



**CENTER FOR URBAN REDEVELOPMENT EXCELLENCE
UNIVERSITY OF PENNSYLVANIA**

**Rockefeller Foundation Redevelopment Fellowship
Training Courses and Preliminary Scheduling Information**

The Center for Urban Redevelopment Excellence will be organizing specialized training courses in urban redevelopment, to be delivered in New Orleans during the second half of 2007. The courses were created to provide a well-rounded foundation for the Center's national fellows, who complete all of the courses in an intensive 2-month period prior to taking up their fellowship jobs as project managers with large-scale urban redevelopment organizations.

The courses have a similar level of difficulty to graduate school courses, but offer more specialized content. The University of Pennsylvania's Department of City and Regional Planning now offers a new Certificate in Urban Redevelopment for the successful completion of all 10 courses at the University of Pennsylvania.

Preliminary scheduling for New Orleans training courses

The Center will schedule training courses to start after all fellows have been named. The courses will run during the second half of calendar year 2007 and the first quarter of calendar year 2008. Training courses will generally be scheduled for Thursday evenings, Fridays and Saturdays, with a few additional week-day classes being required. They will be given in New Orleans. Academic credit and the Certificate in Urban Redevelopment may also be available for the training courses offered in New Orleans, pending approval from Penn's Department of City and Regional Planning. Fellows will be required to take all of the training courses, while other New Orleans redevelopment professionals may pick and choose courses.

Guest speakers, training modules and other programming on topics specific to New Orleans redevelopment issues, procedures and resources will be integrated into the training courses. Orientation activities for fellows and mentors will also be organized during the period of time that training courses are offered.

Participation available to fellows and other professionals

Courses will be open to fellows, other staff of fellowship employers, and additional redevelopment professionals. Pre-registration will be required. As liaisons to the program, the mentors assigned by fellowship employers will be responsible for pre-registering non-fellow staff from their organizations.

Brief course descriptions

More detailed course descriptions and lecturer biographical information are available upon request.

Urban Redevelopment Process. This course provides an overview of the real estate development process, using cases that focus on public/private partnerships in urban contexts and working with anchor institutions. Students also gain exposure to the approaches and insights of senior practitioners working in different markets and approval processes across the United States.

1. Course introduction
2. Recognizing & assessing opportunities
3. Site assembly & land control
4. Selecting & managing the development team
5. Designing the project & managing construction
6. Development approval process
7. Marketing & management
8. Discussion of final assignment

Collaborative Nature of Urban Redevelopment. Over the last few decades, the complexities of urban redevelopment have increased significantly. Students learn to identify the key stakeholders involved in the redevelopment process and assess stakeholder motivations, capacities, roles and resources.

1. Course introduction; redevelopment roles and responsibilities
2. Community based organizations
3. Local government in the redevelopment process
4. Civic & philanthropic organizations
5. Anchor institutions
6. Local school districts: the missing partner
7. How are redevelopment projects started?
8. Discussion of final assignment

Financing Affordable & Mixed Income Rental Property I. In areas with long-term disinvestment, affordable and mixed income rental housing projects typically require a complicated mix of public loans or grants, private loans and equity investments, and other sources. This course offers students a detailed view of some of the most common financing sources and mechanisms, and a working understanding derived from building development budgets and pro forma financial projections.

1. Course introduction/basic pro forma
2. Where the funding is and how to get it
3. Subsidy overview
4. Determining final feasibility
5. Low income housing tax credits
6. Financial packaging
7. Discussion of final assignment and course conclusion

Financing Affordable & Mixed Income Rental Property II. Building on material covered in the prior course, this course addresses more specialized financing mechanisms and their operation in the context of affordable and mixed income housing development. Must be taken after completion of Financing Affordable & Mixed Income Rental Property I.

1. Course introduction/affordable housing finance overview
2. Basics of tax-exempt bonds
3. Private activity bonds/4% tax credit focus session
4. Historic tax credits
5. Lender and equity investor perspectives
6. Discussion of final assignment and course conclusion

Financing Neighborhood Assets. This course explores funding mechanisms and sources available for retail, commercial and mixed use development as well as schools and other community facilities. Students learn to structure project financings using these tools as well as conventional debt and equity.

1. Course introduction/financing commercial and retail property
2. Typical sources of gap finance
3. Financing charter schools and community facilities
4. Financing on steroids (credit enhancement, PRIs, the role of CDFIs, and other mechanisms)
5. New Markets Tax Credits
6. Financing mixed-use property/discussion of final assignment

Home Ownership Development & Finance. This course provides an overview of common mechanisms and financial structures for creating affordable and mixed income home ownership opportunities. Students also learn about the issues and challenges associated with this type of development.

1. Course introduction/consumer considerations, home buyer requirements and supports
2. Site selection, markets and absorption
3. Forms of ownership including single family and common forms
4. New construction and rehabilitation
5. Financing home ownership
6. Development and finance of affordable and mixed income home ownership

Assessing Neighborhood Markets. The vision for the future of a neighborhood must go beyond problem-solving in current conditions, and look at what might be possible if latent market forces could be ignited. Students learn about conventional and new methods for assessing existing conditions in distressed urban neighborhoods.

1. Course introduction; strong and weak market cities
2. Market analysis & appraisal methods
3. Discussion of first assignment
4. Innovative methods and indicators for assessing trends
5. Discussion of second assignment
6. Identifying & quantifying new markets
7. Discussion of final assignment

Neighborhood Planning & Urban Design. This course is geared for developers who will be managing large scale projects in sensitive urban communities, and who need to understand the fundamental principals of sustainable, healthy neighborhood planning and design. It will assist them in working with design professionals and community stakeholders to produce feasible, sustainable, durable and attractive projects.

1. Course introduction/what is neighborhood planning?
2. Good urban design principles
3. Public and private sector parameters for community planning
4. Techniques and skills in community planning
5. In-class exercises I
6. In-class exercises II and final discussion

Building Human and Social Capital in Urban Redevelopment. Students gain a systematic understanding of how social services and other non-physical elements of healthy neighborhoods may be delivered in a coordinated way with physical redevelopment. Methodologies for assessing household needs, and organizing resources or realigning systems to address them, are discussed.

1. Course introduction; in-class exercise
2. Importance of human & social capital in urban redevelopment
3. Problem identification & assessment
4. Race & urban redevelopment
5. Systems in human and social capital building
6. Understanding the context for solutions
7. Problem-solving for solutions

8. Leadership for human capital building

Entrepreneurship in Urban Redevelopment. This course introduces students to leading redevelopment entrepreneurs – private, nonprofit, and government. Case studies will be presented and discussion emphasizes how leadership was exercised to accomplish the goal of a successful redevelopment project.

1. Course introduction; industry structure & geography
2. What is entrepreneurship in urban redevelopment
3. Government as entrepreneur
4. Privatizing public functions/innovations in government
5. Community based organizations
6. Selling the development vision
7. Building for-profit and non-profit businesses in urban redevelopment
8. Negotiations exercise and final discussion