UNC SCHOOL OF GOVERNMENT

Development Finance Toolbox

Forging Public-Private Partnerships for Revitalization and Economic Development

December 8-10, 2026

UNC School of Government
Via Zoom Webinar

Pre-work — **Video Introduction, Survey, and Pre-Course Assignment**
Tyler Mulligan, Professor
UNC School of Government

Watch introductory video, fill out survey while watching the introductory video, and complete pre-course assignment prior to attending the course.

Tuesday, December 8

Understanding *Private Sector* Development Finance

10:00 am – 12:15 pm* — **Workshop: Fundamentals of Developer Real Estate Financing**
Tyler Mulligan, Professor
UNC School of Government

- Real estate development concepts
- Lender underwriting and attracting debt
- Return on equity
- Gap financing
- Exercises

* *One break as determined by instructor*

12:15 pm – 1:15 pm — **Break and independent work on case exercise**

1:15 pm – 2:45 pm — **Workshop (cont.): Fundamentals of Developer Real Estate Financing**
Tyler Mulligan, Professor
UNC School of Government

(Tuesday agenda continued next page)

3:00 pm – 4:00 pm **Tax Credit Financing**

Rory Dowling, Principal
1st and Main Development

- Historic Tax Credits
- New Market Tax Credits
- Project examples

Wednesday, December 9

Public Sector: Accessing Federal Grant Programs

10:00 am – 11:45 am* **Federal Grant Identification and Management**

Rebecca Badgett, Teaching Assistant Professor
UNC School of Government

- Types of federal grants
- Grant research and identification
- Pre-application procedures
- Grant administration and controls

** One break as determined by instructor*

State and Local Development Finance Tools

1:00 pm – 4:30 pm **Overview of Public Capital Finance for Community and Economic Development**

Kara Millonzi, Professor
UNC School of Government

- BIDs and Other Districts
- General Obligation Bonds
- Revenue and Special Obligation Bonds
- Installment Financing
- Project Development Financing (TIF)

** Breaks as determined by instructor*

Thursday, December 10

10:00 am – 12:30 pm **Public-Private Partnerships and Local Government Development Finance Tools**

C. Tyler Mulligan, Professor
UNC School of Government

- Local Government P3 Toolbox
- Local Government Development Powers
- Public-Private Partnerships

** One break as determined by instructor*

1:30 pm – 2:30 pm **Negotiating Public-Private Partnerships with Developers**

Rory Dowling, Principal
1st and Main Development

- Local government role in predevelopment
- Using development finance tools to make projects possible
- How analysis supports negotiation of development deal points
- Securing public benefits and keeping developer accountable

2:35 pm – 3:30 pm **Q&A: P3s and Local Government Tools (Topics TBD)**

Tyler Mulligan and Rory Dowling

Adjourn