COURSE OUTLINE

This course examines how the public and non-profit sectors can implement urban redevelopment projects in an era of reduced funding from taxpayers. Public/private partnerships are now being used in urban redevelopment, transportation, retail revitalization, housing, historic preservation and development of new communities. There are proposals to expand these efforts into other fields as the capital and operating budgets of the public sector decrease, but this course will focus on urban real estate development and infrastructure.

It takes managerial skills, political dexterity and financially sound proposals to attract private capital. The course will cover the financial, political, design and management aspects of running an implementation agency and consider the theory and practice of running a Request for Proposals (RFP). Case Studies may include: New York's Battery Park City and Times Square, the London Docklands, Berlin’s Sony Center, Montreal’s Benny Farm and Toronto’s Harbourfront. Case materials will be drawn from leading management, design and public policy schools and the instructor's current research.

MODE OF INSTRUCTION

Directed reading and 6-8 meetings. The analytic power of “back of the envelope” calculations will be stressed, but knowledge of finance or real estate development will be useful. Evaluation will be based upon a paper (25%) and five literature reviews (50%). Students will prepare a case study of a Canadian public-private partnership (5-6 pages, single spaced). The group project (25%) will be to prepare a request for private sector proposals (RFP) for development in a site in Ottawa. Three literature reviews will be short case analyses (4 pages max) before the seminar discussion; one will examine the literature relating to the group project, another will review a selection of RFPs and one will review case studies of Infrastructure P3s.

COURSE MATERIALS

A course reader and CD of the required readings will be available.

Textbooks:

ELIGIBLE STUDENTS

Graduate students in SURP, or Public Policy.
SURP-844 must be previously completed or taken concurrently.
The course is normally offered in alternative years but it will also be offered in 2014.

First meeting: Monday, January 7, 2:30 – 5:20 pm
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<th>SESSION</th>
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<td><strong>THE COURSE OUTLINE AT A GLANCE</strong></td>
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<tr>
<td>1</td>
<td>JANUARY 7</td>
<td>Lecture: Introduction to Public/Private Partnerships</td>
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<td>Lecture: Financing Public/Private Partnerships</td>
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<td>JANUARY 14</td>
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<td>JANUARY 21</td>
<td>Case: Parcel 1B (Boston surplus transit lands) (Case Analysis)</td>
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<td>Lecture: Requests for Proposals for Private Investment</td>
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<td>FEBRUARY 4</td>
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<td>Case Study Assignment proposal due</td>
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<td>FEBRUARY 11</td>
<td>Lecture: Planning &amp; Design Guidelines</td>
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<td>Literature Review 1 due</td>
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<td><strong>READING WEEK</strong></td>
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<td>7</td>
<td>FEBRUARY 25</td>
<td>Case: Sony Center, Berlin (Case Analysis)</td>
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<td>Lecture: Politics &amp; P3s</td>
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<td>RFP Strategy Memo due</td>
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<td>9</td>
<td>MARCH 11</td>
<td>Case: Times Square, New York (Case Analysis)</td>
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<td>Lecture: Responding to a RFP</td>
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<td>MARCH 18</td>
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<td>11</td>
<td>MARCH 25</td>
<td>Case: Calgary Bridges or Vancouver Woodwards TBA</td>
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<td>Workshop: Preparing an RFP</td>
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<td>12</td>
<td>April 1</td>
<td>No class</td>
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<td>Literature Review 2 due - April 5</td>
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GROUP ASSIGNMENT

Proposal Call for the Blair TOD

Assume that the Ottawa Development Corporation has retained your consulting firm to advise them on the first phase of disposition of surplus lands after completion of the Blair Station TOD. Your firm is one of the firms that has been asked to advise ODC to prepare a draft Request for Proposals (RFP) for private investment.

ODC has made available its TOD vision plan and 50-year plan recently prepared by SURP Associates. The City has also made available the library of data for the site, including market data.

You may assume that the City of Ottawa has indicated that it will support a “fast tracked” amendment to the planning regulations to permit development of the scale and nature proposed in SURP’s plan.

Format:

Teams should will submit a two (2) page memo to the ODC’s senior management explaining the financial and development strategy that the RFP will implement. The draft proposal call should include a two (2) page executive summary and no more than 20 additional pages (including exhibits). Urban design guidelines will be included in an appendix of no more than eight (8) pages. Supporting information may be included as additional appendices, but the total length of the document may not exceed fifty 8½ X 11 pages.

Submission Requirements:

- 1 bound copies of the draft RFP for the evaluator.
- 1 stapled photocopy for feedback.
- Copies of the executive summary for the entire class (double-sided).
- Copies of the strategy memo for the entire class (doubled-sided).
- It is recommended that additional bound copies be produced for team members’ portfolios.
Submission Deadlines:

The two (2) page strategy memo is due noon March 7\textsuperscript{th}. All other deliverables are due 4:00 p.m. Monday, April 15, 2013 at the SURP office.

Late submissions will be penalized 1\% per day.

Evaluation:

Assignment #1 will comprise 25\% of the final grade, assigned as a group. Evaluation criteria:

1. Research and Level of Effort (5\%)
2. Strategy Memo (5\%)
   - Development strategy for the site.
   - RFP strategy.
3. RFP Document: (10\%)
   - Context
   - Proposal evaluation criteria and process.
   - Urban design guidelines.
3. Presentation: (5\%)
   - Organization
   - Text
   - Graphics
   - Data
   - References
Case Study Assignment

Deadline: Friday, April 19th, 2013
Length: 5-6 pages, single-spaced

Topic:
Case study of a public/private partnership, preferably a Canadian infrastructure or urban redevelopment project. (See the Forum P3 Case Study / Forum RFP collection for potential cases) All cases must include discussion of the finances, public policy rationale, private sector initiatives and “lessons learned”.
Exclusions: Case studies already done by the ULI or in the Stainback textbook.

Format:
Illustrated case study in format similar to the ULI Case Study or Project Reference File format
For an illustration of the content, please see:
http://casestudies.uli.org

Specific requirements for this assignment:
• 8 ½ x 11 paper, vertical (portrait) format
• 1 inch margins all around
• Text 10 point minimum,
• 2 columns, 0.2” column separation
• No page numbers
• List of sources & contacts, rather than footnotes.

Submission Requirements:
• 1 best-quality copy for instructor, can include colour (Keep another for your portfolio), stapled

Interim Deadlines: 1 paragraph on the idea due 4:00pm, Friday, February 8th, or earlier.

Evaluation:
25 % of the final grade. Late submissions will be penalized 1% per day.
Evaluation criteria:
• Research and Level of Effort (5%)
• Case Description & Analysis: (15%)
• Presentation: (5%)
COURSE READING LIST

* Articles marked with an * are in the Course Reader
# Articles marked with an # are on the Course CD

**Week 1 & 2** Introduction to Public / Private Partnerships ; Financing

DG Presentations: Course Intro, Financing PPPs

**Required Readings:**


**Other References:**


# Sagalyn, L.B. 1990. "Explaining the Improbable: Local Redevelopment in the Wake of Federal


**Other References: (rec only for real estate finance)**


**Other Finance References:**


**Week 3** Requests for Proposals for Private Investment

**Case:**


**Case Discussion Questions:**

At the beginning of the class, all students will hand in two pages (12 pt, single spaced, 1 inch margins) with answers to the following questions:

1. Which developer should Mr. O’Donnell vote to designate?
2. What are the strongest arguments for and against the decision?

You are permitted (and encouraged) to discuss the case with other students, but the recommendations you hand in should be your own.

Be prepared to discuss the other questions at the end of the case in the seminar.

**Required Readings:**


**Other References:**


**Week 4** Planning and Design Issues in Public / Private Partnerships

**Required Readings:**


Other Planning References:


Weeks 5 Politics and Public / Private Partnerships

Required Readings:


Other References:


Week 6

Review Again:


Literature review #1:

By 4 pm Friday, February 11, all students will hand in five pages (12 pt, single spaced, 1 inch margins) with answers to the following questions:

1. Based on the experience of Battery Park City and other cases in the readings, what were best practices for the politics, planning and finance in the implementation of public-private partnerships for urban redevelopment in the 1990s?

2. How have these best practices changed in the past decade?

Concentrate on the broader strategic issues, since a second literature review at the end of term will address the details of the RFP process. Reference your paper to the literature; the bibliography does
Week 7 Urban Planning and Public / Private Partnerships

Case:


Case Discussion Questions:

Your assignment is to evaluate the TSP plan as it evolved from the discussions when TSP entered the scene in 1994. Assume you are the managing director of the Sony Center and Potsdamer Platz project. TSP's president and chief executive officer Jerry I. Speyer has asked you to prepare a concise two-page summary of the design-and-development changes incorporated into the present plan for the project in order to identify the key implications of these changes in terms of marketability and financial risk and return.

Specific questions on p. 25 of the case.

You are permitted (and encouraged) to discuss the case with other students, but the recommendations you hand in should be your own.

Be prepared to discuss the questions in the case during the seminar.

Other Case Reference:

Architectural Record article on CD-ROM

Design Guidelines Lecture:

Required Readings:


Other Urban Design References:


**Week 8 & 9** Negotiating the Deal

**Case:**


**Case Discussion Questions:**

Hand in a four page memo at the beginning of class.

1. Who are the stakeholders in the Disney / Times Square negotiation and what are their interests? Prepare a Stakeholder Analysis using the chart proposed by Christiansen (1993).

2. What kinds of resources and power do state and local development agencies bring to the bargaining table in cases like Times Square? In seeking to entice developers, how should the government cap the various incentives it might be asked to provide?

3. Put yourself in Disney's shoes. How should you negotiate with the agency?

4. Put yourself in the position of the 42nd Street Redevelopment agency. Can you negotiate with Disney?

**Required Reading:**


**Other References:**


**Weeks 8 & 9** Implementation Agencies

**Recommended Reading:**


**Other References:**


**Week 10 - 11** Case & Lecture: Responding to a Proposal Call.

*Gordon, DLA 2005 "Vancouver Woodwards RFP Case Study Information" 2 pp. Review the information on the project web site
http://vancouver.ca/corpsvcs/realestate/woodwards/
http://vancouver.ca/corpsvcs/realestate/woodwards/proposal.htm
Did Vancouver select the correct proposal? Why or Why not?

What was the strategy of Westbank Projects/Peterson Investment Group in responding to the RFP?

**Required Readings:**


**Other References:**


**Week 12** Public Policy Concerns / Course Wrap Up

**Required Reading:**


**Literature review #2:**

By 4 pm Friday, April 5, all students will hand in five pages (12 pt, single spaced, 1 inch margins) with answers to the following questions:
1. What were best practices for Requests for Proposals for urban redevelopment in the 1990s?

2. How have these best practices changed in the past decade?

Reference your paper to the literature; the bibliography does not count in the page limit.

Other References:


*American Planning Association Journal*


Case Studies:


