



HARVARD GRADUATE SCHOOL OF DESIGN
Center for Urban Development Studies

INTERNATIONAL EDUCATION PROGRAM

Strategic Planning for Local Development & Urban Revitalization

January 14th to January 25th 2002

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) at the Harvard University Graduate School of Design 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.

Since 1982, over 380 participants from over 52 countries have attended the IEP. 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. Participants are decision-makers and senior professionals: 50% come from regional and municipal agencies, 35% from international and national agencies, and 15% from private organizations and universities.

The program focuses on the complementary roles that can be played by public agencies, NGOs and the private sector. The IEP highlights partnership concepts and mechanisms that integrate public and private resources. Interlinked modules address policy issues, institutional frameworks, strategic planning, financing mechanisms, and state-of-the-art techniques of analysis and evaluation—all of which draw upon direct field experience, best practices and innovative projects. The 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. The core team of senior faculty and guest lecturers has 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.

IEP 2002

IEP 2002 addresses the range of strategies adopted by 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. 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 inter-linked modules combine topical presentations, case studies, site visits, discussion groups and the exchange of ideas with counterparts in Boston and regional

cities. The case studies developed for the program offer participants a unique opportunity to assess international experiences and identify best practices. Within the four modules, participants will consider integral components of sustainable development including: identifying opportunities, alleviating existing constraints, enacting appropriate enabling legal and institutional frameworks, establishing participatory mechanisms that rely on empowerment and the fostering community-based initiatives. Participants will have the opportunity to explore new strategic approaches to the challenges they face through direct interaction with colleagues, faculty and guests. Participant presentations and panel discussions will be organized around the themes of the four IEP 2002 modules.

I. Strategic Planning and Local 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 management of land and infrastructure in the context of decentralization. Case studies illustrate public and private roles in planning, financing and managing development activities.

II. Partnerships for 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. Community-Based Initiatives for Urban Revitalization and 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.

IV. Microfinance for Infrastructure and Housing

Microcredit, as a development tool, has experienced tremendous growth in response to the overwhelming demand by lower-income urban residents for financing instruments that are adapted to their needs and priorities. The module examines the way in which microfinance has managed to respond to the self-improvement strategies of the poorest, with a particular emphasis on the role of microcredit in enabling the poor to access land, infrastructure services, and adequate shelter.

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. The module examines new microfinance products and the role of partnerships between public agencies, NGOs and microfinance finance institutions in becoming full partners in local development.

V. 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

Study tours to regional cities will be organized in collaboration with the local government planning departments and community development agencies. They will be 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, Boston Redevelopment Authority*

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 Elmwood Neighborhood Housing Services*

Martin Nee, *Community Builder Fellow, US Department of Housing and Urban Development*

Alfred Van Huyck, *Commissioner, Loudoun County Planning Commission*

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

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.

Accommodations

Accommodations within walking distance of the school are available at the following rates per night: Hotels: \$89 for shared rooms, \$192 - \$295 for single. Bed and Breakfast: \$90 - \$200. The U.S. Government per diem rates for Cambridge and Boston are \$192 for Lodging and \$46 for incidentals. **Please note that prices do not include taxes and gratuities.**

Program Costs

Tuition is \$3,500 per person, which covers course materials, study tours, and emergency care health insurance for the duration of the program. Participants are responsible for the cost of travel, accommodations, and all other expenses.

Financial Aid

A limited number of partial tuition scholarships may be available and requests for financial aid must be received no later than **December 17, 2001**. 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.

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