
- Determine conditions and requirements of demolition financing programs, and do the cost-benefit analysis of the program.

Support the real estate development of tax foreclosed properties, with the potential for site specific mortgage foreclosed property acquisition and redevelopment, with a goal of stabilizing neighborhoods and preserving the value of the community.

Strategy:

- Determine the priority areas and criteria for property acquisition.
- Create procedure for acquisition of mortgage foreclosed properties.
- Establish who gets priority for acquisition and what the best and highest use
- Consider partnering with for-profit and/or non-profit developers.
- Work with local lenders, governmental, philanthropy, and other financing entities to participate in the real estate development financing.
- Contract with real estate sales professionals to create a sales and disposition strategy.