

**Reading Tips and Study Questions**  
**SESSION 24—COMMUNITY DEVELOPMENT CASE STUDIES**

**Required reading:**

1. MIT CoLab, et al, Development study for the Bronx Community Development Initiative (2012).
2. Community Strategy Lab, "Caring for today, planning for tomorrow," (2014) [Brooklyn Interfaith hospital reuse project]. Read Introduction and Summary, pp. 11-39.

**Session overview**

In this session, we will discuss the implementation of community development projects intended to improve the social, physical, and economic conditions of low-income urban residents. We will be joined by Yorman Nunez, who is working on a community-led industrial initiative in the Bronx, and Dara Yaskil, a DUSP grad who is working on a community-led health/economic initiative in Brooklyn. This will be an opportunity to look at how many of the concepts we have discussed this semester are being applied on the ground in community development projects.

The two main readings introduce these two case studies. The **Bronx Cooperative Development Initiative (BCDI)**, like the Evergreen projects we looked at in Cleveland, is exploring ways to develop cooperative enterprises based on the needs of anchor institutions in the neighborhood. BCDI is made up of several grassroots members who seek to leverage existing economic activity in the Bronx to increase opportunity for low-income residents.

In Brooklyn, a coalition of union leaders (SEIU), nurses (the New York State Nurses Association), and community members have proposed a new plan for reuse of the bankrupt **Interfaith Medical Center**, one of several community hospitals in New York that have faced financial difficulties. This plan identifies the community's health needs and proposes a new operating structure that emphasizes the reforms of the federal Affordable Care Act and the requirements of New York state's rescue plan for troubled hospitals (Delivery System Reform Incentive Payment program or DSRIP). The coalition is working to gain state approval of their plan to resuscitate Interfaith hospital as a financially-sound facility that addresses the needs of low-income community and serves as an economic engine for the area.

These cases continue our conversation about issues of public health and planning and hearken back to our discussions about providing "good" jobs. Given the conversations we have had this semester, there are many questions we might ask about these real world efforts, such as:

1. How do we finance these community development efforts? What revenues

do they produce that could support long-term financing, how much subsidy would be needed to keep them going, and how much funding is needed upfront to get them started?

2. How are low-income residents incorporated in meaningful ways into the planning and operation of these projects? How do local people learn the ropes of organizational management and strategic planning that are needed to keep these efforts going?
3. How do we ensure that the benefits of these programs accrue to community members? What kinds of restrictions or managing documents govern these operations over the long term?

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