New Leaders for Territorial Development

EDUCATIONAL PROGRAM

RANEPA

**MPA IIPAM

MARCH ARCHITECTURAL SCHOOL

British Higher School of Art & Design

РАНХиГС
NLTD IS A NEW LEADERSHIP INITIATIVE THAT SPANS SEVERAL AREAS OF STUDY: SOCIOLOGY AND PUBLIC POLICY, MUNICIPAL ADMINISTRATION AND CITY ECONOMICS, URBAN AND REGIONAL PLANNING, REAL ESTATE DEVELOPMENT AND CREATIVE ARTS. This new education combines systematic project-based approach and the agility of creative vision in developing schemes of urban and regional scale. This initiative does not impose solutions, but instead PAVES THE WAY FOR COORDINATED DECISIONS on the regional, city and local community levels.
WHEN PEOPLE OF THE LAND TAKE RESPONSIBILITY FOR THEIR TERRITORIAL ACTIONS THEY BECOME WHOLE WITH THE ENVIRONMENT THEY CREATE AND INHABIT.
New Leaders are people capable of taking the responsibility for the change under the conditions of uncertainty and long fruition horizon; people who shape their vision together in a cross-disciplinary team and lead the way of the territorial transformation locally, and globally.

NLTD was designed in 2013 in the Centre for Territorial Initiatives “Archpolis” in collaboration with the Moscow School of Architecture (March school) and the Russian Presidential Academy of National Economy and Public Administration (RANEPA).

This program is based on the idea that all students are directly involved in territorial projects provided by the landowners and city administrations.

Alex Stolyarik
NLTD’S APPROACH


LOCAL AGENDA AND THE PROGRAM PROBLEMATICS

THE LACK OF JOBS OUTSIDE MOSCOW CITY AND ST. PETERSBURG; DAY TIME MIGRATION TO DIMINISHING CENTERS OF EMPLOYMENT IN THE REGIONS.

THE LACK OF UNDERSTANDING ON THE NEW GROWTH-FORMING CENTRES AND THE ABSENCE OF THE INTEGRATED STRATEGY FOR ZONING.

THE ABSENCE OF COMPETENT MUNICIPAL MANAGEMENT AND INSUFFICIENT LOCAL BUDGETS.

THE ISSUES RELATED TO POLITICAL AND ECONOMIC APATHY AMONG THE POPULATION.
LOCALIZATION AND INDENTITY

By devising an integrated development strategy on a local level by clustering centers of growth, private initiatives and small businesses cooperate and develop coherently as networks. As a result of their collaboration, space and economy are transformed.

As part of the socio-economic modeling, students learn to take consideration of the future operating cost for the municipality and not just the immediate development preferences. The efficiency of the decision-making is achieved through a balance between city budget expenditures that pay for the maintenance and the revenue of the city from taxes on real estate properties and businesses of the development proposal.
The education program is built around project investigation of the underdeveloped parcels provided by landowners who are partners within the program.

LAYERS OF THE PROJECT

TEAMWORK IS THE MAIN PRINCIPLE OF NLTD. Project teams are working with different layers of the selected site as part of territorial development workshops. Students are guided through all stages of the project development: FROM ANALYSIS TO IMPLEMENTATION STEPS OF THE PROPOSED INITIATIVES.

THE ADVISING TEAM:
Experts in urban planning, representatives of federal and municipal authorities, private investors and financial institutes, experts from the Moscow School of Architecture and RANEPA, as well as local activists, are all taking part in discussing, evaluating and further contributing to implementation.

<table>
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<tr>
<th>VISION, CONCEPT AND MARKETING</th>
<th>PROGRAMMING AND ZONING</th>
<th>MASTER PLANNING AND ARCHITECTURAL DECISION MAKING</th>
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</thead>
<tbody>
<tr>
<td>BUSINESS PLANNING</td>
<td>REAL ESTATE ECONOMICS AND PROJECT MANAGEMENT</td>
<td>PUBLIC PRIVATE PARTNERSHIP</td>
</tr>
<tr>
<td>FUNDRAISING</td>
<td>CONTENT MANAGEMENT AND OPERATIONS</td>
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PROGRAM’S OBJECTIVE

TO TRAIN A NEW GENERATION OF LEADING SPECIALISTS IN THE DEVELOPMENT and gentrification of urban and rural areas, professionals who are capable of VISIONING AND CREATIVE PROBLEM-SOLVING, while at the same time applying a wide range of socio-economic instruments of PARTNERSHIP BETWEEN THE STATE, PRIVATE SECTORS AND LOCAL COMMUNITIES.

THEORY

Urban Environment Development and Planning.
Territorial Development and Management.

2 theoretical courses

PRACTICE

Students are working on actual development schemes in territorial workshop sessions. Here they will address key issues of urban and regional development:

- What are the real motives of the stakeholders on the territory?
- What is an engine for territorial development?
- What makes the proposed direction of development sustainable ecologically, economically, socially?
- How do we implement the proposed concept of development?

There are 5–6 cases each year. Students work in cross-disciplinary groups of 5 to 7 participants per case. There are joint presentations at the end of each module. All cases are real-time situations. The project direction and focus may change at the end of each session at the discretion of the program director or a board counsel.

Only if we work together, we are able to solve territorial issues; together with the authorities, businesses, investors and communities.

Sergey Georgievsky

Sergey Georgievsky

Alex Stolyarik

Alex Stolyarik

Educational Program Initiative
New Leaders for Territorial Development
VISIONARIES AND ENTREPRENEURS, people who want to make a difference. What sets apart the applicants for this program is their proactive lifestyle. They are not afraid to take on the responsibility for the future and are ready to be in the lead in the area of the INTEGRATED TERRITORIAL DEVELOPMENT.

These people are able to uncover starting points for the development in different areas.

Sergey Georgievsky

In our country, with its vast size and magnitude of territorial issues, there is a high demand for specialists of such level, of that I am sure.

Nikita Tokarev

This program enrolls young specialists from various professional and academic backgrounds:

— sociologists;
— architects;
— economists;
— urban planners;
— geographers;
— contractors;
— government officials;
— financial analysts;
— NPO activists;
— journalists.

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THIS PROGRAM IS DESIGNED FOR

HERE’S WHAT THE STUDENTS ARE STUDYING

Concepts and principles of sustainable territorial development.

Urban Economics and statistics.

Public Policy on City and Regional development.

Basics of urban and regional planning.

Urban design.

Private sector returns and financial planning.

Goals and practice of the municipal administration.

Regional studies and state policy.

Public Private Partnership principles.

Basics of project management, budgeting and investment analysis.

Social structure and the community development.

Culture, Art and Innovation as catalysts of change.

Environmental challenges and the global markets.

Leadership and teamwork.
## ACADEMIC STRUCTURE OF THE PROGRAM

There are 5 to 6 land cases each year. The program consists of five modules, 2-3 month each. Classes are held three times a week.

### THEORY

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<tbody>
<tr>
<td><strong>Urban Environment</strong></td>
<td><strong>City Culture</strong></td>
<td><strong>Investments</strong></td>
<td><strong>Territorial</strong></td>
<td><strong>Project</strong></td>
</tr>
<tr>
<td>Development and Planning</td>
<td>and Its Dynamics</td>
<td>and Project Management</td>
<td>and Spatial Development</td>
<td>Startup Phase and Promotion</td>
</tr>
<tr>
<td>Leading the way, controlling change, consensus and decision-making</td>
<td>SWAT, city branding and Identity</td>
<td>Financial analysis and project success criteria</td>
<td>Theory and practice of urban development in Russia</td>
<td>Private Public Partnerships</td>
</tr>
<tr>
<td>Evolution of patterns of population dispersal.</td>
<td>Instruments of territorial development and intervention.</td>
<td>Investment projects for the construction of various real estate properties and city infrastructure.</td>
<td>Legal platform for planning in Russia.</td>
<td>Development Roadmap</td>
</tr>
<tr>
<td>History of land matters in Russia.</td>
<td>Public spaces and Communities.</td>
<td>Project management</td>
<td>Transportation and Services in a livable city.</td>
<td>Local community and business engagement.</td>
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### PROJECT DEVELOPMENT WORKSHOPS

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<th><strong>Territorial Development and Management</strong></th>
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<td><strong>State System and the City Management</strong></td>
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<tr>
<td>Statistics</td>
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<tr>
<td>Macroeconomics</td>
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<tr>
<td>Urban Economics</td>
</tr>
<tr>
<td>Private Real Estate</td>
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<tr>
<td>Interaction between state authorities and local governments.</td>
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<tr>
<td>Inter-budget relations.</td>
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<td>Distribution of powers.</td>
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<tr>
<td>Federal and Regional Special Purpose Development Programs.</td>
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### PRACTICE

<table>
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<tr>
<th><strong>Territorial Development Workshops</strong></th>
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<tbody>
<tr>
<td><strong>Collecting Data</strong></td>
</tr>
<tr>
<td>Current context — political and economic conditions in the region.</td>
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<tr>
<td>Reading the existing land planning documents.</td>
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<tr>
<td>Visiting the city administration, interviewing the Mayor and the council.</td>
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<tr>
<td>Reading the real estate market data.</td>
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<tr>
<td>Visiting and interviewing the local communities.</td>
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<tr>
<td>Interviewing the land and property owners.</td>
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<tr>
<td>Strategic analysis of existing territorial development projects.</td>
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<tr>
<td>Public speaking practice.</td>
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<tr>
<td>Preparing the presentation and defining the problematic.</td>
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</tbody>
</table>

| **Envisioning the Future** |
| Differentiating and Mapping |
| Determining the “growth factors”: |
| The Concept on the macro and micro levels. |
| Visualizing the idea of the future, creating a mood-board. |
| Team building and leadership practice. |

| **Scenario Modelling** |
| Modeling infrastructure elements of the project's concept. |
| Key activities, key resources, and potential networks of partners. |
| Marketing and the value add for each consumer group. |
| Future scheme operational model. |
| Management structure for the project. |
| Presentation Practice. |

| **Budgeting and Business Planning** |
| Functional zoning and territorial programming. |
| Project phasing and master planning. |
| Project schedule and approval process. |
| Estimation and Budgeting. |
| Project capital structure and investment returns. |
| Presenting a sketch of a new Public Policy inferred from the case. |

| **Communications and Project Promotion** |
| Presenting the project to stakeholders. |
| Revising the concept. |
| Architecture and schematic development of the key elements. |
| Building the brand, establishing a system of market communications. |
| Organizing a public event or constructing a project marker on site. |
| Final Presentation. |
STRATEGY SESSIONS

Strategy sessions are — **EXPERT JURY DISCUSSIONS** of the progress the project teams have made by the end of each module. All cases are real-time situations. The project direction and focus may change at the end of each session at the discretion of the program director or a board counsel. Strategy sessions **SUMMARIZE THE RESULTS OF EACH MODULE.**

**1st SESSION**
Presenting the results of social and economic data gathering, planning and policy analysis and on-site investigation of the area. First public speaking event and team formation.

**2nd SESSION**
Presenting the vision of the future development, including main objectives and priorities, explaining prospective benefits by sector.

**3rd SESSION**
Presenting the program for the area’s development, including the analysis of sustainability, instruments for the social, economic and ecological development; design, programmatic and investment decisions, panel discussions with the experts.

**4th SESSION**
Presenting the proposed socio-economic model, business plan and a master plan for the proposed development. Presenting a sketch of a new Public Policy inferred from the case.

**5th SESSION**
Presenting the integrated concept of sustainable development of the area, media and communication strategy. Field work: round table sessions and festivals on-site with the involvement of locals, city and regional authorities and businesses. Road Show Presentations of the project to potential partners.
IS A PRACTICE-ORIENTED PART OF THE PROGRAM. City and rural areas that are taken as cases in workshops are chosen based on the “active owner” principle, as he becomes a participant of the development and research process with scheduled meetings at each academic module.
REORGANIZATION PROJECT FOR INDUSTRIAL ZONE IN THE NORTH OF MOSCOW

In partnership with: Moscow City GenPlan Institute, planning office #15 Nordstar Development

NORDSTAR DEVELOPMENT

OBJECTIVES

1. Study the transportation system, landscape, demographics, ecology, industry, planning documentation etc.

2. Determine key "growth points".

3. Define joint goals and build up cooperation between property owners in the area.


5. Work out the economics and phasing of the development scheme.

6. Prepare an action plan to promote the project during its first year of development.

“AVTOMOTORNAYA” INDUSTRIAL ZONE, MOSCOW

AGENDA:

There are around 200 industrial zones in Moscow, with a total of more than 19,000 hectares, making up for 17% of the territory of the city before its expansion. Most of the factories are closed down, while their maintenance and upkeep yields losses.

A project like this could be used as an analytical tool for integrating former industrial areas into the city fabric.

For more information visit our website: nltd.education

Reorganizational Project for Industrial Zone in the North of Moscow

In partnership with: Moscow City GenPlan Institute, planning office #15 Nordstar Development

NORDSTAR DEVELOPMENT

282,4 hectares in the city of Moscow

169 research and production facilities

68,800 people employed

95% of territory is underdeveloped

“AVTOMOTORNAYA” INDUSTRIAL ZONE, MOSCOW

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AGENDA:
Most prominent ski resorts in the vicinities of Moscow such as “Volent”, “Park Yakhroma”, “Sorochany” are situated in this area, as well as equestrian centers and “Paramonovo” — the only bobsleigh complex near Moscow. However, the nearest towns of Yakhroma and Dmitrov do not take advantage and are largely underdeveloped with no jobs and plans for expansion.

A model of sustainable territorial development through creation a sports and recreational cluster.

TOWN OF YAKHROMA, MOSCOW REGION

OUTCOMES OF THE PROGRAM PROPOSAL

- Socio-economic and spatial analysis of the area.
- The concept of sports and recreation cluster as the main idea for the Yakhroma town development.
- Master-plan of a large infrastructure complex, sports and recreation facilities.
- Business plan for the cluster and investment proposal.

OBJECTIVES

1. Study the transportation system, landscape, demographics, ecology, industry, planning documentation etc.
2. Help partners combine their resources and offer the area’s citizens and guests new products of health, active sports and agro-tourism.
3. Program the content and estimate the amount of investments needed.
4. Work out a detailed operations plan for key areas and calculate rates of return for investors.
5. Demonstrate marketing feasibility of proposed development plans.

DEVELOPMENT PROJECT FOR THE SPORTS AND RECREATION CLUSTER IN THE DMITROVSKY DISTRICT

In partnership with: UKALSBIB Bank

For more information visit our website: nltd.educaion
Socio-Economic concept of an agro-touristic cluster for the whole district.

DEVELOPMENT PROJECT FOR RURAL AREAS AND REVIVAL OF FARMING CULTURE
In partnership with: “Spaces of Lukhovitsky” (Lukhovitskiye prostory)

For more information visit our website: nltr.education

AGENDA:
This district is famous for its well-known “lukhovitsky cucumbers”. At the same time most lands in the Lukhovitsky district are not in use, and their development is not considered to be a priority in the region.

LUKHOVITSKY DISTRICT, MOSCOW REGION

<table>
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<tr>
<th>OUTCOMES OF THE PROGRAM PROPOSAL</th>
<th>OBJECTIVES</th>
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<tbody>
<tr>
<td>Socio-economic and area planning analysis of the region.</td>
<td>1. Study the transportation system, landscape, demographics, ecology, industry, planning documentation etc.</td>
</tr>
<tr>
<td>Concept development for an agro-touristic cluster with a total area of more than 25 000 ha.</td>
<td>2. Determine “growth points” and develop a mechanism for stakeholders in the area to become involved in the process of planning for their region.</td>
</tr>
<tr>
<td>Master-plan for a region-wide initiative — “House of farming and hospitality of the Moscow Region” a new platform for inventions and a business incubator for young farmers.</td>
<td>3. Estimate the amount of investments. Determine potential funding sources.</td>
</tr>
<tr>
<td>Business plan and investment proposals for land owners and partner institutions.</td>
<td>4. Work out a detailed operations plan for selected areas and calculate rates of return for investors.</td>
</tr>
<tr>
<td>Round tables to generate ideas for a network of tourist routes in the region.</td>
<td>5. Present the project to various social groups and local authorities.</td>
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<td></td>
<td>6. Propose an implementation plan.</td>
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</tbody>
</table>

128 253 ha area in the district
58 669 population size in 2014
25 000 ha of land in ownership
94 settlements
1 000 new jobs

DEVELOPMENT PROJECT FOR RURAL AREAS AND REVIVAL OF FARMING CULTURE

For more information visit our website: nltr.education
AGENDA:
The first thing that comes to mind whenever one mentions the Dzerzhinsky district of the Kaluga Region, is the Nikola-Lenivets park. Among other things, this district boasts the location of the famous country estate that used to belong to Natalia Goncharova. Here you will also find a historical site from the XV century known as Army Standing on the Ugra River and surviving architectural sites from the XIX century, including an old paper mill, designed by the British architect William Howard.

DZERZHINSKY DISTRICT, KALUGA REGION

**OBJECTIVES**

1. Study the transportation system, landscape, demographics, ecology, industry, planning documentation etc.
3. Propose a development program based on the master-plan for the determined areas of activity.
4. Work out a detailed operations plan for determined areas and calculate rates of return for investors.
5. Demonstrate marketing and socio-economic feasibility of proposed development plans.
6. Present the project to various social groups, potential investors and local authorities.

For more information visit our website: [nltr.education](http://nltr.education)
Development project for a small town, through tourism promotion and innovation.

AGENDA
Russia’s smaller towns rich with history and recreation, often lack an integrated tourist product, strong local brands and unions can help increase profits and boost the area’s tourism appeal. Local people, businessmen and public authorities will have the opportunity to become involved in creating such a product.

TORZHOK, TVER REGION

OUTCOMES OF THE PROGRAM PROPOSAL
Socio-economic and spatial analysis of the area.
Volume increase through marketing and branding for creating a new city-wide tourist hub.
Developing new conditions of tourist hub union for the small and medium-size business.
Job increase in tourism industry trough marketing and sales in Moscow.
Business plan and investment packages for the individual business.
Round tables to generate ideas for a network of tourist routes in the region.

OBJECTIVES
1. Study the transportation system, landscape, demographics, ecology, industry, planning documentation etc.
2. Determine “growth points” and develop a mechanism for stakeholders in the area to become involved in the process of planning for their region.
3. Estimate the amount of investments. Determine potential funding sources.
4. Work out a detailed operations plan for selected areas and calculate rates of return for investors.
5. Present the project to various social groups and local authorities.
6. Propose an implementation plan.

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5. Present the project to various social groups and local authorities.
6. Propose an implementation plan.
**GRADUATES OF THE PROGRAM WILL ACQUIRE THE FOLLOWING SKILLS**

<table>
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<tr>
<th>COLLECT INITIAL DATA</th>
<th>DETERMINE GROWTH POINTS</th>
<th>UNDERSTAND THE PROCESSES</th>
<th>DEMONSTRATE A GOOD KNOWLEDGE OF LEGAL RELATIONS WITH RESPECT TO LAND AND OWNERSHIP</th>
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<td>about the area, including its legal status, jurisdiction, zoning, available resources and cultural heritage.</td>
<td>and understand which direction of development would be promising and relevant for this particular area, as well as acceptable to all interested parties.</td>
<td>of project design, construction and property management. Be able to interact with other specialists in the process of project development and integrate their ideas into the spatial strategy for territorial planning.</td>
<td>have a clear notion of urban planning legislation, be able to analyze urban planning documents/area planning schemes/general plans/projects/layout designs/land use and development regulations.</td>
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<tr>
<th>DETERMINE THE PARTIES</th>
<th>CREATE DETAILED TERMS OF REFERENCE</th>
<th>UNDERSTAND THE IMPORTANCE OF WORKING TOGETHER WITH LOCAL AUTHORITIES</th>
<th>BE ABLE TO EFFICIENTLY UTILIZE RESOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>and potential stakeholders in the area and propose a mechanism for their involvement in planning and creative management.</td>
<td>devise a strategy and work out a concept of territorial development and speak in favor of it. Be able to defend planning and investment decisions.</td>
<td>with government authorities on different levels.</td>
<td>and potential of local communities, their inhabitants and activists while working on a concept.</td>
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<tr>
<th>ANALYZE THE FEDERAL VECTOR</th>
<th>WORK OUT A BUDGET AND A PLAN</th>
<th>WORK WITH A TEAM OF EXPERTS FROM VARIOUS FIELDS</th>
<th>UTILIZE THE POTENTIAL OF STATE AND PUBLIC SECTORS</th>
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<tr>
<td>and the opportunities of participating in regional and city programs of industrial development.</td>
<td>for territorial development. Perform investment, marketing and socio-economic analysis.</td>
<td>and the opportunities of participating in regional and city programs of industrial development.</td>
<td>in the field of territorial development, including public-private partnerships, Federal Special Purpose Programs, fund raising, bank financing, crowd sourcing.</td>
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<tr>
<th>DEFINE OBJECTIVES AND SET PRIORITIES OF TERRITORIAL DEVELOPMENT</th>
<th>PRESENT AND INITIATE THE PROCES OF TERRITORIAL DEVELOPMENT</th>
<th>UNDERSTAND THE STRUCTURE AND PRINCIPLES OF BUDGET ALLOCATIONS</th>
<th>HAVE A NOTION OF MODERN PRACTICES</th>
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<tr>
<td>set up frames and principles of planning on all stages of strategy/concept development.</td>
<td></td>
<td>for different economic sectors in the region, such as housing and community amenities, transportation system, ecology etc.</td>
<td>in urban and territorial planning in Russia and abroad.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UNDERSTAND THE MECHANISMS</th>
<th>ANALYZE existing socio-economic, ecological and market conditions in a given area</th>
<th>UNDERSTAND THE IMPORTANCE OF CONSERVATION AND SUSTAINABLE USE OF NATURAL RESOURCES</th>
<th>ANTICIPATE CHANGES</th>
</tr>
</thead>
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<tr>
<td>of territorial management on different nation-wide levels, legislative and legal issues, taxation policies in different areas etc.</td>
<td>existing socio-economic, ecological and market conditions in a given area.</td>
<td>and be able to efficiently integrate agricultural practices into territorial development.</td>
<td>and model their effects and consequences in the immediate future and over time. Understand and assess risks of your proposed interventions.</td>
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</tbody>
</table>

What is important is that this program teaches students to think not only in terms of business, but consider the urban environment with all its elements. Petr Lorents

**GRADUATES OF THE PROGRAM WILL ACQUIRE**

**COLLECT INITIAL DATA** about the area, including its legal status, jurisdiction, zoning, available resources and cultural heritage.

**DETERMINE GROWTH POINTS** and understand which direction of development would be promising and relevant for this particular area, as well as acceptable to all interested parties.

**UNDERSTAND THE PROCESSES** of project design, construction and property management. Be able to interact with other specialists in the process of project development and integrate their ideas into the spatial strategy for territorial planning.

**DEMONSTRATE A GOOD KNOWLEDGE OF LEGAL RELATIONS WITH RESPECT TO LAND AND OWNERSHIP**, have a clear notion of urban planning legislation, be able to analyze urban planning documents/area planning schemes/general plans/projects/layout designs/land use and development regulations.

**BE ABLE TO EFFICIENTLY UTILIZE RESOURCES** and potential of local communities, their inhabitants and activists while working on a concept.

**UTILIZE THE POTENTIAL OF STATE AND PUBLIC SECTORS** in the field of territorial development, including public-private partnerships, Federal Special Purpose Programs, fund raising, bank financing, crowd sourcing.

**HAVE A NOTION OF MODERN PRACTICES** in urban and territorial planning in Russia and abroad.

**ANTICIPATE CHANGES** and model their effects and consequences in the immediate future and over time. Understand and assess risks of your proposed interventions.

**GRADUATES OF THE PROGRAM WILL ACQUIRE THE FOLLOWING SKILLS**

**COLLECT INITIAL DATA** about the area, including its legal status, jurisdiction, zoning, available resources and cultural heritage.

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**DEMONSTRATE A GOOD KNOWLEDGE OF LEGAL RELATIONS WITH RESPECT TO LAND AND OWNERSHIP**, have a clear notion of urban planning legislation, be able to analyze urban planning documents/area planning schemes/general plans/projects/layout designs/land use and development regulations.

**BE ABLE TO EFFICIENTLY UTILIZE RESOURCES** and potential of local communities, their inhabitants and activists while working on a concept.

**UTILIZE THE POTENTIAL OF STATE AND PUBLIC SECTORS** in the field of territorial development, including public-private partnerships, Federal Special Purpose Programs, fund raising, bank financing, crowd sourcing.

**HAVE A NOTION OF MODERN PRACTICES** in urban and territorial planning in Russia and abroad.

**ANTICIPATE CHANGES** and model their effects and consequences in the immediate future and over time. Understand and assess risks of your proposed interventions.
THE PROGRAM’S EXPERTS AND FACULTY BOARD

URBAN ENVIRONMENT DEVELOPMENT AND PLANNING

- **Eugeniy Asse** - Architect, Rector of the Moscow School of Architecture
- **Nadezha Nilina** - Leading teacher of the module “Problems of urbanization”, MIA, architect and urbanist.
- **Eduard Trutnev** - Head of branch “Reforms in the sphere of real estate” of the Urban Economics Institute Fund, specialist in urban regulations.
- **Elena Trubina** - Professor, Ural Federal University Institute of Social and Political Sciences.
- **Andrei Korovynsky** - Architect, landscape designer.
- **Galina Likhterova** - Ph. D. in Architecture, Teacher, Department of Architecture at Haifa School of design (Israel).
- **Petr Lorents** - Vice-president of ISOCARP, Head of Department of Urban and Regional Planning, Gdańsk University of Technology (Poland).
- **Vladimir Babkov** - Editor-in-chief of “Art-management” magazine, expert consultant on cultural policies.
- **Arseny Sergeyev** - Illustrator and advisor with a 15-year record of organizing and supervising modern art projects in the urban environment.
- **Konstantin Obukhov** - Art-director of Gorky Park.
- **Anton Kochurkin** - Architect, Head of architectural bureau “8 LINES” (VOSEM LINIY), Supervisor of “Arch-standing” festival (Arkhstoyaniye).

TERRITORIAL DEVELOPMENT AND MANAGEMENT

- **Igor Bartsits** - Director of the International Institute of Public Administration and Management, RANEPA.
- **Nikolay Mironov** - Director-General of the Institute of Regional Projects of Highest Priority.
- **Sergey Georgievsky** - Expert on state management, Deputy Director of the International Management Institute.
- **Tigran Zanko** - Expert on state management, Deputy Director of the International Management Institute.
- **Svetlana Larina** - Ph. D. in Economics Professor at the Chair of Economics and Finance of the Public Sector, RANEPA.
- **Artur Martirosyan** - Senior Consultant with CM Partners Consultant for the Program on Negotiation at Harvard University (Cambridge, MA, USA).
- **Sergey Semenov** - Head of Chair of Public and Municipal Administration, People’s Friendship University of Russia (PFUR), Expert on strategic management.
As the analytical work that the students have carried out is a powerful tool for the region’s overall development.

Marina Khrustaleva

The end result will be a carefully detailed project with a fair chance of successful implementation outside the education program.

Nikita Tokarev

**Program in Numbers**

- **70%** of academic hours devoted to practical work in the area.
- **732** hours of lectures and hands-on seminars.
- **1** year is the duration of the program.
- **6** strategy sessions.
- **15** public discussions on proposed territorial development projects.
- **6** areas:
  - Lukhovskiy district
  - Dzerzhinsky district
  - New Moscow
  - Voskodamskiy district
  - Konakovschiy district
  - Dmitrovskiy district
- **100 000** hectares of land and more.
- **6** research and project teams in 2014:
  - Moscow
  - Ivanovo
  - Torzhok
  - Lukhovitsy
  - Yakhrorna
  - Kondrovo
- **2** diplomas:
  - Master of Public Administration (MPA)
  - Diploma in Urban Planning from March school

The end result will be a carefully detailed project with a fair chance of successful implementation outside the education program.

Nikita Tokarev
OUTCOMES OF THE PROGRAM

SOCIO-ECONOMIC GROUNDS FOR DEVELOPMENT

OFFERING MEMORANDUM AND A BUILT-UP NETWORK OF PARTNERS

TIMELINE AND PHASING PLAN OF PROJECT IMPLEMENTATION

MASTER-PLAN OF THE AREA

A PROGRAM FOR THE FIRST YEAR START-UP INITIATIVES

Territorial development is a common goal. However, we lack a good platform for cooperation between authorities, urban planners, investors and local residents. We are trying to create such a platform on the basis of the "New Leaders for Territorial Development" education program.

Alex Stolyarik
NEW LEADERS FOR TERRITORIAL DEVELOPMENT — is a brand new initiative. We’re not teaching development, planning and management in a traditional sense. WE ARE WORKING AT THE CROSS-DISCIPLINARY INTERSECTION OF URBAN PLANNING, STATE MANAGEMENT, ECONOMIC AND SOCIAL SCIENCES. We train specialists who are able to grasp the ideas of many sides of one development story and jump-start a concept that would serve the COMMON GOALS. GOALS THAT CAN INFUSE THE LAND WITH NEW FUNCTIONS AND EVENTS, ALLOW FOR HOUSING, COMMERCIAL AND INFRASTRUCTURE TO BECOME PART OF THE SUSTAINABLE WORLD WE MAKE TOGETHER.