

Social Entrepreneurship and the Urban Built Environment

Spring Semester 2018

Tuesday 3-5pm (600 Avery -- aka Ware Lounge)

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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 by appointment

Course website:

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 30th (15%)
- 3) one in-class case presentation based on independent research(35%)

4) final project due April 27 (35%).

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.

Course structure and outline

- **JANUARY 16** Institutional hybridity, flexibility, and entrepreneurship in present-day urban development and governance
- **JANUARY 23** Examining entrepreneurial governance structures: authorities, BIDs, public benefit corporations, parastatals and third sector organizations
- **JANUARY 30** Public sector governance of megaprojects
Featured Case: Atlantic Yards/Pacific Park (Brooklyn, NY)
- **FEBRUARY 6** Public sector governance of district formation
Featured Case: Boston's Seaport innovation district with Kairos Shen
- **FEBRUARY 13** Entrepreneurial strategies for publicly owned land and facilities
Featured Cases: Hudson Yards and Governor's Island
Guest: Michael Samuelian, President of the Trust for Governor's Island
- **FEBRUARY 20 Building and maintaining public space**
Featured Cases: NYC Plaza Program with Emily Weidenhof
- **FEBRUARY 27** Sports facilities, Olympic planning and the public sector
Featured Case: Fenway District + Boston Olympic Plan with Kairos Shen

- **MARCH 6** : Sidewalk Labs
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- Technology and innovation in the delivery of municipal services

SPRING BREAK * SPRING BREAK * SPRING BREAK

- **MARCH 20** : **Workshop!**
- **MARCH 27** Planning the sharing economy
 - Featured Case:** Air BnB in New York and Barcelona
- **APRIL 3** Mission-driven real estate
 - Featured case:** Greenpoint Manufacturing and Design Center
- **APRIL 10** Anchor institutions and their urban strategies
 - Featured Case:** Harvard and Brighton with Kairos Shen
- **APRIL 17** Governance and production in the affordable housing development sector
 - Featured Case:** History, impact, and future of housing financed with the low-income housing tax credit
- **APRIL 24** Shared equity models for property ownership
 - Featured Case:** Parkdale Community Land Trust, Toronto

Foundational questions about entrepreneurship and governance underlying this entire course

- What is the goal? What has to get done?
- What is the entrepreneurial institution or strategy being used to get that thing done?
- How is the institution organized? How is it chartered or incorporated?
- What is the institution's relationship to the capital markets? To members of the public?
- What is the impact of the chosen governance structure on outcomes? (who benefits?)

Week by week reading assignments (available on Canvas site unless otherwise indicated)

January 23 - Examining entrepreneurial governance structures

Required Reading:

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#cite_note-19 (Links to an external site.)[Links to an external site.](#) (Links to an external site.)[Links to an external site.](#)

David Harvey, *From Managerialism to Entrepreneurialism: Transformation in Urban Governance in Late Capitalism*. (The Roots of Geographical Change: 1973 to the Present (1989), pp. 3-17)

Background Reading:

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).

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."

January 31 - Public sector governance of megaprojects

We are going to review two case studies in class, based on the questions that were answered for this week's assignment. Please come prepared to talk about these projects, based some of the reading below and other independent research.

For those researching ESDC/Atlantic Yards:

Empire State Development Corporation <https://esd.ny.gov/> (Links to an external site.)[Links to an external site.](#) (Links to an external site.)[Links to an external site.](#) (Links to an external site.)[Links to an external site.](#) (Links to an external site.)[Links to an external site.](#)

Empire State Development Corporation, About Atlantic Yards https://esd.ny.gov/subsidiaries_projects/ayp/ayaboutus.html (Links to an external site.)[Links to an external site.](#)

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

Arana Hankin, “Megaprojects’ Exclusive Benefits: the Case of Local Government Policy Benefiting the Privileged Few,” In *Mega-Projects: Investment Strategies for Catalytic Development* *Harvard Journal of Real Estate* , pp. 24-29. (Read John Macomber’s review as well).

For Bedford Union Armory:

<https://ny.curbed.com/2017/11/29/16717144/crown-heights-brooklyn-bedford-union-armory-lawsuit> (Links to an external site.)[Links to an external site.](#)

<https://www.brooklynpaper.com/stories/40/49/dtg-crown-heights-armory-lawsuit-2017-12-08.html> (Links to an external site.)[Links to an external site.](#)

<https://www.nycedc.com/press-release/statements-approval-bedford-union-armory-project-city-council-land-use-committee-and> (Links to an external site.)[Links to an external site.](#)

<http://www1.nyc.gov/assets/planning/download/pdf/about/cpc/170418.pdf> (Links to an external site.)[Links to an external site.](#)

February 6 - Public sector governance of district formation

Bruce Katz and Jennifer Bradley, *The Rise of Innovation Districts: A New Geography of Innovation in America* (Brookings Institution Metropolitan Policy Program, May 2014) and “One Year After: Observations on the Rise of Innovation Districts” <https://www.brookings.edu/research/one-year-after-observations-on-the-rise-of-innovation-districts/> (Links to an external site.)[Links to an external site.](#)

February 13 – Entrepreneurial strategies for publicly owned land and facilities

Yu-Hung Hong, “Myths and Realities of Public Land Leasing” (Lincoln Institute of Land Policy, 1999) <https://www.lincolninst.edu/publications/articles/myths-realities-public-land-leasing> (Links to an external site.)[Links to an external site.](#)

Other Readings on Hudson Yards :

[DCP's summary with links to the EIS](#) (Links to an external site.)[Links to an external site.](#)

[Interview with Dan Doctoroff on his new book \(Links to an external site.\)](#)[Links to an external site.](#) - the book tells the in-depth inside story on Hudson Yards, but I won't assign it here. it also explains how to be deputy mayor and remake the city (independently wealth investment banker-style).

[Hudson Yards Infrastructure Corporation \(Links to an external site.\)](#)[Links to an external site.](#)

[Related's marketing website \(Links to an external site.\)](#)[Links to an external site.](#)

[Update from NYTimes \(2016\) \(Links to an external site.\)](#)[Links to an external site.](#)

February 20 - Innovation in Public Space

Guest Speaker - Emily Weidenhoff DOT Plaza program

<http://www.nyc.gov/html/dot/html/pedestrians/nyc-plaza-program.shtml> ([Links to an external site.](#))[Links to an external site.](#)

<https://ny.curbed.com/maps/mapping-every-single-new-york-city-pedestrian-plaza> ([Links to an external site.](#))[Links to an external site.](#)

<https://globaldesigningcities.org/publication/global-street-design-guide/streets/pedestrian-priority-spaces/pedestrian-plazas/case-study-plaza-program-new-york-city-usa/> ([Links to an external site.](#))[Links to an external site.](#)

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

Jason McAlees and Carly Jane Zapernick, Real Estate: The New Frontier in Sports Franchise Ownership. In Mega-Projects: Investment Strategies for Catalytic Development *Harvard Journal of Real Estate*, pp. 31-38 (2014).

Harry H. Hillier, Mega-Events, Urban Boosterism and Growth Strategies: An Analysis of the Objectives and Legitimations of the Cape Town 2004 Olympic Bid (*International Journal of Urban and Regional Research* 24:2, pp. 439-458, 2000).

March 7 - Workshop: Pitch your social enterprise

To get into the spirit of entrepreneurship, have a look at Bill Aulet's ["Disciplined Entrepreneurship Workbook."](#) I'm not expecting everyone to become MBA's over night, but I think we can familiarize ourselves with some of these ideas.

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 ([Links to an external site.](#))[Links to an external site.](#)

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> ([Links to an external site.](#))[Links to an external site.](#)

March 28 – Planning 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:

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)

<https://www.elegran.com/blog/2016/07/airbnbs-legal-and-ethical-woes-a-story-of-dramatic-expansion-and-timely-reality-checks> ([Links to an external site.](#))[Links to an external site.](#)

<http://blog.airbnb.com/who-we-are/> ([Links to an external site.](#))[Links to an external site.](#)

April 4 – Mission-driven Real Estate

Fourth Arts Block, East 4th 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*.

GMDC Case:

<http://www.gmdconline.org/images/pdfs/GMDC2015AnnualReport2.pdf> (Links to an external site.)Links to an external site. (Links to an external site.)Links to an external site.

April 11 – Anchor Institutions and their Urban Strategies

Yesim Sungu-Eryilmaz, *Town-Gown Collaboration in Land Use and Development*. Lincoln Institute of Land Policy, Policy Focus Report 2009.

April 18 - The Affordable Housing Development Sector

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

Information from the National Council of State Housing

Agencies: <https://www.ncsha.org/about-hfas> (Links to an external site.)Links to an external site. and <https://www.ncsha.org/advocacy-issues/housing-credit> (Links to an external site.)Links to an external site.

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.

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.

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.”

James Meehan, Reinventing Real Estate: The Community Land Trust as a Social Invention in Affordable Housing.

Parkdale Community Land Trust Case:

Cultivating a Governance Model for A Community Land Trust in Parkdale
<https://parkdalecommunityeconomies.files.wordpress.com/2011/11/cultivating-a-governance-model-for-a-community-land-trust-in-parkdale.pdf>