

**TEC TERRITORIES 2026**



# Description of **Activities:**

## **PHASE I: CAPACITY BUILDING**

Exclusive to territorial leaders participating in the Technology and Entrepreneurship Certificate For Territories - TEC-T process

**Preparatory activities:**  
**May 4 - July 20**
















**In-person experience:**  
**July 27-31**

MIT and Harvard University Campus, Boston, MA, USA

<https://www.lcl.boston/tec2026>

# Description of activities of the First Phase

The first capacity-building phase has five activities that will take place from May to July 2026. Virtual participants will be able to take advantage of four of them (See Table).

Activities	In-person participants	Virtual participants
 <b>1. City Campus Preparatory training</b>		
 <b>2. Academic program in public innovation at Harvard or MIT.</b>		
 <b>3. Support in the ideation of territorial projects.</b>		
 <b>4. Technology transfer visits at Harvard and MIT.</b>		
 <b>5. Academic event.</b>		

## Associate Professor

The expert responsible for the general content in Phase I and professor of the academic program (Activity 2) is:

# Karl F. *Seidman*

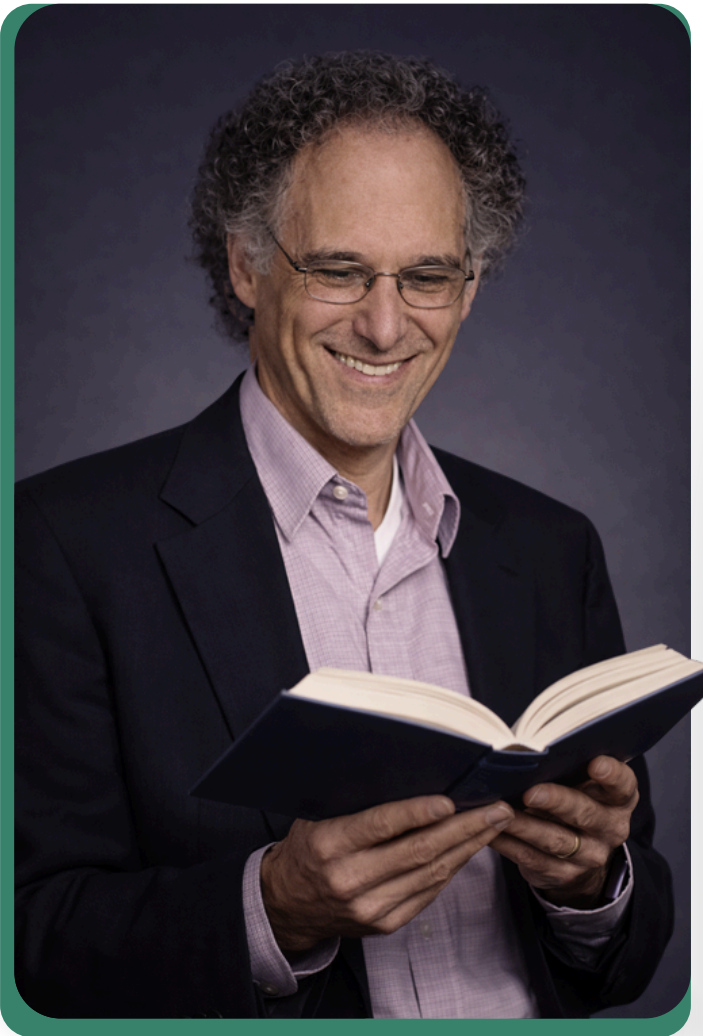


Karl F. Seidman is an educator, research associate at MIT, consultant, and a leading contemporary figure in the field of economic development. He was a senior lecturer for 25 years, teaching graduate courses in Economic Development Finance, Economic Development Planning, and Business District Revitalization.

Professor Seidman has over 40 years of experience in program design and management, financing and supervision of complex development projects, program evaluation, and preparation of development plans and strategies.

His experience spans metropolitan areas, rural regions and communities, cities and urban neighborhoods, and mid-sized cities. She has also overseen public and stakeholder engagement processes for more than 25 economic development, urban center, and real estate development plans and projects.

His relevant experience includes the design, strategic planning, and evaluation of national, state, and local economic and community development programs; market analysis and formulation of urban center revitalization plans; and market, feasibility, and financial analysis for more than 20 real estate projects.



Professor Seidman is the author of dozens of technical consultancies, and of the books *Coming Home to New Orleans: Neighborhood Rebuilding after Katrina*, *Economic Development Finance*, and *Revitalizing Commerce for American Cities: A Practitioner's Guide to Urban Main Street Programs*.



He has also participated in numerous research projects and is the lead author of more than 20 scientific publications and reports on topics such as economic development, development finance, urban revitalization, trade revitalization, regional revitalization plans after natural disasters, green infrastructure, sustainable economic development, and land bank management, among others.

He is founding director of the Boston Main Streets Foundation, past president of the Northeastern Economic Developers Association (NEDA) and former board member of the Council for Urban Economic Development (now IEDC).

Professor Seidman also served as deputy director and chief financial officer of the Massachusetts Government Land Bank (now MassDevelopment), a state agency that finances and manages redevelopment projects. During his tenure at MassDevelopment, Seidman oversaw the financing and loan management for more than 70 projects, including industrial parks, multifamily and special-needs housing, office buildings, retail centers, and small business incubators.

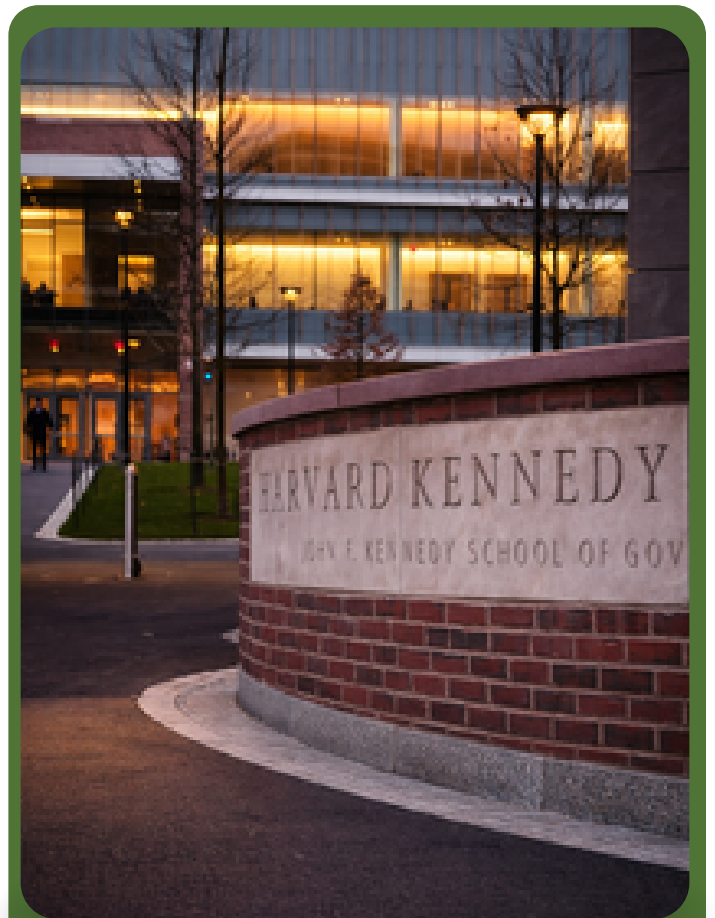
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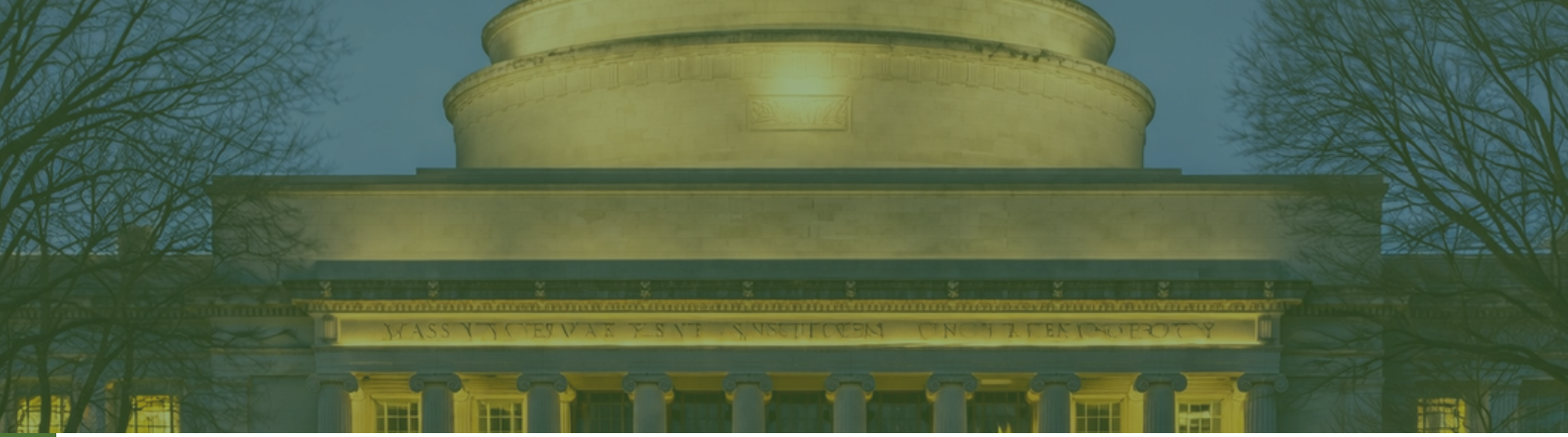


Karl designed and implemented the Emerging Technology Fund and the Pre-development Assistance Program; he spearheaded plans for the reuse of Fort Devens and the redevelopment of the state seafood wharf in Gloucester. There, he also secured \$72 million in new capital through asset-backed financing, tax-exempt bonds, and taxable bonds.

His professional experience also includes the position of senior associate at Mt. Auburn Associates, research director for the Joint Committee on Taxation, the Joint Committee on Trade and Labor of the Massachusetts legislature, and Economic Development Coordinator for the city of Watertown.

Professor Seidman holds a master's degree in Public Policy from Harvard's Kennedy School of Government and a bachelor's degree in Political Science from Amherst College.





# Activity 1.

## Preparatory training at the City Campus

The preparatory city campus training is the first activity of the first phase and is fundamental to the success of the entire process.

This activity is carried out with the following objectives:

- Supplement the assistants who will be part of the territorial groups according to the technical and information requirements identified in the process.
- Conduct a diagnosis of each territory using proven qualitative and quantitative methodologies.
- Identify information gaps for intersectoral decision-making in the territories.
- To balance among the attendees of each territorial group the theoretical knowledge necessary for the effective use of the academic program in public innovation.
- Confirm the agenda for activity 4 (transfer visits) based on the technology and knowledge transfer priorities of the different territorial groups, and on the profiles and interests of the on-site attendees.
- Choose the speakers for activity 5 (academic event) according to the common interests of the territorial groups.

The preparatory training will be conducted with one module or class per week using the City Campus® methodology. Under this methodology, each participant has three experiences per module or class, as follows:

Experience	Description	Suggested days to undertake the experience	Weekly hours of dedication
<b>1. LMS platform.</b>	Study the module's theoretical content through the LX educational platform: <a href="https://flp.lcl.boston/">https://flp.lcl.boston/</a> . It includes short assessments and instructions for completing the practical work for the next experience.	Asynchronous experience.  It is suggested to do it between Wednesday and Saturday of each week.	2 hours per person.
<b>2. Practice.</b>	Following the platform's instructions, each territorial group must apply what they have learned in their territories and/or organizations through a deliverable.  At this point, it is suggested to increase the number of participants in each territorial group according to the technical and information requirements of each module (or class).	Asynchronous group experience.  It is suggested to do it between Saturday and Tuesday of each week.	Between 2 and 4 hours per territorial group
<b>3. Meeting with campus city tutor.</b>	One meeting is held for each module (or class) with a campus tutor who is an expert in the subject. These meetings are conducted via videoconference.  They are used to (1) resolve doubts about the theoretical content and the practical deliverable, (2) present the practical deliverables as a group, and (3) provide feedback on said deliverables.	Synchronous group experience.  It takes place every Thursday.	2 hours per person

The third experience **(meetings with city campus tutor)** is the only one that takes place synchronously on the **following dates:**

<b>Date (dd/mm/year)</b>	<b>Module (Class)</b>	<b>Methodology</b>	<b>Deliverable</b>
<b>7/5/2026</b>	Introduction	NA	NA
<b>14/5/2026</b>	Data and Artificial Intelligence (AI)	Projects	Diagnostic analysis
<b>21/5/2026</b>	Regenerative AI for fiscal strengthening	Projects	Calculation of tax losses
<b>28/5/2026</b>	Theories on economic development	Projects	Diagnostic analysis
<b>4/6/2026</b>	Profiling the local economy	Projects	Diagnostic analysis
<b>11/6/2026</b>	Market analysis	Projects	Diagnostic analysis
<b>18/6/2026</b>	Industry Analysis	Projects	Ideation of applied projects in the territory
<b>25/6/2026</b>	Development of high-value ventures (ED)	Projects	Ideation of applied projects in the territory
<b>2/7/2026</b>	Business Development / Industrial (BD)	Projects	Ideation of applied projects in the territory
<b>9/7/2026</b>	Real estate development and real estate districts	Projects	Ideation of applied projects in the territory
<b>16/7/2026</b>	Development Financing	Projects	Ideation of applied projects in the territory

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## City Campus Tutor

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The expert who guides the content of the preparatory training city campus (Activity 1) is the professor:

# Alexander *Meeks.*



Alex holds a Master's degree in Urban Planning from MIT, a certificate in sustainability from the MIT Sloan School of Management, and is a graduate of Yale University.

He is currently director at the Milken Institute in the finance area. From there, he leads initiatives to help communities accelerate their recovery from disasters and adapt to extreme weather events through the Community Infrastructure Hub, a platform that connects more than a thousand organizations with data, resources, and capital for key infrastructure projects across the country.

Before joining the Milken Institute, Alexander was the director at the consulting firm HR&A Advisors, which specializes in economic development, real estate, urban planning, and policy advice. He also worked in New York State, where he coordinated federally funded housing, small business support, and infrastructure projects following Hurricane Sandy.





# Activity 2.

## Academic Program: “Public Innovation: Planning, Financing, and Implementing Sustainable Development Projects”

This activity will take place in person between July 27 and 31, with videoconference connections for virtual attendees. It has the following objectives:

- Acquire tools and knowledge for the planning, financing and implementation of sustainable territorial development projects.
- Identify the point of arrival in each of the development pillars defined for each territory.
- Devise the necessary projects to travel the path between the starting points identified in the first activity and the defined arrival points.
- Prioritize the necessary projects in each territory
- Establish the projects and goals associated with each of the territorial certification levels in each of the territories.

# The academic program

## Academic agenda and modules

Date	Time	Module (Class)	Content
27/7	9:00-10:30	Introduction to the program	NA
	10:30-12:30	Visit to the Harvard campus	NA
	1:30 - 3:00	Theoretical frameworks on Economic Development.	Export base and trade sectors; regional competitiveness; six forms of capital.
28/7	9:00 - 10:30	Shaping the local economy: applying analysis to define priorities.	Overview of the analytical approach; review and expansion of the work done in the city campus training.
	11:00 - 12:30	Market and industry analysis.	Overview, examples and cases of these types of analysis and their use
	1:30 - 3:00	Entrepreneurial development	The role and importance of entrepreneurs; examples and cases of approaches and tools for developing entrepreneurship applied at the local level
29/7	9:00 - 10:30	Business development and industrial policy (BD)	The role of business growth and the retention and attraction of companies in economic development; development of value chains and industrial clusters; overview and examples of approaches, projects and tools
	11:00 - 12:30	Ideation for entrepreneurial development, business development and industrial policy	
	1:30 - 3:00	Real estate development (RE); commercial districts and town development.	The role of real estate in economic development; types of real estate projects; different types of commercial districts and their use in the development and creation of localities.

# Academic agenda and modules

Date	Time	Module (Class)	Content
30/7	9:00 - 10:30	Financial tools for local governments; financial intermediaries.	General obligation debt, revenue-backed debt, tax increase financing, and financing evaluation; Types of financial intermediaries: Revolving loan funds, community development finance institutions, microcredit funds, social impact banks.
	11:00 - 12:30	Ideation of real estate projects, industrial districts and financial projects.	
	1:30 - 3:00	Implementation structures and approaches.	Options for organizing the development of high-value entrepreneurship; plans vs programs vs project implementation; lessons learned from benchmarking.  Territorial groups (or local teams) evaluate and apply options to projects devised in previous sessions.
31/7	9:00 - 10:30	Prep Session for presentations	The territorial groups review their previous ideation work and prepare their presentation summarizing project ideas, their priority project and implementation steps.
	11:00 - 12:30	Project ideas, prioritization, and next steps.	The territorial groups present (1) the project ideas generated for each of the four development areas, (2) the highest priority project(s), and (3) the next steps to advance implementation with feedback from the entire class.
	1:30 - 3:00	Project ideas, prioritization, and next steps.	The territorial groups present (1) the project ideas generated for each of the four development areas, (2) the highest priority project(s), and (3) the next steps to advance implementation with feedback from the entire class.



# Activity 3.

## Support in project ideation

The territorial groups will have a team of monitors who will accompany them during and after the academic program with the aim of resolving doubts and supporting them in the ideation of their different territorial development projects.

The times when the monitors will provide special support to the territorial groups are as follows:

July 29th, 11:00 a.m. to 12:30 p.m. during class.

July 29th, 7:00 p.m. to 8:00 p.m. Non-mandatory group support session to prepare for final submission.

July 30th, 1:30 p.m. to 3:00 p.m. during class.

July 30, 7:00 p.m. to 8:00 p.m. Non-mandatory group support session to prepare for the final submission.

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A photograph of a large, classical-style building with a central portico supported by columns and a dome on top, likely a Harvard University building. The image is overlaid with a green tint.

# Activity 4.

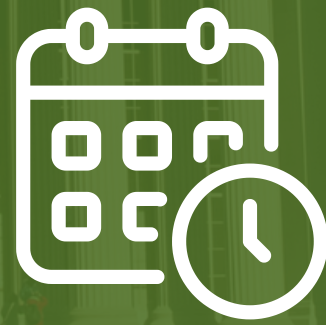
## Transfer visits at Harvard and MIT

The knowledge transfer visits are a series of in-person meetings at MIT laboratories and Harvard centers. Participants will have the opportunity to learn firsthand about the latest knowledge, research, technologies, and innovations in specific areas relevant to the development of their communities and organizations. These visits also allow them to establish long-term contacts and partnerships with experts, researchers, and organizations to facilitate future collaboration and knowledge transfer processes. The visit agenda will be finalized during the preparatory city-campus training weeks.

The visits are conducted in groups of 5 to 20 people at each of the laboratories and centers, so that each in-person participant will have the opportunity to visit three. Participants must choose and register in advance, selecting from three options available each day. The schedule for these visits is as follows:



# Schedule of Activities



Activity	Start Date	End Date	Hours
Initial identification of territorial needs	March 7	March 20	NA
Confirmation of centers and laboratories that will participate in the visits	May 4	May 5	NA
Registration of in-person attendees for the visits	July 27	July 27	10:00 a.m. a 10:30 a.m.
Transfer visits	July 28	July 30	From 4 p.m.

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# Activity 5.

## Academic Event

It is an open event that will include the participation of all in-person attendees, the Latino community of students and alumni from Harvard and MIT, and the general public.

The event will also be streamed online so that virtual participants and the wider community in the territories can attend.

The panelists for the academic event will be chosen during the preparatory training weeks on the city campus, based on the interests of the in-person and virtual participants.

The academic event will take place on July 31st between 6:00 and 8:00 pm and will include the following parts:

1. Greetings and formal remarks from the organizers
2. Academic Exhibitions
3. Peer-to-peer academic discussion panels
4. Questions from the audience
5. Graduation event for in-person attendees
6. Formalization event for the letter of commitment of territories that continue with the process

## Timeline of key dates

The key dates for participants to keep in mind are as follows:

Activity	Opening	Closing
Nomination of territories and territorial coordinator	February 13	April 19
Base Group Application	February 13	April 26
Application for virtual participants	February 13	April 30
Preparatory activities (City Campus)	May 4	July 23
In-person experience in the United States	July 27	July 31
Graduation event, first phase	NA	July 31



# Expected results *for each participant*

The first phase of TEC Territories brings important benefits to both in-person and virtual participants, including the following:

## Professional growth



Participants will be able to apply the latest knowledge and best practices on socioeconomic development to their public, private, social and academic institutions.

In the capacity-building phase, territorial leaders will gain key information and new ideas to shape the future of their territories and the organizations they lead, just as leading innovators, general managers, revitalization project managers, and experts from major global organizations have done to accelerate the culture of innovation

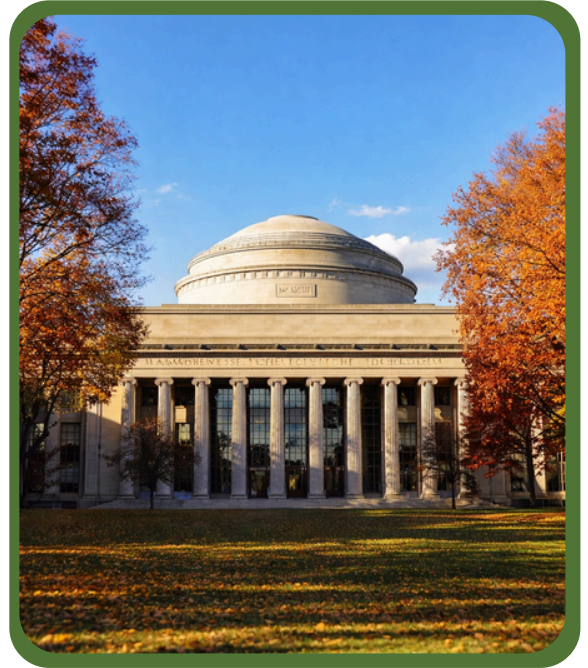
and the productivity of your organization thanks to mentorship from top experts and researchers. The beneficiaries of this program will also be able to expand their networks, professional opportunities and income expectations by meeting experts, researchers, and other leaders and professionals.

# Experiencing the top level: *education*

Participants will be able to visit the campus of the Massachusetts Institute of Technology (MIT), the best university in the world according to the QS ranking, the second best according to the Times Higher Education (THE) ranking and the third best in the world according to the Shanghai Ranking.

They will also attend classes at Harvard University, the world's best university according to the Shanghai Ranking, third according to THE, and fourth in the world according to QS. There, they will meet some of the university's top academics and innovators.

They will experience the pedagogical methods and type of education that only graduate and executive education students receive at Harvard, within an intensive and competitive environment. They will benefit from active, applied, case- and project-based learning methodologies.



The beneficiaries will be able to directly apply the knowledge gained in real projects applied to their territory and their respective organizations with the help of their classmates and feedback from national and international experts.



# Obtaining an *International* Certificate



Thanks to the partnership between LEL and the laboratories, initiatives, and centers of Harvard and MIT, participants will be able to study and obtain an international certification that will help them thrive professionally. This international certification is called: “Public Innovation: Planning, Financing, and Implementing Sustainable Local Development Projects.”



Taking advantage of one of the best educational and business environments on the planet:

Participants will be able to learn about Boston's innovation and business ecosystem, a prosperous and beautiful metropolitan area considered the best ecosystem for entrepreneurship in the world, the fourth city in the world with the best innovation, and the third with the best concentration of talent in the world.

# Academic support

Academic support will be provided by a network of laboratories and centers at Harvard and MIT, as well as companies and startups within Boston's innovation ecosystem. They will be responsible for various knowledge transfer experiences, training, academic programs, lectures, and consulting services, among other activities.

## Institutions

Some of the institutions that have supported this project in previous years are the following:

- Latin American Development Group from Harvard and MIT Affiliates (LDG Corporation)
- Effective Actions LLC
- Escalai Colombia
- MIT Special Program for Urban and Regional Studies (SPURS)
- David Rockefeller Center for Latin American Studies at Harvard
- MIT Media Lab
- Norman Leventhal Center for Advanced Urbanism (MIT)
- Harvard Colombian Student Society
- Bloomberg Center for Cities at Harvard University
- Latin American Policy Association (LAPA) at Harvard Kennedy School of Government
- MIT Initiatives of Science, Technology, and Innovation (MISTI)
- Technology and Entrepreneurship Center at Harvard University (TECH)

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# Academic support



The academic support team is the group of monitors, consultants, and experts who will be in charge of supporting the in-person attendees during the academic process.

This team will be made up mostly of graduates and students from the Latin community of Harvard and MIT, as well as a group of consultants and experts on various topics who are part of LEL's network of companies, foundations and institutional partners in Colombia.

## First Phase Budget by activity and total (in US dollars)

Territorial group size: Between 15 and 60 people in total per territory (Between 3 and 15 face-to-face participants, respectively).

Cost per in-person participant: US\$ 7,700

Cost per virtual participant: US\$ 5,500

International cooperation contribution: between 50% and 90% depending on the characteristics of the municipality and the size of the delegation.