



Twin Cities  
Community Land Bank

Building Neighborhoods  
Strengthening Communities

## **TWIN CITIES COMMUNITY LAND BANK**

### **PRESIDENT**

#### **THE SEARCH**

Twin Cities Community Land Bank (TCC Land Bank) seeks a dynamic, results-oriented president.

TCC Land Bank is a nonprofit limited liability company founded in 2009 by the Family Housing Fund as a strategic tool for government, neighborhood based organizations, community development corporations, and nonprofit and for-profit developers to further community-based economic development and affordable housing goals.

TCC Land Bank's operations and activities are guided by the following ten principles:

1. To be a nimble, flexible, and responsive organization that can respond to potential opportunities and meet urgent community needs while consistently implementing its core activities.
2. To enable the efficient, effective acquisition, holding, and marketing of properties acquired through various neighborhood recovery efforts.
3. To reduce the public cost of holding land through efficiencies of coordination and scale.
4. To efficiently and creatively aggregate public and private capital to support a very large scale property acquisition, disposition, and marketing effort.
5. To provide opportunities for community and neighborhood engagement in the development and disposition of foreclosed, vacant, and distressed properties, particularly among communities of color.
6. To promote best practice in planning and design including high architectural standards, energy efficiency, green land and construction standards, and linkage of housing development to transportation.
7. To coordinate internal policies and programs with broader community development objectives including jobs, economic opportunities, transportation, public safety, schools, human services, and homeownership counseling and support, particularly among communities of color.
8. To provide affordable, sustainable homeownership and rental opportunities for low and moderate-income families, and to reduce the disparity between ownership rates for whites and communities of color.
9. To provide business, developer, and contracting opportunities for communities of color.
10. To support commercial and transit corridor developments that link to equitable housing opportunities and community development goals.

The president oversees an annual budget of \$1.6 million, a staff of 9, and a \$20 million loan fund. The position calls for an energizing and collaborative leader and spokesperson, deeply committed to the TCC Land Bank mission, with proven strategic, communication, advocacy, management, and fundraising skills, as well as intellectual breadth, political savvy, and an enterprising spirit.

## **BACKGROUND**

TCC Land Bank is a nonprofit Community Development Financial Institution (CDFI) founded in 2009 by the Family Housing Fund as a strategic tool for government, neighborhood based organizations, community development corporations, and nonprofit and for-profit developers to further community-based economic development and affordable housing goals. TCC Land Bank was founded to further the Family Housing Fund's mission by preserving and expanding the supply of sustainable affordable housing as ownership and rental opportunities, expanding lending opportunities for affordable housing, and supporting innovative initiatives that align resources to support transit oriented development activities.

TCC Land Bank coordinates policies and programs with broader community development objectives including affordable housing, jobs, business development, economic opportunities, transportation, public safety, education, human services, green building and design, and homeownership counseling and support. As a nonprofit limited liability company, it is designed to be highly flexible and responsive and is able to leverage public and private dollars to accomplish its goals of neighborhood revitalization and recovery. TCC Land Bank works in partnership with many entities, most notably government, community development corporations, socially responsible developers, and community organizations to achieve its goals.

TCC Land Bank is primarily a lender, although it also provides strategic property acquisition, development services, and property management services. TCC Land Bank's primary products are property acquisition and loans for affordable housing and commercial developers (nonprofit and for-profit) and public entities. As a land bank, it can also acquire and hold strategic properties for later resale to its network of developers. TCC Land Bank serves as a coordinating body to enable the efficient production of affordable housing, commercial development in transit and commercial corridors, and revitalization of low-income communities.

## **PRESIDENT**

The president is the chief executive officer of TCC Land Bank, responsible to the Board of Governors.

The broad objectives for the incoming president are as follows:

**Vision and Strategy.** Building upon recent planning work that includes a 3-year strategic plan and a 3-year business plan, implement a bold, clear, and achievable vision for TCC Land Bank for the years ahead. Translate that vision into focused priorities and strategies, identifying the places and policies where TCC Land Bank expects its greatest impacts moving forward and articulating how it will track progress and measure success. Take into account current political, economic, and social realities, including the needs of communities of color. Ensure that TCC Land Bank is agile and strategically responsive to changing conditions and unexpected challenges.

**Leadership.** Communicate that vision widely and persuasively. Inspire and galvanize TCC Land Bank's staff, board, partners, supporters, and stakeholders. Represent the organization with the media and other audiences and raise its visibility and the relevance of its mission to a larger and broader public. Bridge competing interests and philosophical differences and provide decisive, timely leadership. Provide sound judgment to steer TCC Land Bank in challenging times. Engage in an entrepreneurial approach to

revenue generation and lines of business and creatively adapt TCC Land Bank's areas of focus to emerging needs and opportunities.

**Management.** Ensure a well structured and managed organization, with clear lines of authority and alignment around goals. Serve as a unifying and decisive staff leader, able to make tough, timely decisions. Delegate effectively while providing firm oversight. Attract, lead, and retain the strongest possible staff and hold them to clearly defined, high standards of excellence and accountability. Attend carefully to the organization's fiscal health and stability through rigorous budgetary planning and through close supervision of a strong financial team. Engage effectively with the Board of Governors, drawing upon members' knowledge and experience and involving them appropriately in strategy, policy, fund raising, and fiduciary oversight.

**Fundraising.** Lead TCC Land Bank's fundraising through personal efforts and through a strong and well supported team. Pursue creative new avenues for revenue generation.

**Political Effectiveness.** Drive successful community redevelopment outcomes through effective interaction with federal, state, and local elected officials and government agencies. Build coalitions and negotiate solutions.

**Partnerships and Strategic Alliances.** Support and deepen TCC Land Bank's effective collaborations with public and private partners, including local grassroots organizations and communities of color.

## **QUALIFICATIONS & EXPERIENCE**

For this pivotal role, TCC Land Bank seeks a bold leader and spokesperson who is passionate about the organization's mission and legacy and farsighted about its future potential.

The greater a candidate's stature in the community development and finance community, the better, but overall leadership skills are most critical, and TCC Land Bank is open to considering non-traditional applicants. The president must be sufficiently fluent with community development issues to be a highly credible representative of TCC Land Bank among diverse audiences. There is an especially strong call for a president who can engage with diverse stakeholders and help TCC Land Bank build bridges to new constituents and partners. TCC Land Bank welcomes a leader who is prepared to be outspoken, take calculated risks, lead by example, and make hard choices. At the same time, TCC Land Bank requires a skilled internal leader who will ensure a well managed, finely tuned, and fiscally strong organization.

While no one candidate will embody every quality, the successful candidate will bring many of the following qualifications and attributes:

- Informed passion and sense of urgency for the mission of TCC Land Bank.
- Track record of effective senior leadership in a sizable private or public institution. Experience managing growth and change. Proven business acumen, including discipline and focus in setting realistic priorities, meeting or beating goals, and running a fiscally sound, resilient, and sustainable operation. Strengths in recruiting, developing, and retaining high potential staff and holding them to high standards. Experience working with or reporting to a volunteer board would be an advantage.
- Public presence and media savvy. Outstanding written and oral communication skills.

- Exceptional intellectual and strategic abilities and the capacity to translate big ideas and ideals into hard strategies and action and to contribute to public discourse. Keen grasp of the political, economic, social, and cultural issues that impact TCC Land Bank's mission.
- Fundraising ability. Ideally significant experience raising funds from a variety of sources. Without question, an enthusiasm for fundraising and willingness to be actively involved in development.
- Demonstrated political skills and a good sense of how policy is made locally and nationally and the role of the CDFI community in driving change. Skills in relationship building and negotiation and the ability to drive relentlessly toward positive outcomes in highly political environments.
- A network of contacts with funders, policy makers, and activists working at all levels. Demonstrated experience building effective partnerships. A reputation as a strategic collaborator with keen listening skills, and the ability to bridge philosophies.
- Demonstrated understanding of the principles and practices of real estate lending and experience with managing complicated loan funds.
- Entrepreneurial spirit and drive. An eye for creative opportunities tied to a commitment to accountability and results.
- An outgoing, open personality. Outstanding interpersonal skills. Decisiveness, tenacity, flexibility, and very high energy.
- An advanced degree in a relevant field (law, finance) would be an asset but is not required.

**FOR MORE INFORMATION OR TO APPLY**

All inquiries, nominations, and applications may be directed in confidence to:

Shana Wenger at [shana.wenger@tcclandbank.org](mailto:shana.wenger@tcclandbank.org)  
612.238.8212

Applications must be received no later than Friday, January 20, 2012.

Applications should be submitted electronically and include a resume and cover letter of 1-3 pages. All applications will be kept confidential.

Learn more about TCC Land Bank and its activities at [www.tcclandbank.org](http://www.tcclandbank.org).

*Twin Cities Community Land Bank is an Affirmative Action, Equal Opportunity Employer and encourages applications from a diverse pool of candidates.*

***December 12, 2011***