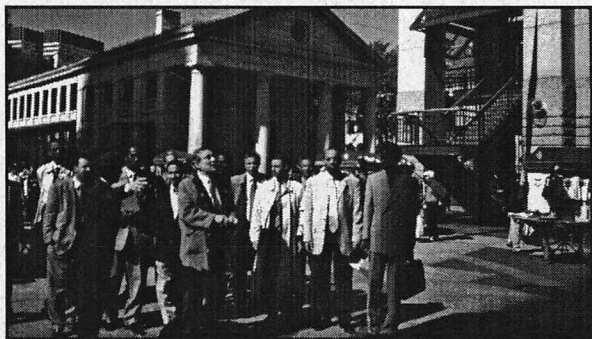
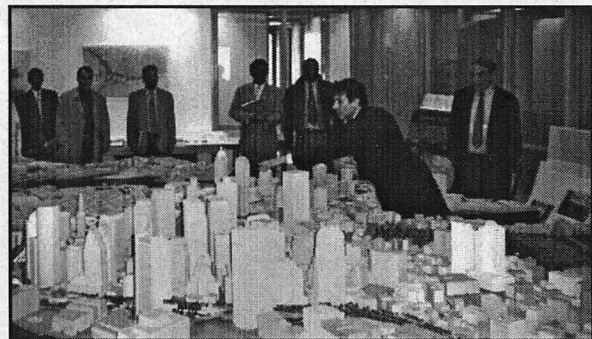


The International Training Program focuses on the complementary roles that can be played by public agencies, NGOs and the private sector. It highlights partnership concepts and mechanisms that integrate public and private resources. It is organized in a modular format structured for interactive learning. The interlinked modules combine topical presentations, case studies, site visits, discussion groups, and the exchange of ideas with counterparts in Boston and New York.



The core team of senior faculty and guest lecturers have extensive field experience in the United States, Europe, and the developing world. Presentations by guest speakers from public agencies, NGOs, and community groups are integrated within the pedagogic framework of each module.



The modules address policy issues, institutional frameworks, strategic planning, financing mechanisms, and state-of-the-art techniques of analysis and evaluation. Drawing on best practices and approaches to innovative experiences, participants take an active role in the program by presenting projects they are involved in, assessing the applicability of concepts and techniques to their own work, and re-examining strategies and implementation plans from different perspectives.

Applications

Enrollment is normally limited to 15 participants. Applicants will be accepted on the basis of professional background and experience. The program is conducted in English and a demonstrated capacity to communicate in English is normally required of all applicants from non-English speaking countries. The wide geographical distribution of participants offers a unique opportunity to share and learn from each other's experiences.

Program Costs

Tuition is \$3,500 per person which covers course materials, study tours (including the visit to New York), and health insurance for the duration of the program. Participants are responsible for the cost of travel, accommodations, and all other expenses. The suggested per diem for food and incidentals is \$46, **exclusive** of lodging and transportation.

Financial Aid

A limited number of partial tuition scholarships may be available and requests for financial aid must be received no later than June 1, 2000. Participants are encouraged to apply for support directly to international and bilateral aid agencies and to contact the regional offices of these agencies to inquire about potential funding.



For further information contact:

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HARVARD GRADUATE SCHOOL OF DESIGN
Center for Urban Development Studies



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Center for Urban Development Studies

INTERNATIONAL EDUCATION PROGRAM

Strategic Planning for Local Development & Urban Revitalization



Responding to the challenges of local development at a time of fast-paced change requires a strategic approach to urban planning and management. The **International Education Program (IEP)** was established to strengthen the decision-making skills of senior professionals in public agencies, NGOs, and private firms actively involved in the development and management of urban programs. Their responsibilities range from policy formulation to project implementation and their concerns cover issues of economic development, land, infrastructure, housing, urban services, and community-based initiatives. Since 1982, over 360 participants from over 47 countries have attended the IEP.

August 28th to September 8th, 2000

IEP 2000

This year's IEP addresses the range of strategies adopted by different public and private organizations active at the local level to promote economic growth and urban revitalization and meet the dual challenge of generating employment opportunities and expanding social services. Professionals involved in urban programs in economies in transition or recovering from severe economic shock face the challenge of designing programs that must address increasing levels of urban poverty, income inequalities and the lack of urban services. Identifying opportunities, alleviating existing constraints, enacting appropriate enabling legal and institutional frameworks, establishing participatory mechanisms that rely on empowerment and the fostering of community-based initiatives are considered integral components of sustainable development. Participants will explore strategies that create a supportive environment for development, including: expanded access to services and economic opportunity for lower income households; improved efficiency in the management of infrastructure and urban services; and enhanced access to financing, technology, and managerial expertise.

Program Structure

The IEP is organized in a modular format structured for interactive learning. The interlinked modules combine topical presentations, case studies, site visits, discussion groups and the exchange of ideas with counterparts in Boston and New York. The core team of senior faculty and guest lecturers have extensive field experience in the United States, Europe, and the developing world. Presentations by guest speakers from public agencies, NGOs, and community groups are integrated within the pedagogic framework of each module. The case studies developed for the program offer participants a unique opportunity to assess international experiences and identify best practices. Participants explore new strategic approaches to the challenges they face through direct interaction with colleagues, faculty and guests. The IEP program consists of three modules:

I. Strategic Planning and Urban Development

Strategic planning provides the framework for decision making and resource allocation in a new economic environment characterized by globalized markets and rapid technological change. It addresses the challenges of urban and regional development within the context of broader economic, social and environmental objectives. The module reviews concepts and methods of strategic planning focusing on opportunity-driven approaches to the management of urban development. It highlights the links between the dynamics of development and the financing of infrastructure and services. Case studies illustrate public and private roles in planning, financing and managing development activities and infrastructure provision at the regional, city-wide and neighborhood levels.

II. Partnerships for Financing Infrastructure and Urban Services

Investment in infrastructure is critical to enable municipalities to tackle problems of local development and improve the urban environment particularly at times of profound institutional change and economic restructuring. Building the capacity of municipalities to strategically plan and manage their infrastructure enables them to set priorities and appraise projects with reference to local objectives and effectively package sources of capital from public and private sources.

There is clearly a mandate to innovate in search of greater efficiency and more equitable financing mechanisms. Increasingly, government is looking to the private sector to inject greater market discipline into service operation and delivery, through direct capital financing, operational expertise, and even the outright ownership of assets. However, environmental and other economic externalities, and an increasing concern over social equity issues, continue to require direct governmental inputs underscoring the political dimensions of urban management. This module examines case studies where municipalities have collaborated with private, non-profit and other public partners to deliver services and enhance the affordability and sustainability of their infrastructure assets as well as increase the multiplier effect of their own investments in these assets. Special attention is given to enhancing effectiveness and sustainability through the participation of residents and local businesses in operation and delivery at the community level.

III. Partnerships for Urban Revitalization and Community-based Development

Concerted public/private collaboration at the national, provincial and local level is needed to revitalize city and town centers and improve environmental conditions in disadvantaged neighborhoods. The module examines the role of public/private partnerships in driving urban development, regenerating functionally obsolete areas and revitalizing marginalized neighborhoods. This module reviews how the rejuvenation of the economic base of distressed cities and town centers, the promotion of new activities and attracting private investment enables disadvantaged groups to participate in this improvement process.

Case studies highlight the changing role of public agencies and NGOs, including community development organizations and neighborhood associations in the promotion of economic activities, the rehabilitation of the built environment, and the provision of affordable housing and community services. Examples of empowerment zones, business improvement districts and other frameworks for structuring partnerships for urban revitalization are reviewed to illustrate the expanding scope of partnership activities involving city, community, and the business sector. Special attention is given to capital investments directed to ensure that local businesses and micro-enterprises have access to the services they need and to new enterprises finding an attractive and supportive environment to start or expand their activities.

Program Synthesis

The last day is devoted to synthesizing the material presented through a strategy evaluation session. Participants will discuss criteria and indicators which measure impacts and performance of action plans. Issues of feasibility and optimization are assessed from the viewpoints of both public and private partners in the development process and broader effects on the community and the city.

Study Tours

A study tour to **New York City** is organized in collaboration with the Regional Plan Association. It is structured to provide opportunities to experience and discuss the effects of urban revitalization strategies and different approaches to managing growth where intensifying pressure is changing the social fabric and affecting local community dynamics.

Program Faculty

François Vigier, *Charles Dyer Norton Professor of Regional Planning*
Mona Serageldin, *Adjunct Professor of Urban Planning*
Jerold Kayden, *Associate Professor of Urban Planning*
John Driscoll, *Lecturer in Urban Planning*
David Jones, *Research Fellow*

Guest Lecturers and Speakers

Richard Henderson, *Associate Director of Port Planning and Development, Massachusetts Port Authority*
Linda Haar, *Director of Planning and Zoning, Boston Redevelopment Authority*
James Kostaras, *Assistant Director for Economic Development, BRA*
Richard Dimino, *Chief Executive Officer, Artery Business Committee*
Margret Thalwitz, *Urban Sector Manager, The World Bank*
Kim Wilson, *Senior Technical Advisor, Catholic Relief Services*
David Knowles, *Executive Director of the Mattapan CDC*
Martin Nee, *Community Builder Fellow, US Department of Housing and Urban Development*
Alfred Van Huyck, *Commissioner, Loudoun County Planning Commission*

New York City

Robert Yaro, *Executive Director, The Regional Plan Association, New York City N.Y.*

Accommodations

Accommodations within walking distance of the school are available at the following rates per night:

Hotels: \$159 - \$295

Bed and Breakfast: \$80 - \$200

**Prices do not include taxes and gratuities.*

"The IEP was an opportunity to meet and benefit from direct interactions with a group of outstanding professionals from the Center for Urban Development Studies who shared with us their most recent thoughts on strategic planning and strategies for promoting growth."

Nina Majer, Local Government Program Manager, USAID, Poland



(Please include
passport size photo
here)

Harvard University Graduate School of Design
Center For Urban Development Studies
INTERNATIONAL EDUCATION PROGRAM APPLICATION

Personal Information

(Please Print or Type)

Mr./Mrs./Ms. Last Name First Name Nationality Birthdate

Home Address Telephone

Employment

Name of Organization Department

Business Address

Telephone Fax email

Present Position

Responsibilities

Education

Field of Study

Institution

Degree and Date

Financial Assistance and Sponsorship Information

A limited number of partial tuition scholarships may be available to applicants. Participants are encouraged to apply for support directly to international and bilateral aid agencies and to contact the regional offices of these agencies to inquire about potential funding.

If you are requesting financial assistance, please specify the amount of your request in each category:

Tuition: _____ Living Costs: _____

If you do not request financial assistance, please specify sponsor:

Agency/Government/Other: _____

Statement of Purpose

In one page, please indicate the factors which led you to decide that the International Education Program would be helpful to your work and/or career objectives.