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PLANNING STUDIO (URBP 737) * Spring Semester 2020

Tuesdays 5:35-8:35 pm, Hunter North Room C103

Thursdays, 5:35-8:35 pm, Hunter West Room 606

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Office hours: Tuesdays and Thursdays, 3:00-5:30 and by appointment

With a long history of maintaining collective control and democratic governance of land for marginalized people, community land trusts (CLTs) are now experiencing a long-overdue period of growth across the five boroughs of New York City. Decades of city policies facilitating the transfer and sale of public land for development, coupled with intense real estate speculation, make the acquisition of land for CLTs simultaneously challenging and urgent. This is a moment of opportunity.

[The Bronx Cooperative Development Initiative \(BCDI\)](#) is a community-led effort to build an equitable, sustainable, and democratic local economy that creates shared wealth and ownership for low-income people of color. BCDI sees CLTs as an important aspect of building economic democracy in the Bronx, and is supporting the Northwest Bronx Community and Clergy Coalition (NWBCCC), a 45-year-old, member-led, grassroots organization fighting for racial and economic justice, in launching its Bronx-wide CLT.

Our studio work this semester will inform BCDI's work to support NWBCC in efforts to acquire and develop CLT properties across the Bronx that are residential, commercial, and industrial, and that embody the principles of economic democracy without replicating the shortcomings of existing subsidies and programs designed to promote affordable development. Together, the studio team will develop a significant base of research, analysis, and policy recommendations to support the advancement of a Bronx-wide mixed-use Community Land Trust. This will likely involve:

1. *Conducting an institutional and policy context analysis/making recommendations*

- a) a broad field scan on commercial, industrial and mixed-use CLTs, domestically and internationally
- b) an overview of city/state/federal policies and regulations and subsidies available for deep affordability in New York City and the Bronx (both residential development subsidies like ELLA and industrial development subsidies)
- c) *Recommended policies and practices* to encourage mixed-use CLT models that are both financially feasible and expressive of BCDI's commitment to community control of land.

2. *Researching and surveying government-owned properties to generate a database of potential mixed-use CLT sites*

- a) in-depth property research on relevant sites, building from existing datasets
- b) ground-truthing and surveying where necessary

3. *Completing a pro forma analysis*

Real estate financial analysis for mixed residential/commercial/industrial development on one or more potential CLT sites identified in (3) above

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Purpose and Learning Objectives

The purpose of the Planning Studio is for students to work collaboratively to apply skills and concepts from across the Hunter MUP curriculum to a real-world problem or goal as articulated by a client. In this case, the goal is **to advance a Bronx-wide mixed-use Community Land Trust**, and the client is the Bronx Cooperative Development Initiative, in its work support the Northwest Bronx Community and Clergy Coalition. By the end of the course, students will have gained experience with:

- Scoping a process for addressing a planning problem or issue based on client-provided information and directives;
- Assembling work teams and negotiating roles;
- Collecting, analyzing, and synthesizing existing research and contextual data;
- Collecting, analyzing, and synthesizing information from the field, including community input, key informant input, and field observations;
- Brainstorming collaboratively to develop a deeper understanding of how the information they have gathered applies to the problem at hand;
- Identifying obstacles to the achievement of a solution to a problem and strategizing about how to work around or overcome them;
- Managing communications with a client organization;
- Concisely and effectively communicating findings, insights, and recommendations, through a written report and public presentations

Students are expected to think critically about the situations in which they find themselves; to work constructively across differences with their peers; and to contribute their energy, their talents and their best selves to the achievement of a final deliverable that the client can use in approaching the problem articulated at the start of the process. Students are expected to spend ~10 hours per week outside of class hours working on the studio project. Meetings that will be helpful for studio work include public meetings and events held by community land trust efforts around New York City (who are organized into a coalition called the New York City Community Land Initiative, or NYCCLI) and meetings for members and allies of the Northwest Bronx Community and Clergy Coalition (see “Important non-class dates” section below).

Grading

The course is graded based on a maximum score of 100 points with each element scored based on the maximums listed below:

- Class attendance and participation (throughout – 10 points)
- Written response to assigned reading (due February 6 – individual assignment – 10 points)
- In-class small group presentation of background data (February 13 – 15 points)
- Interim presentation to client in task groups (March 31 – 15 points)
- Final presentation (date TBD, mid-May – 20 points)
- Final report (May 22 – 20 points)
- Peer review of group work (end of semester – 10 points)

Grading rubric: A 94-100; A minus 90-93; B+ 88-92; B 82-87; B minus 75-82

Schedule

Class 1 (1/28/20) – Student and faculty self-introductions; introductory lecture; split into small groups to start developing background data presentations.

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Class 2 (1/30/20) – Presentation by Julia Duranti-Martinez of the New Economy Project; Skills inventory and leadership compass exercise; small group on background data presentations work if time.

Class 3 (2/4/20) – Meeting with client: meet at Bronx Cooperative Development Initiative office, 2431 Morris Ave, Bronx, NY, **6 p.m. Sharp**

Class 4 (2/6/20) – Full group debrief from client meeting; 7 p.m. small group work on background data presentations (written response to assigned reading due)

Class 5 (2/11/20) – Small group work on background data presentations

Class 6 (2/13/20) – Small group work on background data presentations; 7 p.m. groups present to full class

Class 7 (2/18/20) – Full group scoping session for field work; formation of task teams

Classes 8-18 (2/20, 2/25, 2/27, 3/3, 3/5, 3/10, 3/12, 3/17, 3/19, 3/24, 3/26) – work in task teams. Task teams may invite speakers on campus or request informational presentations or “skills clinics” from faculty. In those cases, all students will be invited to listen and contribute. Each task team is encouraged to organize at least one presentation or clinic. Nick Shatan and Katherine Mella will make themselves available for consultation/check-ins at a specific time each week.

Class 19 (3/31/20) – Interim presentations to client (each task group presents independently)

Class 20 (4/2/20) – Full group session to synthesize client feedback and formulate plans for integrating task groups’ work

Class 21 (4/4/20) – Team-building exercise and election of project managers (one for presentation and one for report) for final stretch.

SPRING BREAK (4/9, 4/11, 4/16 and 4/18)

Classes 22-27 (4/21, 4/23, 4/28, 4/30, 5/5, 5/7) – work on final presentation and report under direction of project managers

Week of 5/12 – Final presentation for Hunter student colleagues, faculty members, and external evaluators

May 22 – Final report due

Important non-class dates

Tuesday January 21 – 6:30 p.m. - Western Queens Community Land Trust public meeting, Jacob Riis Center, 1025 41st Avenue, Long Island City, NY (for more info, go to wqclt.org and ourlic.nyc)

Saturday January 25 – 11 a.m.-2 p.m. Northwest Bronx Community and Clergy Coalition membership meeting (with CLT Breakout group) – Manhattan College, 4513 Manhattan College Pkwy, The Bronx, NY 10463

UNIVERSITY POLICIES

Academic Integrity -- Hunter College regards acts of academic dishonesty (e.g., plagiarism, cheating on examinations, obtaining unfair advantage, and falsification of records and official documents) as serious offenses against the values of

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intellectual honesty. The college is committed to enforcing the CUNY Policy on Academic Integrity and will pursue cases of academic dishonesty according to the Hunter College Academic Integrity Procedures.

Accommodation - In compliance with the ADA and with Section 504 of the Rehabilitation Act, Hunter is committed to ensuring educational access and accommodations for all its registered students. Hunter College's students with disabilities and medical conditions are encouraged to register with the Office of AccessABILITY for assistance and accommodation. For information and appointments contact the Office of AccessABILITY located in Room E1214B, or call 212-772-4857, or e-mail AccessABILITY@hunter.cuny.edu.

Hunter College Policy on Sexual Misconduct - In compliance with the CUNY Policy on Sexual Misconduct, Hunter College reaffirms the prohibition of any sexual misconduct, which includes sexual violence, sexual harassment, and gender-based harassment retaliation against students, employees, or visitors, as well as certain intimate relationships. Students who have experienced any form of sexual violence on or off campus (including CUNY-sponsored trips and events) are entitled to the rights outlined in the Bill of Rights for Hunter College.

- a. Sexual Violence: Students are strongly encouraged to immediately report the incident by calling 911, contacting NYPD Special Victims Division Hotline (646-610-7272) or their local police precinct, or contacting the College's Public Safety Office (212-772-4444).
- b. All Other Forms of Sexual Misconduct: Students are also encouraged to contact the College's Title IX Campus Coordinator, Dean John Rose (jtrose@hunter.cuny.edu or 212-650-3262) or Colleen Barry (colleen.barry@hunter.cuny.edu or 212-772-4534) and seek complimentary services through the Counseling and Wellness Services Office, Hunter East 1123.

CUNY Policy on Sexual Misconduct Link: <http://www.cuny.edu/about/administration/offices/la/Policy-on-Sexual-Misconduct-12-1-14-with-links.pdf>