

## **PLA 6613: Social Entrepreneurship and the Urban Built Environment**

**Spring Semester 2017**

**Tuesdays 3-5pm (409 Avery)**

**Instructors: Laura Wolf-Powers ([lwolfpowers@gc.cuny.edu](mailto:lwolfpowers@gc.cuny.edu)), Kairos Shen ([kairos.shen@gmail.com](mailto:kairos.shen@gmail.com))**

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From the outset, within the limits of the power allowed them by law, local governments in capitalist states across the globe have been deeply enmeshed in planning and developing the urban built and social environment. As builders, lessors, regulators, and sources of capital, they have directly developed land for government facilities and infrastructure, and they have subsidized and regulated firms in the private economy whose activities bear on the use and allocation of space. But during the second half of the 20th century and accelerating to the present, the financial, institutional, legal, political and conceptual boundaries between public and private have become less distinct, with public and private roles in urban development and governance overlapping. Developers and public authorities alike think of their work as social (i.e. mission-driven) and entrepreneurial. Meanwhile, companies like Uber, Air BnB and Etsy have disrupted established economic and socio-spatial patterns, influencing the choices that people have and make in the realms of housing, work, consumption and travel. Finally, entities in the so-called “third sector” – civic organizations, cooperatives, and non-profits – have proliferated, assuming a large role in shaping urban built and social worlds. In this context, the definition of a public benefit is often contested, as is the question of who should be responsible to define and defend the public interest in city-making.

This course relies on a series of cases to illustrate and explore the ways in which cities – and planning – have changed with the acceleration of entrepreneurial activity across sectors in recent decades. Students will be exposed to both academic thinking on important questions of ownership and public responsibility and best practices in planning and policy designed to confront these challenges.

**Office hours** (Prof. Wolf-Powers): Tuesdays 5-6:30 p.m. and by appointment

**Format:** The first 75 minutes of each class period will generally be a seminar-style lecture (i.e. the instructor will present material while soliciting/providing opportunity for input, discussion, and questions). The remaining 45 minutes will typically be student-led, based on field work done outside of class.

**Expectations:** 1) active participation (15%) 2) 3-4 page short paper due by e-mail on Monday January 23<sup>rd</sup> (15%) 3) one in-class case presentation based on field work (35%) 4) 10-12 page final paper due April 28 (35%). Guidelines for each of these assignments will be distributed in class.

**Grading:** HP (high pass) = a superior level of work. P (pass) = an acceptable level of work. LP (low pass) = work that meets minimal standards. F (fail) = work that is unsatisfactory. UW (unofficial withdrawal) = assigned to students who miss more than three required classes or whose names appear on the grade sheet but have discontinued attendance. INC (incomplete) = may only be used if a student has approval from the Admissions Office for proven illness. CP (credit pending) = may only be used if a student has approval from the Admissions Office for extenuating circumstances.

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## Course structure and outline

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<b>I. Introduction and background</b>	<b>1. JANUARY 17</b> Institutional hybridity, flexibility, and entrepreneurship in present-day urban development and governance
	<b>2. JANUARY 24</b> Examining entrepreneurial governance structures: authorities, BIDs, public benefit corporations, parastatals and third sector organizations
<b>II. Public sector-led strategies</b>	<b>3. JANUARY 31</b> Public sector governance of private megaprojects Guest: Matthew Kwatinetz, Executive Vice President, New York City Economic Development Corporation  <b>Cases:</b> Atlantic Yards/Pacific Park Bedford-Union Amory (both Brooklyn, NY)
	<b>4. FEBRUARY 7</b> Public sector governance of district formation  <b>Case:</b> Boston's Seaport innovation district
	<b>5. FEBRUARY 14</b> Public sector as developer and/or lease-holder  <b>Case:</b> Boston School Committee Headquarters in Roxbury
	<b>6. FEBRUARY 21</b> Post-disaster adaptation  <b>Cases:</b> Land readjustment and social housing after the 2010 earthquake in central Chile; Post-Katrina Land swaps in New Orleans; Post-Katrina public housing transformation in New Orleans
	<b>7. FEBRUARY 28</b> Sports facilities, Olympic planning and the public sector  <b>Case:</b> Fenway District + Boston Olympic Plan
<b>III. Responding to private sector innovation</b>	<b>8. MARCH 7</b> Property interest groups and urban neighborhoods Guest: Prof. Weiping Wu  <b>Case:</b> Homeowners associations in the United States and China
	<b>SPRING BREAK * SPRING BREAK * SPRING BREAK</b>
	<b>9. MARCH 21</b> B-Corporations and the public interest  <b>Case:</b> Etsy and the maker movement
	<b>10. MARCH 28</b> The sharing economy  <b>Featured Case:</b> Air BnB in New York and Barcelona

<b>IV. Roles for the Third Sector</b>	<b>11. APRIL 4</b> Mission-driven real estate  <b>Case:</b> Greenpoint Manufacturing and Design Center
	<b>12. APRIL 11</b> Anchor institutions and their urban strategies  <b>Case:</b> Harvard and Brighton
	<b>13. APRIL 18</b> Governance and production in the affordable housing development sector  <b>Case:</b> History, impact, and future of housing financed with the low-income housing tax credit
	<b>14. APRIL 25</b> Shared equity models for property ownership  <b>Case:</b> TBA

#### Foundational questions about the cases to be discussed in this course

- What is the main institution involved (e.g. an arts district, a public authority, a development corporation) designed to do? How did it come to be? How is it organized and whom does it employ?
- What is the goal in this case? i.e, what is the institution trying to get done?
- What strategies are being used to get that thing done? Can these be considered entrepreneurial?
- What is the institution's relationship to financial investors? To members of the public?
- How do the entity's governance structure and practices influence project outcomes? How does they influence outcomes outside of the project area? (Who counts/matters? Who benefits most and least?)

Week by week readings (to be available on or linkable from Canvas site unless otherwise indicated)

#### January 24 - Examining entrepreneurial governance structures

Gail Radford, *The Rise of the Public Authority: Statebuilding and Economic Development in Twentieth Century America* (University of Chicago, 2015) pp. 135-153 "Public Authorities Since the Second World War."

Wikipedia entry for New York State public benefit corporations [https://en.wikipedia.org/wiki/New\\_York\\_state\\_public-benefit\\_corporations](https://en.wikipedia.org/wiki/New_York_state_public-benefit_corporations)

Nicole Stelle Garnett, Governing? Gentrifying? Seceding? Real-Time Answers to Questions about Business Improvement Districts. (*Drexel University Law Review* 3:35, 2010)

Sai Balakrishnan, Highway Urbanization and Land Conflicts: The Challenges to Decentralization in India (*Pacific Affairs* 86:4, pp. 785-811, 2013)

Christopher Gunn, *Third-Sector Development: Making up for the Market* (Cornell, 2004), pp. 1-44, "The Third Sector," and "Third Sector: Scope, Scale and Purpose."

Evan Casper-Futterman & James DeFilippis, 2016, On Economic Democracy in Community Development (presented at Association of American Geographers Annual Conference, 3/3/16, San Francisco, CA).

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## January 31 - Public sector governance of megaprojects – authorities and corporations

Guest: Matthew Kwatinetz, Executive Vice President, New York City Economic Development Corporation

Alan Altshuler & David Luberoff, *Mega-Projects: The Changing Politics of Urban Public Investment* (Brookings Institute Press, 2003), pp. 1-44. "Introduction," and "Overview: Four Political Eras."

Empire State Development Corporation <https://esd.ny.gov/>

*Public Authorities by the Numbers: Empire State Development Corporation. Office of Budget and Policy Analysis, New York State Comptroller* (February 2015).

*Managing Economic Development Programs in New York City: Lessons for the Next Mayor from the Past Decade* Citizens Budget Commission (December 2013)

### Atlantic Yards Case:

Empire State Development Corporation, About Atlantic Yards

[https://esd.ny.gov/subsidiaries\\_projects/ayp/ayaboutus.html](https://esd.ny.gov/subsidiaries_projects/ayp/ayaboutus.html)

*The Proposed Arena at Atlantic Yards: An Analysis of City Fiscal Gains and Losses.* New York City Independent Budget Office Fiscal Brief, September 2009.

What Went Wrong at Atlantic Yards? <http://nyc.streetsblog.org/2006/11/29/what-went-wrong-at-atlantic-yards/>

+ Investigate the Atlantic Yards/Pacific Park Report <http://atlanticyardsreport.blogspot.com/> and the website of Brooklyn Speaks: <http://www.brooklynspeaks.net/node>

### Bedford-Union Armory Case:

(To come)

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## February 7<sup>th</sup> Public sector governance of district formation

### Boston Seaport District Case:

Boston Redevelopment Authority (BRA) planning and approval documentation

Seaport Square Development Plan (September 21, 2010)

Fan Pier Development Plan (November 14, 2001)

### News and Articles

[For Boston Seaport, G. E. was just a start.](#) The New York Times Article by Lisa Prevost, June 14, 2016

[General Electric Finds New Home in Boston's Seaport District.](#) Commercial Property Executive by Keith Loria, March 29, 2016

[Developer Joe Fallon follows his vision to reshape a waterfront.](#) Boston Globe Article by Jack Newsham, December 7, 2014

[Innovation District needs a human touch.](#) Boston Globe Article by Robert Campbell, November 16, 2014

[How to live in a Boston micro unit.](#) Boston Globe Article by Beth Teitell, July 05, 2014

[Civic and cultural projects to anchor South Boston's Innovation District](#) Word Architecture News by Sharon McHugh, March 25, 2014

[Menino savors preview of Innovation District hub](#) Boston Globe Article by Michael B. Farrell, May 23, 2013

[The Rise of the Seaport](#) Boston Magazine Article by Matthew Reed Baker, Chris Vogel, and Patrick Doyle, July 2012

[Fan Pier owners defend sale pace](#) Boston Globe Article by Thomas C. Palmer Jr. July 22, 2005

[Under construction: an art renaissance](#) Boston Globe Archive Article by Geoff Edgers, April 10, 2005

[State rules shortchange urban waterfronts](#) Common Wealth Magazine Article by Gregory Bialecki, April 1, 2001

[Southie Wants Its Share](#) The Irish Echo Article by Jim Smith January 12, 2000

[An Objective Critique of Urban Planning and Engagement in the Seaport District](#)

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[Artistic disaster](#) The Boston Phoenix August 12 - 19, 1999

[Designing a neighborhood](#) Boston Globe by Robert Campbell, 1998

[Growing pains](#) The Boston Phoenix by Ben Geman, December 31, 1998 - January 7, 1999

## General References and related materials

THE DEVELOPMENT OF BOSTON'S INNOVATION DISTRICT: A Case Study of Cross-Sector Collaboration and Public Entrepreneurship by *The Intersector Project*

Innovation District Housing, Steven Dube, AIA, LEED AP, Elkus Manfredi Architects

Turnaround and transformation: Leadership and Risk at Boston's ICA, MIT Sloan case study, Author- Cate Reavis, November 9, 2010

South Boston Waterfront Gateways: Study by Utile Inc, in collaboration with the City of Boston/BRA's Greenway District Crossroads Initiative, sponsored by The Artery Business Committee/South Boston Waterfront Abutters Committee, October 2005

The Development of Boston 's Seaport District: Employment Opportunities and Community Strategies by O. Steven Quim, University of Massachusetts Boston July 2001

[Comments on the BRA Boston Seaport Master Plan](#) Boston Seaport Alliance for a Neighborhood Design (SAND) January 20, 1998

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## February 14 – Public sector as developer and/or leaseholder

### Dudley Square Case:

Boston Redevelopment Authority (BRA) planning and approval documentation

[Dudley Square Design Project](#)

Roxbury Strategic Master Plan

Dudley Square RFP

Parcel 9 and 10 RFP

January 10, 2017

## News and Articles

[Gentrification concerns dominate Dudley plan](#), The Bay State Banner article by Yawu Miller, June 22, 2016

[New city planning puts focus on Dudley Square](#) The Bay State Banner article by Julie Pattison- Gordon, Feb. 3, 2016

[In Dudley Square, anxious residents await the boom](#) Boston Globe Article by Yvonne Abraham, Jan. 16, 2016

[Bruce C. Bolling Municipal Building, Designed by Mecanoo and Sasaki](#) Architect magazine, April 2, 2015

[Will Dudley Square Turn Out Just Like South Boston?](#) BostInno article by Nick DeLuca, Dec. 2, 2015

[We are Boston's Dudley Square: Witnesses to a Neighborhoods rebirth](#) Boston Globe Article,

Nov. 26, 2014

[Dudley's Square Deal](#) Harvard Magazine by Nell Porter Brown, Feb. 2014

[Down Dudley: Designing the Resurrection of an Inner City Neighborhood](#) Meeting of the minds by Gilad Rosenzweig, October 21, 2013

[City set to break ground on Ferdinand project in Dudley Square boston.com by](#) Matt Rocheleau, February 24, 2012

[Dudley Square and the Ferdinand Building](#)

[Dead end in Dudley](#), The Portland Phoenix by Chris Faraone, Sept. 29, 2010

[Architects' designs look to Dudley Square's future](#) The Bay State Banner article, May 5, 2008

[Doing right in Dudley](#) Boston Globe Article, Dec. 14, 2004

[Restructuring Boston's Historic Ferdinand Building](#)

## General References and related materials

Dudley Square as a place making case

Novogradac Journal of tax Credits on Dudley Square

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## February 21 - Post-disaster adaptation

### New Orleans case:

Marla Nelson, Using Land Swaps to Concentrate Redevelopment and Expand Resettlement Options in Post-Hurricane Katrina *New Orleans Journal of the American Planning Association* 80:4 pp.426-437, 2014)

Dani McClain, Former Residents of New Orleans' Demolished Housing Projects Tell Their Stories. *The Nation* (August 28, 2015) <https://www.thenation.com/article/former-residents-of-new-orleans-demolished-housing-projects-tell-their-stories/>

### Chilean case:

Yu-Hung Hong & Isabel Brain. *Land Readjustment for Urban Development and Post-Disaster Reconstruction*. Lincoln Institute of Land Policy, 2012.

January 10, 2017

+ If you have time, listen to Episode 231 of the podcast 99% Invisible, "Half a House"  
<http://99percentinvisible.org/episode/half-a-house/>

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## February 28 - Sports facilities, Olympic planning and the public sector

*Boston Olympics 2024 Case:*

[A Fiscal Faustian Bargain Analyzing the economics of a Boston Olympics](#) Harvard Business Review by ANDREW ZIMBALIST, JULY-AUGUST 2015

[The Olympics Needs a New Business Model](#) Harvard Business Review by Curt Nickisch, August 5, 2016

[The life and death of Boston's Olympic bid](#) Boston.com by Hayden Bird, August 4, 2016

[How Boston Won The Right To Avoid The Olympics](#) Huffington Post article by Travis Waldron, July 30, 2015

Seven [Reasons Why Boston's Olympic Bid Failed](#) wbur article by Zeninor Enwemeka, July 27, 2015

Analysis of the Boston 2024 proposed summer Olympic plans prepared by Brattle Group for Commonwealth of MA Office of the Governor in 2015

Assessing the Olympics prepared by UMASS Danahue Institute for Boston Foundation in 2015

*Fenway Park Case:*

[Chapter 208 An act relative to the construction and financing of infrastructure and other improvements in the city of Boston and around Fenway Park](#)

2013 property transaction review by the Office of the Inspector General ("OIG")

[Fenway Park's Neighborhood Changes](#), but keeps its character The New York Times article by Lisa Prevost, Dec. 15, 2015

[Fenway rip-off](#), The Boston Phoenix, Nov. 9, 2011

[Inspector General criticizes Red Sox, BRA deal](#) The Daily Free Press by Alyssa Meyers, Oct. 29, 2015

[Red Sox and Boston Redevelopment Authority Reach Agreement on use of Yawkey Way and Air Rights](#), Redsox.com, Sept. 20, 2013

[Despite objections, Red Sox win rights to street use](#) The Boston Globe Article by Casey Ross, Sept. 27, 2013

[How the Boston Garden and Fenway Park almost fell victim to 1960s 'New Boston'](#) Boston.com by Hayden Bird, Aug. 22, 2016

[The Deeply Flawed Agreement That Saved Fenway Park](#)

"The Fenway Urban Village Plan" Prepared by Fenway Community development corporation, 2009

"A Report of the Special Commission Relative to the Feasibility of Hosting the Summer Olympics in the Commonwealth" Feb 27, 2014

Discovering Mutual Benefits to the Renovation of Fenway Park by Sarah Tarbet and Sarah Laliberte

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## March 7 - Property interest groups and urban neighborhoods

Wendy Plotkin, "Hemmed in": The Struggle against Racial Restrictive Covenants and Deed Restrictions in Post-WWII Chicago. (*Journal of the Illinois State Historical Society* Vol. 94, No. 1, pp. 39-69, 2001)

Stephen E. Barton and Carol J. Silverman, Common Interest Communities: Private Government and the Public Interest Revisited (in *Common Interest Communities Private Governments and the Public Interest*, Institute of Governmental Studies, University of California Berkeley).

Benjamin L. Read and Chun-Ming Chen. 2008. "The State's Evolving Relationship with Urban Society: China's Neighborhood Organizations in Comparative Perspective," in John R. Logan, ed. *Urban China in Transition*. Malden, MA: Blackwell Publishing Ltd., p. 315-335

You-tien Hsing, *The Great Urban Transformation: Politics of Land and Property in China* (Oxford university Press, 2010), , "Village corporatism, real Estate Projects, and Local Autonomy," pp. 122–155

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## March 21 B-Corporations, Cities and the public interest

Steven Munch, Improving the Benefit Corporation: How Traditional Governance Mechanisms Can Enhance the Innovative New Business Form *Northwestern Journal of Law & Social Policy*, 7:1, pp. 170-195, 2012)

### Etsy case:

Etsy. (2014). *A Call to Action: Five Proposals to Support the Emerging Maker Economy*. Retrieved from [https://extfiles.etsy.com/Press/reports/Etsy\\_ACalltoActionReport\\_2014.pdf](https://extfiles.etsy.com/Press/reports/Etsy_ACalltoActionReport_2014.pdf)

Amy Larocca, Etsy Wants to Crochet Its Cake and Eat it Too. *New York Magazine* April 5, 2016. <http://nymag.com/thecut/2016/04/etsy-capitalism-c-v-r.html>

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## March 28 – The sharing economy

Nestor M. Davidson and John J. Infranca, The Sharing Economy as an Urban Phenomenon (*Yale Law and Policy Review* 34(2), 2016.

Rob Killick, IB Times, <http://www.businessinsider.com/sharing-economy-companies-like-uber-and-airbnb-arent-really-sharing-anything-2015-10>

### Air bnb case:

<http://blog.airbnb.com/who-we-are/>

<https://www.elegran.com/blog/2016/07/airbnbs-legal-and-ethical-woes-a-story-of-dramatic-expansion-and-timely-reality-checks>

Deike Peters, Density Wars in Silicon Beach: the struggle to mix new spaces for toil, stay and play in Santa Monica, California, (in *Protest and Resistance in the Tourist City*, Edited by Claire Colomb & Johannes Novy, Routledge, 2016)

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## April 4 – Mission-driven real estate

Fourth Arts Block, East 4<sup>th</sup> Street Cultural District Green Infrastructure Proposal

Will Holman, Makerspace: Towards a New Civic Infrastructure. *Places Journal* <https://placesjournal.org/article/makerspace-towards-a-new-civic-infrastructure/>

Pratt Center for Community Development 2013, *Brooklyn Navy Yard: An Analysis of Its Economic Impact and Opportunities for Replication*.



Greenpoint Manufacturing and Design Center Case:

<http://www.gmdconline.org/images/pdfs/GMDC2015AnnualReport2.pdf>

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**April 11 – Anchor institutions and their urban strategies**

Harvard and North Alston case:

**Boston Redevelopment Authority (BRA) planning and approval documentation**

- BRA Institutional Master Plan Policy
- Development Review and Approval: Article 80 (Article 80D Referring to Institutional Master Plan Review)

**Harvard University Documents**

- Institutional Master Plan Notification Form (October, 2012)
- Institutional Master Plan Notification Form Revised (November, 2013)

**News and Articles**

[Allston Task Force Returns from Summer Break with Two Resignations](#) The Harvard Crimson by Hannah Natanson, September 20, 2016

[The next Kendall Square?](#) Commonwealth Magazine Article by Bruce Mohl, July 11, 2016

[Final OK for Science and Engineering Complex in Allston](#) Harvard Gazette, April 14, 2016

[Harvard Updates Allston Development Plans](#) The Harvard Crimson by Jonah S. Lefkoe and Hannah Natanson, February 11, 2016

[After Land Rights Deal, Harvard Continues Allston Expansion](#) The Harvard Crimson by Jonah S. Lefkoe and Hannah Natanson, December 22, 2015

[The Land Boston Forgot](#) The Boston Institute for Nonprofit Journalism October 14, 2015 by Rachel Hocko

[The next big thing State's leaders, institutions should help Harvard revive Allston site as focus of life-sciences push](#) Boston Globe Article by Steve Pagliuca

[BU had agreed to help pay for Allston station](#) Boston Globe Article by Michael Levenson, March 16, 2015

[New transit station could transform Allston area](#) Boston Globe Article by Nicole Dungca, September 30, 2014

[The Long Game in Allston](#), JOHN HARVARD'S JOURNAL, MARCH-APRIL 2014

[Allston rail yard is ripe for growth](#) Boston Globe Article by Paul McMorrow, January 14, 2014

[Boston's housing solution lies in Allston](#) Boston Globe Article by Paul McMorrow, December 17, 2013

[Harvard resumes Allston development project](#) Boston Globe Article by Casey Ross, December 14, 2013

[Harvard's 10-year Allston project wins approval from BRA](#) Boston Globe Article by Matt Rocheleau, October 19, 2013

[Harvard resuming work on complex](#) Boston Globe by Matt Rocheleau, June 14, 2012

[Allston skeptical of Harvard's new vision](#) Boston Globe by Andrew Ryan and Vivian Yee, June 17, 2011

[Harvard may turn to partners to revive Allston expansion](#) Boston Globe by Andrew Ryan, June 16, 2011

[After Harvard swap, some local reservations](#) Boston Globe by Richard Thompson, December 9, 2007

[Allston: Harvard's 50-Year Plan](#) Harvard Magazine, Feb 8, 2007

[Some Seeing Crimson At Harvard 'Land Grab'](#) New York Times by Sara Rimer, June 17, 1997

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## **April 18 –Affordable Housing and the third Sector**

Alex Schwartz, 2014. *Housing Policy in the United States*. Routledge: New York, 3<sup>rd</sup> edition. (pp. 135-162)

Information from the National Council of State Housing Agencies: <https://www.ncsha.org/about-hfas> and <https://www.ncsha.org/advocacy-issues/housing-credit>

Kirk McClure. 2000. The Low-income Housing Tax Credit as an Aid to Housing Finance: How Well Has It Worked? *Housing Policy Debate* 11(1): 91-114.

Jake Blumgart, Have We Been Wasting Affordable Housing Money? *Shelterforce* February 2016.

[http://www.shelterforce.org/article/4322/have\\_we\\_been\\_wasting\\_affordable\\_housing\\_money/](http://www.shelterforce.org/article/4322/have_we_been_wasting_affordable_housing_money/)

Laura Wolf-Powers, Achievements and prospects of New York City's self-help housing movement. In N. Gallent and D. Ciaffi eds., *Communities, Community Action, and Planning*. Bristol, UK: Policy Press.

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## **April 24 – Shared equity models for property ownership**

Jessica Gordon Nembhard, *Collective Courage: A History of African-American Cooperative Economic Thought and Practice* pages TBA

James DeFilippis, *Unmaking Goliath: Community Control in the Face of Global Capital* (Routledge, 2004), Chapter 5 "Collective Control of Money" and Chapter 6 "Conclusions"