

**Course Title: Real Estate Development & Finance**

**Course Number: EVDS 622 H (3-0)**

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**Session: Winter 2017**

**Day & Time: Monday, 6:00 to 8:50 pm, January 9 through April 10, 2017**

**Session Location: PF 2160**

**EVDS Administrative Office or Other Location by Appointment Only**

**Introduction**

The course focuses on the process and principles of real estate development and finance. Mainly from a developer's or on-governmental perspective, the course provides hands-on experience through a review of real-world situations, case studies & simulations. Several guest speakers will offer their expertise and perspective on specific aspects of the process. The goal is for students to gain a basic understanding and experience in the creative, dynamic and objective process of real estate development and finance from identifying objectives and sites for development through to the conclusion of construction, commissioning and operations. Students will develop an understanding of the interests of various stakeholders, determine the highest and best use for a site, prepare a development program & pro forma, as well as a plan for financing with a schedule for implementation.

**Objectives**

The course goes through each step of the development and financing process with real-world situations, case studies and simulations.

The course will begin by reviewing the basic steps of the real estate development and financing process and how it may be adjusted or changed for different types of uses, situations and opportunities. After the first session, the following sessions will go through each step of the process with individual and group activities and assignments designed to address specific opportunities and situations. For each major step, there will also be an invited speaker to present and discuss an applicable real life situation and other cases.

To acquire knowledge, learn tools and apply them to each step of the development and finance process including:

- Identifying real estate development opportunities
- Initial analysis, concept development and testing
- Developing an overall plan for implementation and financing
- Preparing the development program and objectives
- Concept planning & estimating
- Preparing the Pro Forma
- Equity and debt financing, and deal structure
- Market & financial feasibility studies
- Seeking land use and development approvals
- Managing the detailed design of the development
- Managing the marketing and sales
- Arranging for and managing the construction of the project
- Funding the build
- Arranging for management, commissioning and operation of the development
- Dealing with greenfields and brownfields

- Assessing the risks and opportunities of development

Throughout the hands-on learning process, students will learn about a wide range of developments including commercial, residential, mixed use, & specialty projects.

## Teaching Approach

In this course, each topic area is presented through an introductory lecture by the course instructor and for major topics and disciplines, invited volunteer guest speakers. Students will be required to prepare an example of each step in the development and financing process. The culmination of the course will be the preparation of a development proposal by each student and a brief presentation to the class. Depending on the number of students in the class, small groups may be required to prepare and present the development proposals. The development proposals will be submitted in written and graphic form for grading. Students will be required to visit development sites on their own, participate in class discussions and be active participants in each session.

## Content: Topic Areas & Class Schedule

Week	Date	Session Topics & Material
1	January 9, 2017	Introduction & overview of the real estate development & financing process Identifying real estate development opportunities
2	January 16, 2017	Initial analysis, concept development and testing Developing an overall plan for implementation and financing
3	January 23, 2017	Preparing the development program and objectives Concept planning & estimating
4	January 30, 2017	Preparing the Pro Forma Equity and debt financing, and deal structure
5	February 6, 2017	60-minute written exam Market & financial feasibility studies
6	February 13, 2017	Seeking land use and development approvals Managing the detailed design of the development
7	February 27, 2017	Managing the marketing and sales process Arranging for and managing the construction of the project
8	March 6, 2017	Funding the build Arranging for management, commissioning and operation of the development
9	March 13, 2017	Dealing with greenfields and brownfields Assessing the risks and opportunities of development
10	March 20, 2017	Specialty developments and other unique cases Preparing your development proposal project
11	March 27, 2017	Student presentations
12	April 3, 2017	Student presentations
13	April 10, 2017	Final development proposal submissions and wrap-up

## Means of Evaluation

The evaluation of each student will be based on the completion of an exam and assignments during the term which includes:

- 1) One 60-minute written exam about the Development & Financing Process – 15% of the course mark.
- 2) Three assignments submitted to the instructor for grading – each assignment is worth 15% for a total of 45% of the course mark.
- 3) Development Proposal Project – Written Submission 30%, Presentation of Development Proposal and Responses to Questions 10%.

## Grading Scale

Final grades will be reported as letter grades, with the final grade calculated according to the 4-point range. Assignments and projects will be evaluated by percentage grades, with their letter grade equivalents as shown in the table below.

Grade	Grade Point Value	4-Point Range	Percent	Description
A+	4.00	4.00	95-100	Outstanding - evaluated by instructor
A	4.00	3.85-4.00	90-94.99	Excellent - superior performance showing comprehensive understanding of the subject matter
A-	3.70	3.50-3.84	85-89.99	Very good performance
B+	3.30	3.15-3.49	80-84.99	Good performance
B	3.00	2.85-3.14	75-79.99	Satisfactory performance
B-	2.70	2.50-2.84	70-74.99	Minimum pass for students in the Faculty of Graduate Studies
C+	2.30	2.15-2.49	65-69.99	All final grades below B- are indicative of failure at the graduate level and cannot be counted toward Faculty of Graduate Studies course requirements.
C	2.00	1.85-2.14	60-64.99	
C-	1.70	1.50-1.84	55-59.99	
D+	1.30	1.15-1.49	50-54.99	
D	1.00	0.50-1.14	45-49.99	
F	0.00	0-0.49	0-44.99	

### Notes:

- A student who receives a "C+" or lower in any one course will be required to withdraw regardless of their grade point average (GPA) unless the program recommends otherwise. If the program permits the student to retake a failed course, the second grade will replace the initial grade in the calculation of the GPA, and both grades will appear on the transcript.

## Readings

- Peiser, Richard & Hamilton, David (2012) **Professional Real Estate Development: The ULI Guide to the Business**, Urban Land Institute.
- Miles, Mike E., Netherton, Laurence M., & Schmitz, Adrienne (2105) **Real Estate Development: Principles & Processes**, 5<sup>th</sup> Edition. Urban land Institute.
- **A Community Guide to the Planning Process**, City of Calgary.
- Staiger, Roger (2015) **Foundations of Real Estate Financial Modelling**, McGraw-Hill.

## Special Budgetary Requirements

There are no supplementary fees in this course. Students are expended to cover their own expenses for field work as well as supplies and other materials required for preparation of their assignments.

### Notes:

1. Written work, term assignments and other course related work may only be submitted by e-mail if prior permission to do so has been obtained from the course instructor. Submissions must come from an official University of Calgary (ucalgary) email account.
2. Academic Accommodations. Students who require an accommodation in relation to their coursework or to fulfil requirements for a graduate degree, based on a protected ground other than disability, should communicate this need, preferably in writing, to their Instructor or the designated contact person in EVDS, Jennifer Taillefer ([jtaillef@ucalgary.ca](mailto:jtaillef@ucalgary.ca)). Students who require an accommodation unrelated to their coursework or the requirements for a graduate degree, based on a protected ground other than disability, should communicate this need, preferably in writing, to the Vice-Provost (Student Experience). For additional information on support services and accommodations for students with disabilities, visit [www.ucalgary.ca/access/](http://www.ucalgary.ca/access/)
3. Plagiarism - Plagiarism involves submitting or presenting work in a course as if it were the student's own work done expressly for that particular course when, in fact, it is not. Most commonly plagiarism exists when:(a) the work submitted or presented was done, in whole or in part, by an individual other than the one submitting or presenting the work (this includes having another impersonate the student or otherwise substituting the work of another for one's own in an examination or test),(b) parts of the work are taken from another source without reference to the original author,(c) the whole work (e.g., an essay) is copied from another source, and/or,(d) a student submits or presents work in one course which has also been submitted in another course(although it may be completely original with that student) without the knowledge of or prior agreement of the instructor involved. While it is recognized that scholarly work often involves reference to the ideas, data and conclusions of other scholars, intellectual honesty requires that such references be explicitly and clearly noted. Plagiarism is an extremely serious academic offence. It is recognized that clause (d) does not prevent a graduate student incorporating work previously done by him or her in a thesis. Any suspicion of plagiarism will be reported to the Dean, and dealt with as per the regulations in the University of Calgary Graduate Calendar.
4. Information regarding the Freedom of Information and Protection of Privacy Act (<http://www.ucalgary.ca/secretariat/privacy>) and how this impacts the receipt and delivery of course material
5. Emergency Evacuation/Assembly Points (<http://www.ucalgary.ca/emergencyplan/assemblypoints>)
6. Safewalk information (<http://www.ucalgary.ca/security/safewalk>)
7. Contact Info for: Student Union (<https://www.su.ucalgary.ca/contact/>); Graduate Student representative(<http://www.ucalgary.ca/gsa/>) and Student Ombudsman's Office (<http://www.ucalgary.ca/ombuds/>).