



CENTER FOR URBAN REDEVELOPMENT EXCELLENCE COURSES AT THE UNIVERSITY OF PENNSYLVANIA

The Center for Urban Redevelopment Excellence at the University of Pennsylvania brings new leaders into the field of urban redevelopment, through a combination of work experience and cross-disciplinary training. For the first time, the initial training that the Center organizes for its fellows will carry University of Pennsylvania course credit. Brief descriptions are attached for each of the courses listed below.

- **CPLN 511: The Urban Redevelopment Process**
 - Paul Sehnert, Director of Real Estate Development, Facilities and Real Estate Services Division, Upenn
 - Thursday evenings, 6:00-9:00pm, January 12-March 2 (8 weeks)

- **CPLN 512: Financing Affordable and Mixed Income Rental Property**
 - Mary Reilly, Principal, Brophy & Reilly LLC.
 - Fridays, 9:00am-12:00pm and 1:30-4:30pm, January 13-February 3 (4 weeks) plus 2 additional sessions on Saturday, February 11

- **CPLN 513: Financing Neighborhood Assets**
 - Donald R. Hinkle-Brown, President, Lending & Community Investments, The Reinvestment Fund.
 - Fridays, 9:00am-12:00pm and 1:30-4:30pm, February 10-March 3 (4 weeks)

- **CPLN 514: Assessing Neighborhood Markets**
 - Paul C. Brophy, Principal, Brophy & Reilly LLC
 - Mondays, 6:00-9:00pm, January 9-February 27 (8 weeks)

- **CPLN 515: Building Human and Social Capital in Urban Redevelopment**
 - Sandra Moore, President, Urban Strategies
 - Tuesdays 6:00-9:00pm and Wednesdays 9:00am-12:00pm, January 10-February 1 (4 weeks)

- **CPLN 516: The Collaborative Nature of Urban Redevelopment: Assessing a Community's Strength**
 - Mindy Turbov, President, Turbov Associates
 - Thursdays, 9:00am-12:00pm, January 12-March 2 (8 weeks)

- **CPLN 517: Entrepreneurship in Urban Redevelopment**
 - Mindy Turbov, President, Turbov Associates
 - Wednesdays, 6:00-9:00pm, January 11-March 1 (8 weeks)

- **CPLN 518: Professional Project**
 - Valerie Piper, Executive Director, Center for Urban Redevelopment Excellence
 - Individual schedules to be developed.

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CPLN 511: The Urban Redevelopment Process. Great urban redevelopment practitioners may have experience in one or more of the many technical disciplines that must be coordinated in real estate development, but they may not be experts in all of those disciplines. Their special skill is the ability to manage teams of specialists effectively and respond to the demands of multiple stakeholders while keeping the project on track and financially feasible. This course provides a map of the real estate development process, and a basis for business judgment in managing development projects.

TO REQUEST DETAILED COURSE DESCRIPTIONS:
curepenn@design.upenn.edu

FURTHER INFORMATION AND LISTSERV:
(215) 898-4653 -- www.upenn.edu/curexpenn

CPLN 512: Financing Affordable and Mixed Income Rental Property. 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. Some private investments require financial returns from tax credits as well as project revenues, adding to the complexity of transaction structures. This course provides students with a detailed view of financing sources and mechanisms, and a working understanding derived from building development budgets and pro forma financial projections.

CPLN 513: Financing Neighborhood Assets. While affordable and mixed income housing often forms the core of larger-scale revitalization efforts, a mix of uses is needed for neighborhoods to thrive. Establishing a residential base with a mix of incomes can create markets for retail, business and other services. Conversely, access to services, facilities and vibrant retail and commercial areas enhances the marketability of any area. This course explores funding mechanisms and sources available for home ownership, retail, commercial and mixed use development as well as schools and other community facilities. Students will be able to create basic financial models for home ownership, commercial, and community facilities, and will use the insights gained by working with the numbers to suggest potential mixes of uses.

CPLN 514: 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 will learn about conventional and new methods for assessing existing conditions in distressed urban neighborhoods. They will also learn about innovative techniques for identifying markets that could be attracted if the right product were available and certain barriers — real or perceived -- were removed.

CPLN 515: Building Human and Social Capital in Urban Redevelopment. As conditions and markets are improved in distressed urban neighborhoods, existing residents may not be able to participate in the opportunities created by revitalization. Students will learn about existing conditions in distressed areas and the institutional, market and social issues that contribute to them. Methodologies for assessing household needs and organizing resources or realigning systems to address them will be discussed. Students will 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, and exposure to rigorous approaches and best practices for making lasting quality of life improvements in distressed communities.

CPLN 516: The Collaborative Nature of Urban Redevelopment: Assessing a Community's Strength. Over the last few decades, the complexities of urban redevelopment have increased significantly. Across the country, innovative collaborations among government, private developers, community based organizations and other civic institutions are being formed to tackle issues of urban decline and distress. Each partner in these collaborations brings expertise and resources to the project that can ultimately enhance the development. The urban redeveloper must plan, execute and manage a financially viable development that meets the needs of competing interests. Students will learn to identify the key stakeholders, and assess their motivations, capacities, roles and resources.

CPLN 517: Entrepreneurship in Urban Redevelopment. Redevelopment is the process of bringing together multiple disparate interests to solve difficult urban problems. Developers must adeptly move through variety of disciplines including finance, design, construction, community organizing and building, and law. In addition to these skills, redevelopers must also employ intangible skills of entrepreneurship and leadership to align the interests of diverse stakeholders behind a development process. Leading redevelopers working in the private, nonprofit and public sectors will address how formal and informal partnerships developed in some of their most challenging projects. Students will emerge from the course with a broader understanding of how interests have been aligned in major redevelopment projects for positive and sustainable results.

CPLN 518. Professional Project. The professional project offers students the opportunity to explore an issue or methodology needed in the field of urban redevelopment, working with a practicing client and presenting work of comparable quality to a professional work product. The form of the work product will be in part dictated by the client's needs, but it will include a written product in the form of a report, memorandum, or article of publishable quality. Fellows' clients will be their host organization.