

**Unit for Housing and Urbanization
Harvard University Graduate School of Design**

**INTERNATIONAL TRAINING PROGRAM
LIST OF MODULES**

Strategic Planning and the Financing of Urban Development

In mature urban communities, strategic planning is typically grounded in ample and reliable data, with development financing emanating from private capital markets. In other situations, neither reliable data nor dependable financial markets can be presumed. However, planning strategies can and must be devised, driven by immediate and urgent concerns and bounded by accessible resources and capabilities. This module reviews strategic planning approaches focusing on consensus building, setting goals, prioritizing objectives, determining data needs, and defining the relationships between economic and physical development strategies. The module also highlights opportunities for increased private sector participation, public/private partnerships, cost recovery and resource mobilization.

Financing Infrastructure and Urban Services in a Decentralized Political and Economic Environment

The development and operation of urban infrastructure is a major component of economic strategy. Urban infrastructure must be efficiently operated and maintained to preserve its effectiveness and to enhance its sustainability. While higher levels of government may offer financial support and exercise varying degrees of control, the core responsibility for financial management of urban services, in a decentralized market economy, will typically rest with local communities. This module explores opportunities for initiating and sustaining efficient and equitable ways to finance infrastructure and urban services. It also evaluates evolving central/local governmental relations and examine how public authorities must coordinate resources to address regional concerns while promoting effective participation by residents and businesses at the community level.

Urban Environmental Improvements Through Community Empowerment

Cities all over the world are faced with the necessity to improve deteriorating environmental conditions in underserved and functionally obsolete areas. Public agencies are finding it increasingly difficult to undertake the task alone. The ability to induce private sector involvement has become key to the success of economic revitalization and the rehabilitation of the built environment. Participatory strategies that rely on empowerment of residents to identify community priorities, plan and undertake interventions and safeguard improvements are key to defining sustainable development strategies. This module highlights the complementary roles and respective contributions of the state, city and the community in reversing environmental

deterioration. Case studies illustrate financial and institutional frameworks that encourage innovative approaches and mechanisms for developing creative partnerships with residents.

Accessing Resources for Community Development

To provide affordable land and housing and effective urban services, communities must access a complex network of financial and technical resources in both the public and private sectors. These include central and local authorities, banks, entrepreneurs and developers, and specialized NGO's acting as intermediaries. This module focuses on strategies used by community development corporations to access these resources in light of: community needs and objectives, organizational capacity to deliver services, and overall resource availability. Participants in the community development process can pool, coordinate and reinforce each other's input within an integrative framework that enables each one to have a constructive role in moving the community forward.

Small Business Development and Employment Generation through Public/Private Partnerships

The small business sector is a major contributor to the economic health, competitiveness, and dynamism of urban centers, through entrepreneurship, innovation, and employment generation. Municipalities maintain an important role in the promotion of small business by helping ensure access to land, infrastructure, and support services through concerted public/private action at the city and community level. Case studies illustrate mechanisms which establish enterprise and incubator zones where the changing needs of small business can be efficiently met and site development strategies and management structures which can ensure the recovery of public investment. This module also explores alternative methods of providing credit to home-based activities and micro-enterprises. Case studies illustrate community-based credit systems for lower-income borrowers and the organization of outreach initiatives aimed at increasing capacity for self-improvement and fostering opportunities for the advancement of women and marginalized groups.

Economic and Financial Assessment of Urban Projects

This module focuses on the methods and techniques of assessing urban projects. Techniques of economic and financial analysis are reviewed, particular emphasis is given to the use and measurement of quantitative indicators and the impact of external factors; cost recovery mechanisms, the effect of inflation, selection of an appropriate discount rate, cash flow and projections of receipts and disbursements. Case studies illustrate key issues in a feasibility analysis including project organization, finance and the roles and contributions of public and private actors. The module highlights the role of monitoring and assessment of ongoing projects and retrospective evaluations in assessing performance as an input to policy formulation.

Project Evaluation Techniques

The planning and programming of urban projects requires the simultaneous manipulation of social, economic and physical variables to arrive at realistic solutions. The use of a computerized model allows participants to relate physical, social and financial parameters and explore ways to meet the needs of a target population. The direct and indirect real costs to the agency are assessed under alternative policy approaches. The interactive approach highlights key decision points and enables participants to quickly trace the repercussions of selected strategies on project feasibility.

Urban Regeneration and Enterprise Zones

Cities all over the world are faced with the necessity to promote economic development, revitalize older districts and upgrade underserved zones. Public agencies are finding it increasingly difficult to undertake the task alone. The ability to induce private sector involvement has become key to the success of these interventions. Case studies illustrate innovative approaches to public/private partnerships focusing on methods of attracting private investment, meeting economic and social objectives, and recovering the cost of public investments in land and infrastructure. This module will present programming and evaluation techniques that permit the assessment of alternative development policies on financing and institutional strategies, and on achieving program objectives.

The Privatization and the Management of Public Housing as Affordable Multifamily Housing

The ability to generate private financing and to work in partnership with the private sector is becoming a key part of the public sector's enabling role. This module evaluates the approaches used by different countries to attract private funds in the production and operation of affordable housing. The examination of successful examples of privatization of public housing highlights key factors underlying the ability to expand home ownership, preserve rental units, safeguard affordability, and sustain socially viable communities. The contribution of public/private partnerships to the rehabilitation of the existing housing stock and the supply of new housing is reviewed. Particular attention is given to policies fostering the role of housing associations and community-based organizations in the production and management of affordable housing. The use of a computerized model allows participants to explore strategies that reconcile social objectives with the financial parameters underlying the delivery of affordable housing.

Financing Affordable Housing

Worldwide public budgetary resources are insufficient to meet the capital requirements needed to house limited income families. Mobilizing private sector finance resources, often in an inflationary economic environment, is therefore an essential ingredient of affordable housing programs. This module examines alternative financial instruments, methods, and criteria for mobilizing private sector funding, and reviews the different viewpoints of the lending institutions, the developers and public agencies sponsoring the program. Drawing on case

studies, the module will analyze the financial packages underlying the delivery of affordable housing by public and private sponsors.

Infrastructure Planning

Local and national authorities are faced with major challenges in planning, financing and implementing urban infrastructure programs during periods of economic adjustment and rapidly changing central/local government relationships. Local authorities are assuming responsibilities for the provision of infrastructure that must support and stimulate economic growth, accommodate new urban growth patterns resulting from economic development and urban population growth and meet the basic infrastructure needs of large numbers of urban dwellers during a difficult restructuring period. This module explores ways that the provision of infrastructure can be used to promote the productivity of urban dwellers by providing employment opportunities, infrastructure and services. Particular attention is paid to selection of appropriate infrastructure standards, encouraging linkages between the informal and formal sectors, as well as strategies for collaboration among multi-sectoral authorities, NGOs and community groups in the preparation and implementation of urban service programs.

Urban Transportation Planning

Urban growth in principal cities and economic and institutional restructuring is challenging the abilities of local authorities and the private sector to provide and maintain transportation networks, facilities and services. This module investigates the financial and functional efficiencies of alternative modes of transport that rely on public/private sector collaboration and the ability of transportation strategies to respond to new settlement patterns and become instruments of urban development policies. Case studies drawing on international and Boston-based examples highlight transportation as a vector of development and the links between regional transportation objectives and local urban development strategies including public and private joint development projects. Case studies also illustrate private investment in transportation including roads, fixed rail and municipal bus service.

The Use of Computerized Information Systems for Environmental Management and Geographic Information Systems

Urban development, whether formal or informal, is known to cause substantial adverse environmental effects, ranging from land erosion and the deterioration of ambient air quality to the pollution of water sources. Through a series of computer exercises, methods are presented to assess environmental impacts and the use of microcomputer based geographic information systems to mitigate negative impacts. A supplemental module has been developed for the International Training Program to illustrate how the creation and maintenance of both statistical and geographic management can be used for property taxation, the delivery of public services and land planning. Exercises are demonstrated on PALMS™, a geographic information system developed by the school's Unit for Housing and Urbanization for inexpensive PC platforms.

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