



# Strategic Plan Update

## FY 2022-26

**Mission:** Create positive economic impact to Michigan communities by facilitating productive reuse of land.

**Vision:** Evolve the practice of land banking in Michigan by empowering local communities through collaboration.

# Meet Our Team



**Emily Doerr**  
Executive Director



**Patrick Ennis**  
General Counsel



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Property Analyst  
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Operations Manager



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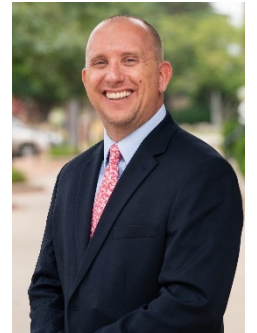
**Jennifer Quinlivan**  
Property Analyst &  
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**Adam Robach**  
Property Analyst  
& Development



**Jim Tischler**  
Development Director



**Brian Woodin**  
Property Analyst  
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# For Reference

**CEDAM** – Community Economic Development Association of Michigan

**CCP** – Center for Community Progress

**CTE** – continuing education

**DNR** – Department of Natural Resources

**DTMB** – Department of Technology, Management, and Budget

**EPA** – Environmental Protection Agency

**LEO** – Labor of Economic Opportunity

**MALB** – Michigan Association of Land Banks

**MAP** – Michigan Association of Planners

**MCDA** – Michigan Community Development Association

**MDARD** – Michigan Department of Agriculture and Rural Development

**MDOC** – Michigan Department of Correction

**MDOT** – Michigan Department of Transportation

**MEDC** – Michigan Economic Development Corporation

**MOU** - Memorandum of Understanding

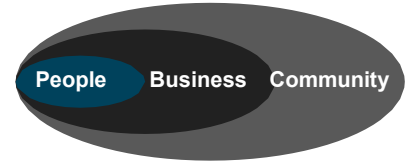
**MSHDA** – Michigan State Housing Development Authority

**TIF** – Tax Increment Financing

**“Short term” is 18-24 months and “long term” is 5 years**

# LEO Strategic Plan Update

SLBA desires full alignment as part of the LEO family of agencies



## MISSION

*Expand economic opportunity and prosperity for all*



## VISION

*Make Michigan a place where all **PEOPLE, BUSINESSES, AND COMMUNITIES** have the educational and economic means to reach their full potential*

## GUIDING PRINCIPLES



### Commitment to equity

LEO will prioritize equity – specifically closure of opportunity gaps – for historically disadvantaged populations, including but not limited to race, gender identification, geography, socioeconomic status, LGBTQ+, disability status, religion, age, weight.



### People-centered approach

LEO will amplify the voices of those we protect and serve and will ensure a focus on people-centered approach in all we do.



### Collaboration to achieve unity of purpose and greater success

Michiganders will have a seamless experience engaging with the whole of LEO. There is no wrong door when engaging with LEO. LEO will collaborate effectively with each other and with partners.



### Data- and evidence-based promotion of opportunity

Data informs how we make decisions and measure success.

## STRATEGIC FOCUS AREAS

**A**

### Close equity gaps

Prioritize closure of socioeconomic / demographic opportunity gaps in all decision making.

**B**

### Protect and enhance health, safety, and economic security for workers

Ensure safe working conditions, fair wages, and labor protections

**C**

### Educate Michiganders and grow the middle class by removing barriers to employment

Support education, training, onramps, certifications to make sustaining wages more attainable. Address barriers including housing, transportation, healthcare, childcare, language, and placement. Address talent shortages in current and future growth sectors in every region of the state.

**D**

### Create better jobs and support small businesses

Become the benchmark of economic development by supporting the creation of good and promising jobs that make Michigan's economy more resilient, while implementing the state's first small business strategy that includes focusing on microbusinesses. Address talent shortages in current and future growth sectors in every region of the state.

**E**

### Build strong communities and have great places to live

Create a strong foundation for communities to grow by making historic investments in broadband, housing, and other critical infrastructure. Invest in developing vibrant places with rich amenities.

People

Business

Community

# Institutional Principles & Goals

## High Level Principles

- Incorporate values of diversity, equity and inclusion into all policy and strategy decisions.
- Maintain a people-centered approach when advocating for policy to impact residents and communities at a local level.
- Collaborate with departments in LEO and across state government to achieve greater impact within policy change.
- Promote public funding for Michigan's land banks to strategically effect long-term change across the state.

## Short Term Goals

- Advocate for dedicated funding sources or both State Land Bank and county land banks to ensure information on public-owned land is centralized and accessible.
- Establish a MOU outlining interagency collaboration between SLBA and MEDC, MSHDA and DNR.
- Increase marketing and storytelling through:
  - Growth of stakeholder email list
  - Facebook and LinkedIn to drive traffic to website
  - Maintaining the focus on people and community while focusing on the SLBA's mission
- Identify funds to expand the local land bank impact report to improve economic forecasting that drives investment decisions.
- Collaborate with MDARD's Office of Rural Development to prepare for formal partnership.

## Long Term Goals

- Positively impact development capacity in rural counties by advocating for a joint land bank/BRA development authority structure
- Secure dedicated funding sources for land banks
- Establish MOU outlining interagency collaboration on state-owned property and funding between SLBA and DTMB, MDOC, SHPO, Treasury and MDOT.
- Partner with MDARD's Office of Rural Development to facilitate rural housing development.
- Collaborate with state and local stakeholders to share data to advance the visibility of the SLBA.
- Contract with an analytics/research firm to analyze historical parcel information and forecast future economic/housing impacts.

# Practitioner Principles & Goals

## High Level Principles

- Incorporate values of diversity, equity and inclusion into all decisions regarding project and training work.
- Maintain a people-centered approach when working with developers to impact residents at a local level.
- Collaborate with departments in LEO an across state government to achieve greater impact with housing and economic development projects in Michigan.
- Increase awareness of land banking as an impactful resource for public benefit through projects that involve Michigan's Land banks.

## Short Term Goals

- Annually, engage with at least 10 communities to produce attainable prices housing units.
  - Utilize Housing Development Loan and Predevelopment Funding programs.
- Create "TIF Playbook"
  - Partner with state agencies to integrate concepts into training curricula
  - Launch trainings for MALB, MEDA, MAP, CEDAM, MCDA and Habitat affiliates.
- Align messaging with Community Land Trust practitioners to prioritize long term housing affordability.
- Coordinate with continuing education providers to add land bank content as part of existing CTE curricula for planners and economic developer practitioners.
  - Planning for community and land use life-cycles
  - Quiet title and land assembly resources

## Long Term Goals

- In support of Gov. Whitmer's New Economy initiative goal of 75,000 new units of housing over the next 5 years, continue to engage with communities to produce attainably priced housing units.
- Conduct TIF Playbook Trainings for municipal officials.
- Establish effective Responsible Contractor Policies which are financially incentivized through SLBA and/or other state resources.
  - Collaborate with LEO's Employment and Training, Michigan Works! Affiliates and school districts to use SLBA assets and projects to support apprenticeships to address talent shortages.
- Coordinate with continuing education providers to add land bank content as part of existing CTE curricula for realtors, appraisers, nonprofit developers, local government and community development practitioners.

# Real Estate Principles & Goals

## High Level Principles

- Incorporate values of diversity, equity and inclusion into all decisions regarding collaboration and investment.
- Maintain a community-centered approach versus a “transactional” approach when promoting the disposition and development of property.
- Collaborate with departments in LEO and across state government to achieve greater impact in local communities.
- Promote private investment with Michigan's land banks to strategically effect long-term change across the state.

## Short Term Goals

- Partner with local nonprofits to program interim uses for vacant properties owned by SLBA.
  - Influence county land banks through partnership with CCP to promote interim use programs.
- Invest in real estate developer curriculum to connect developable, publicly owned properties with historically disadvantaged populations and geographic areas across the state.
  - Engage with potential partners including, but not limited to, Building Community Value, Small Development Counts (CEDAM), Enterprise Communities, Capital Impact Partners.
- Engage with financial institutions (e.g., Equitable Path Forward Growth Fund) for additional funds for programs ran by SLBA and county land banks, especially to provide opportunities for developers of color.
- Work with communities to utilize environmental revolving loan funds from EPA towards community development.

## Long Term Goals

- Build relationships with county treasurers to proactively explore connections with land banks and nonprofits to rapidly stabilize single family homes prior to auction.
- Create training curriculum for county land bank staff to learn how to create their own strategic “Acquisition-for-Redevelopment” program sing Right of First Refusal.
- Continue engagement with financial institutions:
  - Explore creation of loan guarantee programs to leverage additional funds
  - Fundraise seed money for local pilot programs:
    - Interim land use programs
    - Attainable housing development
    - Solar/alternative energy productions
    - Homeownership in Federal Housing Administration historically redlined areas
    - Land trusts both community and conservation

# Contact Us

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