

APPLIED PROPERTY DEVELOPMENT INSTITUTE

The leading provider of advanced education for
property development professionals.

INFORMATION GUIDE 2022

www.APDIInstitute.com





TABLE OF CONTENTS

3	Welcome to the APDI
4	An applied approach to learning
5	Learning without boundaries
6	The Professional Certificate in Applied Property Development
7	Unit 1 - Site Acquisition and Structures
8	Unit 2 - Property Market Dynamics
9	Unit 3 - Project Investment Analysis
10	Unit 4 - Development Management
11	A course designed for your industry
12	CPD Course Offering
13	APDI Student Testimonial
14	Pathways to Accreditation
15	Contact Us

WELCOME TO THE APPLIED PROPERTY DEVELOPMENT INSTITUTE (APDI)

The leading provider of advanced education for property development professionals.

The APDI helps bridge the gap between structured academic learning and real-world application.

Facilitated by highly experienced industry professionals who share their extensive knowledge and insights, the APDI program curriculum focuses on key topic areas such as site acquisition and structures, property market dynamics, project investment analysis and development management.

Whether you're an established professional looking to enhance your career prospects, or a recent graduate seeking to gain a foothold in the property development industry, or a professional in an allied profession needing to enhance your understanding of property development, the APDI equips you with the skills required to take your career to the next level.

We look forward to supporting you on your journey.

PROGRAM OVERVIEW

The APDI program curriculum focuses on practical case-based development, feasibility analysis and management. From luxury residential developments and high-density CBD apartments to mixed use commercial, retail, industrial and mixed use development sites, you'll have the opportunity to hear about projects that are either recently completed or still under construction. It's this real-world focus that gives you a competitive edge over your industry peers.

The property development industry is fluid, fast-paced and highly competitive. That's why any advantage you can gain in terms of practical understanding under the guidance of industry professionals will help you forge a successful career in this dynamic sector.



AN APPLIED APPROACH TO LEARNING

At the APDI we understand that your next career steps in property development will involve an understanding of how principles of theory relate to application in practice.

The property development industry is a community and whilst it is big enough to employ a substantial section of the national job market, it is also small enough for networks and relationships to make a big difference to your ambitions and career objectives. That's why at the APDI we focus on bringing the industry to you. Through industry associations, corporate partnerships, networking events and the APDI Pathway Online™ providing access to employment opportunities, students are offered access to industry insights not generally available to those forging their career.

Following the path of respected global educators, the APDI focuses on case based learning, widely accepted as providing the most valuable platform for the subsequent dissection, exploration and reflection of the facts surrounding real scenarios. In this way, the candidate both individually and in a group discussion environment, can actively participate in a 360° analysis of the case study fundamentals.



LEARNING WITHOUT BOUNDARIES

A 21st CENTURY CLASSROOM

At the APDI we recognise the changes that are influencing the education industry. It is an ever-evolving space with an increasingly global perspective regarding learning delivery. Candidates are seeking connectivity both domestically and across borders, for the purpose of a globally rounded view of property development practice. To meet this demand for macro education, the APDI is embracing enhanced technologies and methodologies to ensure that, as a candidate, your learning experience is reflective of the world we live in today, in preparation for the future.

Learning at the APDI involves more than just 'tuning in'. That's why we offer a range of learning approaches online to enhance your user experience and ensure you develop the mind set required by employers and connect you with people in property across the country and globally.

Not only will the APDI equip you with the knowledge to get the job done, we also focus on learning how to operate professionally, think critically and make decisions analytically. Our goal is to give you a current skill set, with the tools to face the next property challenges.

E-LEARNING & VIRTUAL CLASSROOMS

Our courses are designed to give you maximum flexibility and choice. We encourage active learning by offering our courses online through our e-learning platform, Canvas by Instructure. Learning is supplemented by tutorials, and industry networking. Our e-learning platform provides:

- **Virtual Recorded Tutorials** – study anywhere, any time and on any device
- **Industry Led Learning** – industry facilitators
- **Cloud-Based Learning** – access your course 24/7

THE PROFESSIONAL CERTIFICATE IN APPLIED PROPERTY DEVELOPMENT CONSISTS OF FOUR SEPARATE UNITS AS FOLLOWS:

PC1 SITE ACQUISITION AND STRUCTURES

- PC1.1 Setting for Success
- PC1.2 Context and Objectives
- PC1.3 The Development Feasibility
- PC1.4 Market Research
- PC1.5 Highest and Best Use
- PC1.6 Market Transactions and Bids
- PC1.7 Site Opportunity Analysis
- PC1.8 Negotiation Techniques
- PC1.9 Legal Structures
- PC1.10 Transaction Structures
- PC1.11 Acquisition Timing and Cost

PC2 PROPERTY MARKET DYNAMICS

- PC2.1 Introduction to the Property Market
- PC2.2 Property Market Cycle
- PC2.3 Demand, Supply and Elasticity
- PC2.4 Market Participants
- PC2.5 Market Structure
- PC2.6 The Role of Government
- PC2.7 Australian Property Trends
- PC2.8 Global Property Trends
- PC2.9 Analysis Techniques
- PC2.10 Property Securitisation
- PC2.11 Spatial Mapping

PC3 PROJECT INVESTMENT ANALYSIS

- PC3.1 Introduction to Development Feasibility
- PC3.2 Designing a Feasibility Study
- PC3.3 Essential Finance Theory
- PC3.4 Fundamental Feasibility Analysis
- PC3.5 Altus Estate Master
- PC3.6 Valuation and Feasibility
- PC3.7 Project Capital Structure
- PC3.8 Finance Procurement
- PC3.9 Finance Security and Documentation
- PC3.10 Legal Risk and Project Finance
- PC3.11 Alternative Project Finance Structures

PC4 DEVELOPMENT MANAGEMENT

- PC4.1 Introduction to Development Management
- PC4.2 Development Implementation Strategy
- PC4.3 Time and Cost Management
- PC4.4 Planning, Approval and the Industry
- PC4.5 Sales, Marketing and Analysis
- PC4.6 Marketing Implementation
- PC4.7 Price Cost Value Attributes
- PC4.8 Sustainability in Development
- PC4.9 Construction (Part 1)
- PC4.10 Construction (Part 2)
- PC4.11 Risk Management

EXAMINATION PROCESS

Each exam consists of multiple choice questions and requires you to demonstrate high proficiency across the key learning areas covered in the module.

In addition to the exam result, you'll also be provided with a summary of your performance in each topic area, regardless of whether you pass or fail the exam.



APDI has set me apart from my colleagues and my company has recognised my commitment to professional development and furthering my skills.

Mike Anderson - Deloitte

HOW LONG DOES EACH UNIT TAKE?

All Units contain 11 modules. Each module is self-paced and gives students full autonomy on the speed they would like to move through the Unit. It could take a student as little as 4 weeks to complete a Unit or they could take the full 12 weeks.

SITE ACQUISITION AND STRUCTURES

Setting for Success

- Objectives of the Developer/Investor/Client
 - The Context – What are you really looking for?
 - Key industry mistakes and conflicting metrics
 - Setting for Success – The art of setting Development/ Investment Objectives
-

Acquisition Methodologies

- What are the industry's main parameters and traps
 - Which acquisition models do Developers prefer
 - Comparable Land Value
 - Static & Reverse Feasibility
 - Discounted Cash Flow
 - How to set up or respond to a Request For Proposal / Request For Information / Bid
 - Which is better On / Off Market acquisitions
 - Making it real – solidifying the acquisition against the odds
-

Research Fundamentals

- Understanding the developer's real drivers to supply and demand analysis
 - Where to source the best information
 - How to interpret research
 - How to best view and respond to the Town Planning framework
 - Optimise your physical site attributes for success
 - Is highest and best use relevant to developers
-

Negotiation Tactics

- Negotiating and selling the dream – The alignment of interests
 - What are the developers using as their tools to convert a negotiation to a sale
 - Importance of initial brief - reverse scoping/briefing
 - Key methods for leveraging, vendor terms and options
-

Ownership Structure & Bid Transaction Keys

- When and how best to structure a transaction
- Should you use Incorporated Entities, Trusts, Development Agreements, Joint Ventures
- When best to use Contract of Sale, Ground Leases, Conditional Contracts and Special Condition Clauses
- Making the transaction real – set for success
- How to make Offers and their various types
- Key Factors in Bids, Offers and Submissions
- Getting to Yes – Examples from successful bids

Understanding the Property Market

Market Segments and Consumer Behaviour

Finance Markets and Delivery Market Drivers

Global Trends and Distribution Channels

Data Gathering, Spatial Analysis and demographics

PROPERTY MARKET DYNAMICS

- Introduction to the Property Market
 - A broad overview of the property market and sub-markets and a definition of market dynamics.
- Property Market Cycle
 - The rise, fall and stability of prices and the factors at play.
- Demand, Supply and Elasticity
 - How the forces of demand and supply interact to determine rent and prices and an analysis of the elasticity of property
- Market Participants
 - Industry concentration, public choice, special interest groups and market failure.

- Market Structure
 - The consequences for property market of transport, technology and demographic changes.
- The Role of Government
 - The effect of government intervention on the health of the property market.

- The Flow of Funds and Alternative Investments
- The Cost of Creation and Production influences on the Property Market

- Australian Property Trends
 - The analysis of historic and current market trends in Australia.
- Global Property Trends
 - The analysis of historic and current market trends across the globe.

- Basic and advanced Analysis techniques
- Spatial Mapping
- Presenting demographic information and predicting market trends
- Recapping of the Course

PROJECT INVESTMENT ANALYSIS

Project Financial Feasibilities

- The Developer's vs Financier's Model and associated requirements
- The key drivers of Feasible Developments
- Understanding the Principles of Feasibilities (Establishment, Analysis and Key Metrics)
- How to Price the Risk and practical Risk Analysis

Understanding and Delivering Industry Best Practice Feasibility Models

- How investors and financiers analyse Developer's Models and how to set up your feasibility for success
- Programs - Their use, when they apply and why. Why is 'time' important?
- Pricing the risk to achieve funding (Debt and Equity)

Fundamentals of Investment Analysis

- What are the industry's Evaluation Methodologies and which are superior
 - Key factors and considerations for the Developer
 - The crafting of Decision Analysis
- Which industry financial metric is preferred - ROE, ROI, IRR, PV, Net Profit, Accumulated Cashflow
- Understand how Developers price risk
 - Foundations of Risk Adjusted Returns
 - Understand Risk Factors and Conversion Opportunity
- The continuous loop paradigm - Inputs vs Outputs
 - Understanding what and how investment parameters drive analysis
 - The Key Metrics lenders will use to analyse your project
- Recommendations
 - Key ways to ensure your project is tracking towards certainty of funding
 - The specific language used by financiers in project finance applications

The Principles of Capital Structuring

- The principles of efficient capital structures
- How to best access Debt Capital Markets and where to go - Banks, Non-Bank institutions and private lenders
- Sourcing Equity and how to structure for project investment
- The Financing Dilemma - Finance and Security
 - Understanding types of debt finance - Mezzanine, Senior, Convertible Notes
 - Key Ratios
 - Understanding Security
 - Real property Mortgages, Guarantees, Charges, Liens & Negative Pledges

Mastering Implementation of the Development Strategy

Fundamentals of the Development Framework

The Clinical Close Out

The Principles of Capital Structuring

DEVELOPMENT MANAGEMENT

- Setting up for Success – The art of setting the Development Implementation Strategy
 - Understanding the keys to Project Scope
 - How to drive Programming / Scheduling
 - Making Budgeting work – The Developer's 80/20 Rule
 - Forecasting / Cost to Complete
 - Optimising Project Phasing, Staging and Scheduling
 - High Performing Teams – Lead from the Front
 - Learn how the Industry Leaders choose their Consultant Teams
 - Key methods for Briefing, Scoping and Contracting the Team
 - See Implementation Risk Factors as Opportunities
 - Revenue-side Risk/Opportunities
 - Cost-side Risk/Opportunities
-
- Market Engagement Preferences
 - Which are the Developers preferred Procurement Frameworks
 - The Industry's Building Contract Typologies
 - Which Contract Method suits the required Risk Framework
 - Understanding the optimum Program and Project Management systems
 - Learning the requirements of Construction Reporting to Banks and Investors
 - Lessons learnt (the continuous loop)
 - How to best leverage of your experience into implementation
 - Costing Fundamentals – The Real Budgets
 - How to drive the Project Metrics including Construction Budgets
 - Important Intangibles
 - Politics, Ethics and Morals
 - Real time Decision Making and Approvals
-
- Contract Administration that delivers Certainty
 - The real difference between Project Administration and Contract Administration
 - Key Provisions within setting the Construction Contract
 - Latent Conditions, Liquidated Damages, Retentions, Defects
 - Risk Identification and Risk Schedule
 - Live Project Documents
 - Why use the Detailed Issues, Communications and Variations Registers
 - Where to apply the Quantity Surveyor – Cost to Complete, Variations, Invoices
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- Understanding the Hump effect and what to do to Close Out the Project
 - Process Mapping the keys of the Construction Close out
 - Living the handover – a Developers guide to every detail
 - Settlement Process – the final hurdle?
 - The Post-Operative Review and what customers want

A COURSE DESIGNED FOR YOUR INDUSTRY

CURRICULUM ADVISORY COMMITTEE (CAC)

Strong governance is the cornerstone of the APDI, which is why we've carefully selected our committee members who hold executive positions across a diverse range of sectors.

The CAC provides broad strategic input to the APDI and key learning requirements in order to maintain the high standards set across the Institute. The APDI's committee members include the following:

ASSOC. PROF. SEAN SANDS

Swinburne University
Director

JON PURCELL

APDI
Board of Directors

STUART VERRIER

Melbourne Airport
Head of Property

ANDREW ERIKSON

King & Wood Mallesons
Partner

ELISSA LOH-BROWN

Make Ventures
Development Manager

CLIVE BOWDEN

Port Phillip Housing
General Manager of
Property and Assets

PROF. PIYUSH TIWARI

University of Melbourne
Assistant Dean

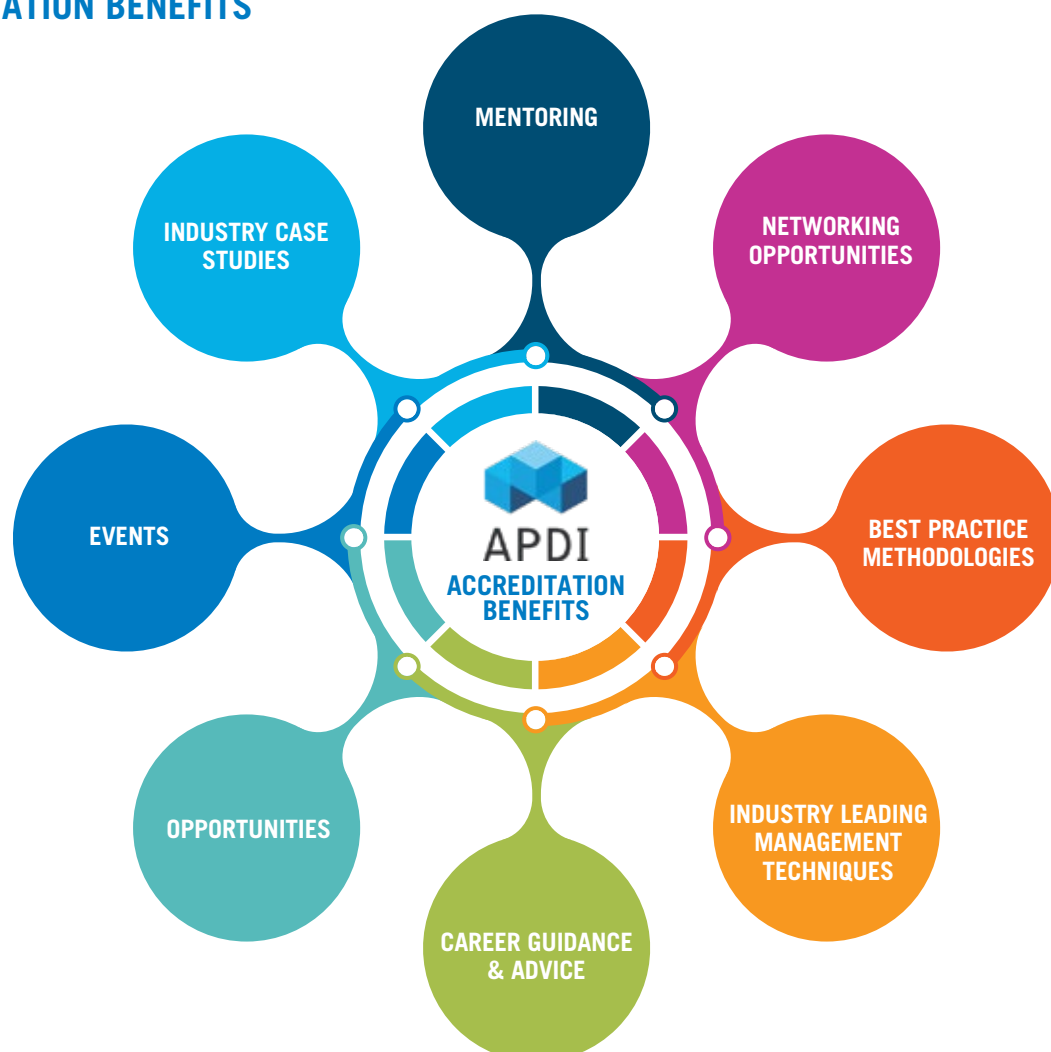
BEN ROBINSON

APDI
Managing Director & Chair

MARK WIST

APDI
Director of Academic Studies

ACCREDITATION BENEFITS



CPD COURSE OFFERING

We are pleased to announce that APDI is fully CPD accredited.

Continuous Professional Development is recognised across Australia and globally as the leading independent accreditation service that provides real world qualifications across a number of disciplines and sectors.

The process of becoming CPD accredited is a rigorous one, but APDI is proud that it was achieved with flying colours! APDI offers certified training programs, workshops, and online short CPD courses to develop you and your businesses skills. An exciting step for APDI which means that:

You can now receive a CPD accredited certificate and points by taking part in our training programs and courses:

- Get ahead of your competitors by investing in recognised staff development;
- Allow your employees to develop their skills with us and learn new ones too;
- Increase employee retention through our effective workshops; and
- Obtain CPD Points that are eligible for a range of Professional Associations.

At APDI we are committed to providing the industry's premier education courses in Property Development. By being CPD accredited, we can accelerate this process and ultimately help you realise your potential and improve the industry we love.



I found the APDI to be a fresh look at the fundamentals required to be competent development professional, both as a consulting architect but also in principle development, which I think is important for any course that promotes itself as being able to be applied.

Elissa Loh-Brown, Development Manager, Make Ventures

APDI Alumni and Student Representative on the Curriculum Advisory Committee

PATHWAYS TO ACCREDITATION

Achieving the full APDI Designation and Accreditation positions you as a well placed industry professional. Not only will you gain recognition for your commitment to professional development, you'll also enjoy opportunities to engage with peers at exclusive networking events.

What's more, accreditation provides additional networking and peer learning opportunities within APDI, as well as access to the very latest industry news and information.

PATHWAYS TO ACCREDITATION

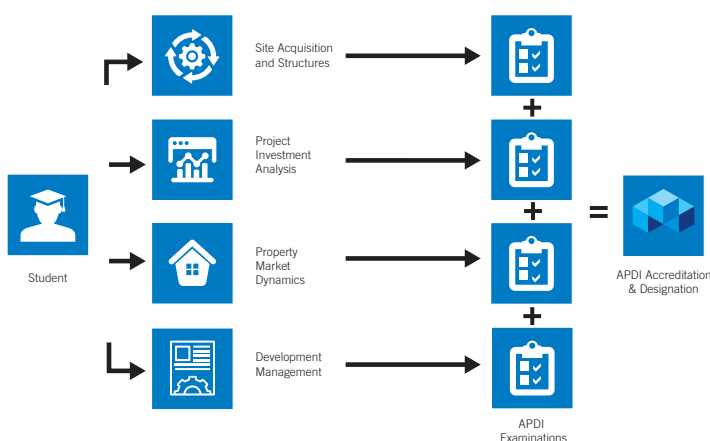
At APDI, we recognise the importance of flexible study options to complement your work and family commitments.

Whether you choose to complete the four modules in any order, undertake independent study, or focus on a single course only, you enjoy ultimate choice and flexibility to suit your needs.

There are three levels of APDI accreditation, including:

1. Associate Accreditation (AAPDI) – enrolled in the program and actively studying.
2. APDI Designation & Accreditation (MAPDI) – successful completion of all four modules, including passing the relevant exams.
3. Fellow of The Institute (FAPDI) – Awarded to those for recognition of a significant contribution to the property development industry and for the advocacy of education.

The diagram at right outlines the APDI pathway to accreditation:





The APDI program provided immediate value by increasing my strategic awareness of the development lifecycle. I was able to translate this applied learning into directly employable skill sets.

Todd Hyland - Project Manager, Frasers Property

READY TO TAKE YOUR PROPERTY DEVELOPMENT CAREER TO THE NEXT LEVEL?

To enrol in the APDI program, simply visit www.APDIInstitute.com/register/enrolment or call 1300 306 856 to speak to one of our friendly course advisors for more information.



