

Innovations in the Field

Brownsville Hub Cooperative

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Brownsville
Hub
Cooperative

INNOVATIONS IN THE FIELD

Innovations in the Field is a series showcasing JobsFirstNYC's pioneering projects and partnerships that drive economic mobility for young adults and the communities they call home. Through this series, we spotlight dynamic cross-sector collaborations for increasing economic opportunity. These initiatives highlight groundbreaking approaches for scaling effective solutions.



JobsFirstNYC creates and advances solutions that break down barriers and transform the systems supporting young adults and their communities in the pursuit of economic opportunities. Our innovative approach to developing new partnership models has helped shape public policy, private philanthropic investments, and the best practices of employers, colleges, workforce development service providers, high schools, and others. Over the last 17 years, JobsFirstNYC has worked with more than 200 organizations and institutions across New York City and State to build innovative solutions that connect young adults to economic opportunities.



**Brownsville
Hub
Cooperative**

Launched in 2021, the Brownsville Hub Cooperative develops community-led solutions to spark economic growth in Brownsville, Brooklyn. The Brownsville Hub Cooperative uses a people-centered, equity-based approach to create a self-sufficient community that builds individual and community wealth through education, ownership, business, and workforce development.

ROBIN HOOD

Robin Hood Mobility Learning and Action Bets (Mobility LABs) is a four-year initiative of the Robin Hood Foundation that seeks to promote innovative ideas to combat systemic barriers faced by historically disenfranchised communities across the country. Mobility LABs sets out to achieve this by providing investment in community-led approaches, building the capacity of community leaders to own the process of developing solutions for economic mobility.

In partnership with leading philanthropic institutions, the solutions offered by inaugural cohorts of Mobility LABs will inform the practices of the philanthropic field as many funders strategize ways to support communities through equitable and inclusive investments. The Brownsville Hub Cooperative has used this opportunity as the engine of a holistic plan to address many challenges faced by Brownsville residents.

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Foreword

As a managing director of the Robin Hood Foundation, I oversaw the implementation of Robin Hood’s Mobility Learning and Action Bets (Mobility LABs). However, as a proud resident of Brownsville, I am deeply honored to introduce the work encapsulated in this document. The Brownsville Hub Cooperative (BHC) stands as a testament to our community’s resilience, creativity, and unwavering commitment to economic mobility and self-sufficiency.

For decades, Brownsville has faced systemic challenges that have tested the strength and resolve of its residents. Yet amidst these trials, our community has consistently demonstrated an indomitable spirit and a deep-seated pride in our heritage and future. The BHC embodies this spirit as a beacon of hope and a catalyst for transformative change.

Launched in 2019, Mobility LABs is a pioneering four-year initiative led by the Robin Hood Foundation and supported by major donors such as the Bill & Melinda Gates Foundation, the Harry and Jeanette Weinberg Foundation, and Tipping Point Community. This initiative partners with local organizations in nine communities across the country to develop community-driven solutions that sustainably lift families out of poverty. Mobility LABs builds on effective models developed in New York City and seeks to replicate successful strategies in other communities.

One of Mobility LABs’ core principles is the belief that those closest to the challenges are also closest to the solutions. This “community-up” approach ensures that the voices, talents, and aspirations of local residents drive the development and implementation of impactful strategies. Our work is grounded in the voices and experiences of those living in poverty, centering racial justice, equity, diversity, and inclusion.

The BHC is a shining example of this philosophy in action. By centering the voices and experiences of Brownsville residents, we have created a people-centered, equity-based approach to economic development that is comprehensive and inclusive. Our work is not just about addressing immediate needs but about creating long-term pathways to economic mobility and self-determination.

The strategies outlined in this document reflect Robin Hood’s commitment to building individual and community wealth through education, ownership, business development, and workforce training. These efforts are designed to foster sustainable economic growth and ensure that the benefits of development are shared equitably among all Brownsville residents.

One of the most powerful aspects of Mobility LABs is its cohort model, which emphasizes peer learning across diverse urban, suburban, and rural communities. This approach allows us to share

Photos: Youth Design Center



insights, learn from one another's experiences, and scale successful solutions. The collaboration and collective learning within this cohort have been invaluable in shaping the work of the BHC and ensuring that our strategies are informed by a wide range of perspectives.

Our [Robin Hood Mobility LABs: Year 2 Learning and Evaluation Report](#) highlights significant progress in areas such as economic success, power and autonomy, and sense of belonging. Through direct services like job training, leadership and advocacy training, and community engagement activities, we have seen meaningful changes in our community. Moreover, our efforts in narrative and policy change have started to address the structural barriers that perpetuate poverty.

As it builds on these successes, the BHC aims to increase and improve access to essential services, enhance economic and ownership opportunities, generate community-wide revenue, and disrupt systems that contribute to economic stagnation. We are creating a space where growth, innovation, and healing are centered through interactions with and among community residents. By focusing on access, ownership, and self-sufficiency, and by prioritizing the needs and voices of young people, we are building a self-sufficient community that thrives on individual and collective economic mobility.

As you read through this document, I encourage you to see beyond the data and strategies to the heart of our community—a heart that beats with a desire for justice, equity, and opportunity for all. The BHC is more than a project; it is a movement led by the people of Brownsville, for the people of Brownsville.

I am proud of the progress the BHC has made, but its journey is far from over. With continued support, collaboration, and investment, we are confident that the BHC will serve as a model for other communities seeking to uplift themselves and create sustainable economic futures.

Thank you for joining us on this journey. Together, we can ensure that Brownsville not only survives but thrives, embodying the true spirit of our motto: "Never ran, never will."

Lori Boozer

*Managing Director, Mobility LABs Robin Hood
Proud Brownsville resident*



Executive Summary

WHAT THE BROWNSVILLE HUB COOPERATIVE IS

Launched in 2021, the Brownsville Hub Cooperative (BHC) develops community-led solutions to spark economic growth in Brownsville, Brooklyn. The BHC uses a people-centered, equity-based approach to create a self-sufficient community that builds individual and community wealth through education, ownership, business, and workforce development.

WHY THE BROWNSVILLE HUB COOPERATIVE IS NEEDED

The establishment of the BHC is rooted in the enduring spirit and resilience of the Brownsville community in Brooklyn. Despite its rich history of community-led initiatives and strong sense of service and pride among residents, Brownsville faces significant challenges, such as economic disadvantage, high unemployment, and health disparities. The BHC was established to bridge this gap, transforming plans into action and ensuring that community initiatives directly benefit residents.





Key Strategies of the Brownsville Hub Cooperative

- 1 Incubate entrepreneurial solutions and provide special services to start-ups focused on positively influencing the key economic mobility indicators.**
The BHC fosters innovative methods to address education, health, housing, jobs, and business development in Brownsville. This includes offering grants and continuous support for local nonprofits, small businesses, and entrepreneurs, as well as conducting needs assessments to guide their efforts.
- 2 Increase community wealth through business and residential ownership.**
Many Brownsville entrepreneurs operate informally and need better connections to the formal economy. The BHC helps bridge this gap by providing resources and support to formalize and grow these businesses. Additionally, it enhances residents' readiness for home ownership through financial education and access to capital.
- 3 Connect young people (ages 14–26) to training, wealth-building opportunities, and wraparound support.** To disrupt the cycle of poverty, the BHC focuses on workforce and postsecondary development for young adults. Programs include apprenticeship training, a Street Team Fellowship Program, and strategic youth engagement in community planning.
- 4 Provide opportunities for cooperative economics in the community.** The BHC aims to integrate the underground job market into the formal economy, providing necessary resources for small businesses to thrive. A cooperative accelerator program, initially targeting food justice, aims to support local co-op models with seed funding.
- 5 Build trust and close the communications gap so that credible information is readily available, thereby improving community engagement, changing the narrative, and reclaiming community power.** The success of the BHC relies on a strong communication and marketing plan that connects residents with the partnership and with one another. This includes a comprehensive website and regular community meetings to highlight local voices and stories.





Critical Insights Learned from the Brownsville Hub Cooperative Thus Far

- 1 Do not reinvent the wheel:** The BHC modified its approach to build from existing plans, lifting up the community engagement work that had been in progress for decades.
- 2 Center humanity and lived experience:** Recognizing and addressing community trauma and distrust has been foundational. Ensuring that gatherings felt community driven and allowing extra time for program recruitment were among the ways the BHC built trust with the community during its inception phase.
- 3 Identify ways to build and keep wealth in the community:** The BHC's strategic plan focuses on creating pathways to owning a business and purchasing a home through education and access to capital, reflecting both immediate and long-term economic mobility.
- 4 Uplift resident leaders:** The BHC emphasizes the importance of resident leaders who have a personal stake in the community. These leaders contribute their deep understanding of the community's history to development projects, and the BHC's initiatives would not succeed without their buy-in and vision.
- 5 Dedicate time to partnership development:** True community engagement is challenging but rewarding. The BHC values the importance of communication, pivoting as needed, showing grace and empathy, and ensuring that joy and laughter are part of the process.
- 6 No crisis can stop the Brownsville community:** The BHC recognizes the resilience of the Brownsville community in the face of crises such as COVID-19 and the fight for racial justice. The partnership continues to support community members through difficult times.





Early Impacts

In its first three years of implementation (2020–2023), the BHC achieved significant milestones across its five strategic areas.

→ **Strategy #1: Incubate entrepreneurial solutions and provide special services to start-ups focused on positively influencing key economic mobility indicators.**

- The **College Partnership for Entrepreneurship Initiative**, made up of four colleges and a legal services institution, partnered to train community members with a newly developed entrepreneurship curriculum. The New York State Education Department approved the resulting **Community Entrepreneurship Certificate**, ensuring that participants receive college credit for completing the course.
- The BHC established the **Brownsville Business Corridor Revitalization Project**. The project will incubate Black-owned businesses and provide them with **free commercial space and entrepreneurial training**.
- The BHC is partnering with **ten local businesses** to expand their footprint in the Brownsville community. Two of these businesses, Cornbread and Stuart Cinemas have already found locations and Stuart Cinemas is on schedule to open in Spring of 2025.

→ **Strategy #2: Increase community wealth through business and residential ownership.**

- The BHC **served as inspiration for New York City's proposed economic mobility hubs**. The BHC's influence was recognized by City Hall, which cited the partnership as a model for their community development strategy.

→ **Strategy #3: Connect young people (ages 14–26) to training, wealth-building opportunities, and wraparound support.**

- The BHC established the **Brownsville Workforce Alliance**, streamlining the process for residents to access training opportunities and employment. The alliance launched a **construction and trades initiative** that **provided 125 graduates with OSHA certificates**, opening pathways to quality job opportunities.
- The BHC **empowered 50 young residents** to actively shape Brownsville's future by engaging them in community planning meetings, where they analyzed local data and proposed solutions to be implemented by the BHC.

→ **Strategy #4: Provide opportunities for cooperative economics in the community.**

- The BHC's investment in the **Central Brooklyn Economic Development Corporation (CBEDC)** expanded its capacity by **transitioning the executive director to full time and adding three new staff members**. This strengthened team has been key in developing the BHC subcommittees and implementing an effective community engagement strategy, solidifying CBEDC's role as the partnership's backbone.

→ **Strategy #5: Build trust and close the communications gap so that credible information is readily available, thereby improving community engagement, changing the narrative, and reclaiming community power.**

- The BHC's community outreach evolved from the successful **"Brownsville Minute"** show to **highly attended monthly in-person events**.
- The BHC's leadership in community safety and youth employment was recognized by City Hall, which enlisted the BHC to head **Brownsville's Neighborhood Safety Council**, setting a model for other neighborhoods under the city's **Blueprint for Community Safety** initiative.

CONCLUSION

The BHC represents a transformative model for community-led economic development. By centering local voices, fostering collaboration, and addressing systemic barriers, the partnership aims to create sustainable economic growth and self-sufficiency in Brownsville. The early successes and lessons learned provide a blueprint for other communities seeking to uplift themselves through innovative, community-driven approaches.



Introduction

“Our story is a story of commitment, intentionality, and trust.”

—Genese Morgan, Chair of Community Board 16 and Brownsville Hub Cooperative member



“Never ran, never will!” This motto, which is integral to the Brownsville community, captures the spirit of its residents—many of whom have lived their whole lives in this central Brooklyn neighborhood. There is a special mentality in Brownsville, an aspect of the neighborhood that is frequently under-recognized and under-reported by mainstream media. As Brownsville residents will tell you, the essence of the community is about resilience, a strong sense of service to others, and a deep-seated pride in the community. Neighbors have known and cared for one another over many generations and have spearheaded numerous community-led initiatives to address challenges that the community has historically endured. This long-standing history of community engagement laid the foundation for the Brownsville Hub Cooperative (BHC), a group of local leaders working toward economic mobility in their community. By documenting the BHC’s development and key lessons learned along the way, this paper aims to inform future policy and practice in support of community-led solutions to that spark economic growth.

Since well before the establishment of the BHC, Brownsville’s story has been about residents coming together to rebuild from within. For example, in

the 1980s, local residents and churches launched the Nehemiah homes project, which has resulted in the construction of over 3,000 affordable homes in East New York and Brownsville to date, transforming these communities and providing low-to moderate-income families with home ownership opportunities.¹

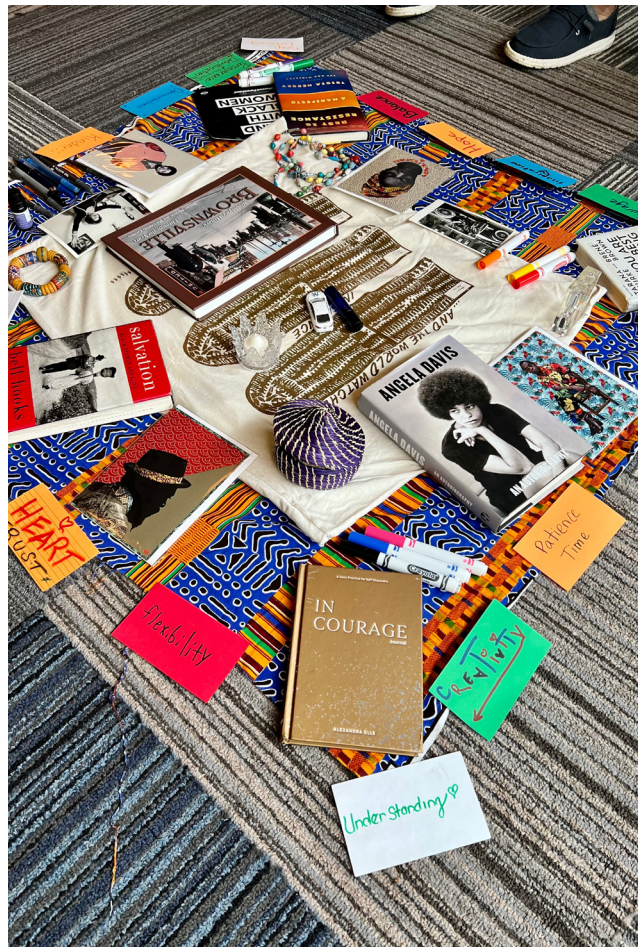
Brownsville’s rich cultural history and spirit of self-sufficiency showcase the community’s resilience, even as the community faces the challenges of historical disinvestment. In 2018, just prior to the BHC’s development, 54% of residents were living below 200% of the federal poverty level. With a median household income of \$28,000, Brownsville was one of the most economically disadvantaged neighborhoods in New York City, with persistently high unemployment rates, low labor force participation, and the second-highest incarceration rate in the city.² Roughly 12% of residents lacked health insurance. Brownsville was also home to one of the highest infant mortality rates in the city, one of many health disparities visible in communities that have been under-resourced.³

These challenges were having a negative impact on educational attainment and employment rates

among young adults in Brownsville. In 2018–2019, the neighborhood was among the city’s top five community districts in terms of the number of young people aged 16–24 who were out of school and out of work, with 23% of Brownsville young adults neither in school nor working. With the onset of the pandemic, this rate increased to 27%.⁴

In the years leading up to the BHC’s establishment, many city and state initiatives put forth community development solutions for Brownsville to address some of these challenges. One of the most notable initiatives was the

2017 Brownsville Plan.⁵ Between July 2016 and June 2017, the New York City Department of Housing and Preservation convened a group of community partners with representatives from more than 30 neighborhood organizations—organizations that had already been leading extensive planning work over the previous five years. These public workshops culminated in a bold vision for the community with support from New York City. While the content of the community plans was relevant, they lacked a mechanism to ensure accountability and, in some cases, plans for implementation. To meet the community’s immediate needs for job placement and wealth generation, planning needed to turn into action, which then needed to be turned into investment.



As one BHC leader explained, “We dedicated a lot of sweat equity to planning, but what was most important to us was implementation. We could no longer go into rooms and repeat ourselves—we needed to show action.” This is one of the primary reasons why the BHC was built: to be the local engine for achieving the goals of community plans like the Brownsville Plan while holding systems accountable for their part.

To grow and maintain forward momentum, the BHC solicited continuous community input

and supported the implementation of activities previously only written in community plans but not actualized. Working with JobsFirstNYC, the BHC secured two grants through Robin Hood’s Mobility LABs initiative (\$175,000 in planning grants and a \$1.58 million investment for implementation), as well as an early \$100,000 investment from JPMorgan Chase. These resources have created opportunities not only to connect young adults to work but to build careers and acquire assets that benefit the whole community.

This report tells the BHC story at a time when it’s still being written. The

analysis is based on community data, planning documents, interviews with BHC leaders, and learning from the early stages of implementation. It is JobsFirstNYC’s hope that the information provided here will offer important context for other communities aiming to lift themselves out of poverty and onto a path to prosperity.

The Origins of the BHC

Since the early 1970s, Brownsville has experienced significant disinvestment, particularly along its commercial corridors, including Belmont Avenue. In the years leading up to the establishment of the BHC, New York City and State prioritized reinvestment in the Brownsville community through initiatives such as the Mayor’s Action Plan for Neighborhood Safety, the New York City Department of Housing and Preservation Brownsville Plan, and then-Governor Cuomo’s Vital Brooklyn Initiative. These efforts were informed by nearly a decade of information compiled through community studies commissioned by Community Board 16, community-based organizations, and other local stakeholders. While these plans promised to unlock approximately \$2 billion in investments to increase affordable housing, employment, small business opportunities, healthcare, and open space, the actual implementation of these efforts faltered due to a lack of investment and infrastructure.

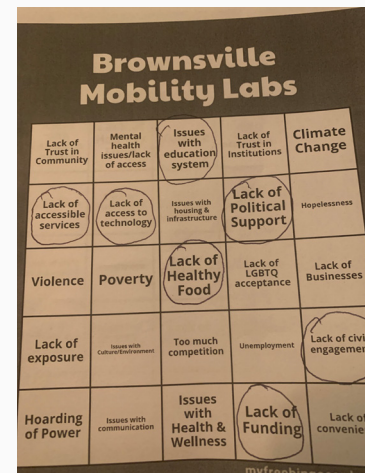
After several years of planning, Community Board 16 and local partners—including the Youth Design Center, the Brownsville Community Justice Center, and the Central Brooklyn Economic Development Corporation (CBEDC)—were determined to see some action. They recognized that their community was experiencing collective trauma and distrust after decades of systemic maltreatment. They also knew that achieving tangible results would be necessary to heal and restore hope and

trust. In 2018, the Mayor’s Office of Workforce Development introduced them to JobsFirstNYC, an intermediary with a track record of supporting local community efforts to advance economic outcomes. JobsFirstNYC had supported the build-out of place-based partnerships in the past using a ground-up approach that aligned with and leveraged community resources (including employers, workforce and economic development, education, training, community-based organizations, and private and public investments).

In 2019, Robin Hood launched Mobility LABs, an initiative that sought to promote innovative ideas to combat systemic barriers faced by historically disenfranchised communities across the country. Brownsville was one of nine communities to initially receive \$125,000 to develop a plan to address impediments to local economic mobility, while also focusing on how to shift the narrative about poverty. In November 2020, Robin Hood provided Brownsville with a supplemental \$50,000 to finalize the implementation plan as the community worked through the challenges of the COVID pandemic.

While JobsFirstNYC often starts its work in communities by developing a collaborative plan, the organization quickly saw that there was no shortage of well-thought-out ideas in Brownsville. What the community needed most was not a plan but support in securing investments and building infrastructure. And JobsFirstNYC would have to quickly prove that

Photos: Youth Design Center



it was not yet another organization planning to study the community and then leave when the work got difficult. With this in mind, JobsFirstNYC worked with the organizations in Brownsville to accelerate the planning process and focus on preparing for an investment.

First, JobsFirstNYC aggregated the previous plans to determine what was done and what was still outstanding. Then, through monthly convenings, surveys and planning sessions, they analyzed the outstanding items to determine which parts of these previous plans were still relevant to the Brownsville community. Finally, JobsFirstNYC solidified the creation of the Brownsville Hub Cooperative (BHC) through establishing memoranda of understanding, principles of operation, and clear roles and responsibilities. As one BHC leader shared, the group also created a voting policy to ensure that all voices were heard while facilitating efficient decision-making. The official organizations (known as the “lead partners”) of the BHC—Community Board 16, Youth Design Center, Brownsville Community Justice Center, and CBEDC—decided that CBEDC would serve as the backbone institution responsible for managing the partnership’s day-to-day activities. They also decided that JobsFirstNYC would serve as the intermediary partner for at least three years while supporting CBEDC in building its capacity to eventually take on the role.

In late 2020, Robin Hood awarded the BHC an additional \$1.58 million to implement and test their pilot approach over a three year-period, with JobsFirstNYC as its partner. The intermediary role of JobsFirstNYC proved critical, as it was able to make connections to funding opportunities that otherwise felt out of reach to the BHC. The partnership had the need and the ideas, and JobsFirstNYC had the capacity and relationships to secure the transformational private dollars needed to jumpstart the partnership’s work.

Mobility LABs is a Robin Hood initiative aimed at spurring the development of new solutions to sustainably lift families out of poverty and to promote dynamic leaders to change the conversation around social and economic mobility. Mobility LABs builds on Robin Hood’s work to identify and invest in effective models developed in New York City that can be exported to and replicated in other communities. The initiative supports local anchor partners to lead planning work in nine demographically and geographically diverse local communities.



INVESTIGATE

WE LISTEN AND LEARN FIRST.

By conducting research and gathering input from diverse perspectives across communities and systems, we identify existing challenges.

The effort to identify existing challenges to economic mobility in Brownsville began in September 2019 and was made much easier because the lead partners recognized early on that the Brownsville community had already undergone several major community planning processes. These prior processes aimed to address the root causes of economic challenges in the community and resulted in plans for better education, healthcare, child care, housing, and public space use. With this in mind, the lead partners embarked on a community-wide information-gathering process between October 2019 and February 2020.

During these five months, the team presented the project at the Community Board's quarterly meeting and collected data through several means: reviewing existing community plans, conducting research around community well-being factors, organizing community convenings, conducting surveys and youth focus groups, holding one-on-one meetings and calls with relevant stakeholder groups, performing an asset and community vision mapping, conducting a labor market data review,

and engaging with government agencies to learn more about local publicly funded initiatives. All in all, the team engaged more than 400 individuals, local businesses, and institutions (including economic developers, youth groups, educational institutions, nonprofits, and public agencies).

Flexibility was key to ensuring that the team was able to effectively collect the perspectives of different stakeholders. Therefore, in addition to holding meetings and events during the day, the team conducted evening and weekend sessions to engage residents and other stakeholders who could not attend weekday or daytime meetings. For example, for asset and community vision mapping, the team organized two public evening and weekend events—one focused on Kwanzaa and the other during Black History Month. These events allowed community members to share information about their experiences and visions in a non-traditional way, such as by creating a community vision board and playing a specially designed game of bingo focused on community assets.

COMMUNITY MEETINGS

To build trust and synergy, the lead partners utilized several types of convenings to cover all of the topics necessary to develop the BHC's strategic plan:

1

Weekly partner meetings: JobsFirstNYC hosted weekly partner meetings for a year and a half with all of the lead partner organizations.

2

Monthly community convenings: The Mobility LABs team convened community organizations, business owners, and residents monthly for more than a year. The feedback and ideas that were raised in those meetings became goals, focus areas, and the solutions and strategies detailed in the resulting strategic plan.

# of Meetings	Type of Meeting
7	Community-wide stakeholder meetings
55	Lead partner meetings and planning sessions
20	Communication meetings/engagements
3	Partner planning session
8	Partner writing sessions for BHC plan

3

Workgroup meetings: Monthly community convenings were not enough to develop an economic mobility plan. The lead partners thus created work groups to build on the information coming from the monthly community convenings.

4

One-on-one meetings: JobsFirstNYC, along with the lead partners, hosted several one-on-one meetings with one another, with public and private community institutions, and with residents and community leaders. These sessions were critical for helping the team build trust and better understand the historical landscape of Brownsville.

Being cognizant that Mobility LABs embraces the spirit of community-based approaches, all in-person meetings for the BHC's planning took place within Brownsville.

DEVELOPING A SHARED LANGUAGE

Across the country, a key aspect of anti-poverty work has been to help communities develop solutions that make economic mobility possible. In Brownsville, the BHC believes that it is important, in working toward the BHC's overarching goal of increased economic mobility, to use a shared language developed in collaboration with the community. To this end, lead partners began the planning process by developing common definitions, in alignment with Robin Hood's vision for this project, to guide the BHC's work. The following terms and definitions were developed through workgroup meetings and community surveys to clarify and elevate community values:

- **Mobility in Brownsville:** The people of Brownsville have equitable access to choices, opportunities, and resources (financial and otherwise) that are driven by investment and collective community voice and with achievable steps toward self-sufficiency.
- **People centered:** All activities should center the strengths, talents, needs, and aspirations of the people of Brownsville.
- **Equity:** The people of Brownsville have their voices amplified in any planning about our community and have access to economic development opportunities in our community.
- **Self-sufficient community:** A community that collectively builds wealth by generating revenue.
- **Collective community voice:** We already know what we need as a community; people need to just start listening to all of our voices ... and that means from residents in the projects to young people to parents, to our entrepreneurs, to nonprofits and community leaders.



IMAGINE

WE IDEATE COMMUNITY-INSPIRED SOLUTIONS.

Knowing that transformative change is sparked by bold ideas, and that the most promising ideas come from groups with diverse experiences, we bring communities and stakeholders together to imagine new and improved solutions.

In February 2020, following four months of investigation, lead partners began the Imagine phase—assessing the information gathered and determining which ideas should shape a plan for economic mobility in Brownsville. But in March 2020, the arrival of the COVID-19 pandemic and the accompanying shelter-in-place order complicated the planning process, as did the mass protests for racial justice that unfolded in May 2020.

COVID-19

The impact of the COVID-19 pandemic was devastating for the individuals and families of Brownsville. COVID-19 was responsible for the deaths of hundreds of residents, leaders, and elders in Brownsville. It caused the closure of hundreds of businesses and the unemployment of thousands of community members. Countless additional community members faced eviction, food insecurity, the loss of health insurance, and other pandemic-related impacts that put them on the brink of poverty or risked making them even more impoverished at a time of high uncertainty. As time goes on, Brownsville continues to see the lasting impacts of collective community trauma.

The Fight for Racial Justice

While COVID-19 remains a “once in a lifetime” pandemic that surprised many, the fight for racial justice and equality is not new. After the murder of George Floyd, the rage, hurt, and fear that was on display across the country was also palpable in Brownsville. The already tense relationship between the New York Police Department and many community residents was heightened after several nights of protests and unrest. As a community, Brownsville is unequivocal in its belief and demand that Black Lives Matter. Racism is a public health crisis and a root cause of poverty in the United States and in Brownsville. The Brownsville community will continue to use its collective voice to fight racism in policies, practices, and systems. BHC partners will also seek to connect the Brownsville community with opportunities that arise from new policies meant to address the conditions caused by the United States’ racist history.

These dual crises exacerbated existing root causes of cyclical poverty and reinforced the urgent need for an initiative such as the BHC. Due to the impact of the COVID-19 shelter-in-place order issued in March 2020, the residents of Brownsville and the institutions that serve them pivoted to respond to the urgent crisis unfolding on the ground in their community. Despite this shift in attention, lead partners determined that it was also important to keep working diligently on moving the BHC forward. Given the conditions, the process progressed at a slower pace, requiring extra time and coordination to plan and execute meetings and to reimagine what had already been discussed pre-pandemic. With state- and city-enforced social distancing and shelter-in-place orders, outreach and engagement efforts shifted from in-person engagements to virtual ones. In total, through 93 planning and stakeholder meeting sessions, lead partners and the community developed a plan that was ambitious yet feasible, based on the people, institutions, conditions, barriers, and opportunities that exist in Brownsville.



INCUBATE

WE GROW IDEAS INTO AN OUTCOME-DRIVEN ACTION PLAN.

Developing new solutions requires collective effort, so we work together to evolve ideas into a tangible plan that advances our change process.

In early 2021, lead partners began the Incubate phase by building the capacity of CBEDC, which went from having an organizational budget of less than \$100,000 and no full-time staff to serving as the fiscal steward for a multiyear Robin Hood investment. After receiving the grant, CBEDC brought its executive director to full-time status and created two additional roles.



BHC Strategic Plan

To obtain the \$1.58 million dollar grant from Robin Hood, the BHC's partners developed a strategic plan that laid out the partnership's goals, service delivery model, and strategies, as detailed below.

BHC GOAL

The overarching goal for economic mobility was created during one of the BHC's first meetings in September 2019 and remained consistent throughout the strategic planning process, even as new information was assessed and incorporated. This goal, which built on several prior community processes, was based on a deep understanding of the community, its history, its challenges, and its needs. Every word of this goal was chosen carefully and represented a value of or desire for the community.

THE GOAL:

“ Together we will use a people-centered, equity-based approach to create a self-sufficient community that builds individual and community wealth through education, ownership, and business and workforce development. ”

BHC SERVICE DELIVERY MODEL

To create a service delivery model centered on long-term economic mobility, the lead partners utilized Robin Hood's framework for improving economic mobility through community-developed strategies rooted in the intersectionality of three focus areas:

- ✓ Basic services (such as education, health, housing, and jobs)
 - ✓ Self (which is realized through autonomy, belonging, and inclusion, as well as economic stability)
 - ✓ Systems that change the narrative, influence policy, and seek racial justice
-

The BHC model also includes a fourth focus area:

- ✓ Small business development to increase individual and community wealth
-

In particular, the model is focused on developing strategies to improve the community's access to culturally responsive, locally sourced, and holistic economic mobility improvement opportunities. This approach recognizes the inherent right of Brownsville individuals and families to exercise power and autonomy. It aims to develop community leaders and empower community members by:

- ✓ Disseminating messaging on the importance of self-determination and the reclamation of community power
 - ✓ Using a collaborative approach to build power and access to social capital in Brownsville
 - ✓ Actively recruiting and empowering community members to participate in further strategy development and decision-making
 - ✓ Increasing collective community pride through the promotion of the historical Brownsville motto "Never ran, never will"
-

Belonging and inclusion are a key component of the BHC service delivery model. The Brownsville community is wonderfully diverse, which is a strength and also a challenge. The BHC needed a plan that truly represented the community and provided open access to everyone in Brownsville. This would be done by working to consistently increase representation and improve inclusion by:

- ✓ Amplifying collective voice in planning, decision-making, and communications
- ✓ Creating culturally competent materials in the native languages spoken by community members
- ✓ Conducting intentional marketing for underrepresented and historically under-resourced groups
- ✓ Promoting the hiring of community members for local opportunities
- ✓ Providing trauma-informed opportunities for collective community healing

BHC STRATEGIES

Once the BHC's overarching goal and service delivery model were established, the partnership then identified five strategies to drive economic growth and mobility for Brownsville residents:



STRATEGY #1: INCUBATE ENTREPRENEURIAL SOLUTIONS AND PROVIDE SPECIAL SERVICES TO START-UPS FOCUSED ON POSITIVELY INFLUENCING THE KEY ECONOMIC MOBILITY INDICATORS.

The BHC will develop innovative ways to positively affect the indicators—education, health, housing, jobs, and business development—that are known to improve economic mobility across all age groups in Brownsville.

Activities to achieve strategy #1:

- Provide grant opportunities for nonprofits, small businesses, and entrepreneurs to implement solutions developed through needs assessed during year one. Provide ongoing support, coaching, and needs assessment.
- Identify five to eight nonprofits, small businesses, and entrepreneurs to join a committee tasked with developing plans for one-on-one guidance and peer learning sessions and then recruit fifteen small businesses, nonprofits, and entrepreneurs to support.
- Develop a plan for skills mapping assessment for targeted jobseekers in the Brownsville community to determine training solutions that can lead to better career pathways and economic opportunities. Create opportunities for residents to participate in targeted employment and education programs, as well as reskilling opportunities with career pathway opportunities.



STRATEGY #2: INCREASE COMMUNITY WEALTH THROUGH BUSINESS AND RESIDENTIAL OWNERSHIP.

Brownsville has many entrepreneurs who run businesses and could benefit from stronger linkages to the formal economy. Moreover, although residential ownership is a tried-and-true way to build wealth, plans for community ownership haven't existed in 40 years. The BHC will address these gaps by connecting entrepreneurs with the resources and services needed for them to build thriving, formal businesses and by increasing residents' readiness for home ownership through financial empowerment and access to capital and cooperative business opportunities. This local ownership will support money staying in the community.

Activities to achieve strategy #2:

- Develop a curriculum and classes for business skills training (financial security, entrepreneurship, and business-related support).
- Develop a framework to engage budding entrepreneurs in a newly designed "entrepreneurship pitch competition" for viable business opportunities developed through entrepreneurial skills training.
- Provide legal support and coaching to small businesses owned by Brownsville residents, entrepreneurs, and nonprofits.



STRATEGY #3: CONNECT YOUNG PEOPLE (AGES 14–26) TO TRAINING, WEALTH-BUILDING OPPORTUNITIES, AND WRAPAROUND SUPPORT.

Investment in young people is required to break the cycle of poverty. Focus groups and other events with residents aged 14–26 identified several barriers that inhibit the upward economic mobility of Brownsville’s young adults: (1) violence, which prevents young adults from obtaining employment and attending work; (2) a lack of availability and access to education and training resources for high school graduates or youth who are out of school and out of work; (3) a lack of work experience and industry-recognized credentials; and (4) the high overall cost of postsecondary opportunities, and the opportunity cost of pursuing education instead of full-time work, which most Brownsville young adults cannot afford.

Activities to achieve strategy #3:

- Create a workforce and postsecondary development plan targeting young adults aged 14–26.
- Conduct creative apprenticeship skills training that provides young adults with an introduction to the fields of technical design and creative services.
- Work with young adult-serving implementation partners to bring together all youth leadership councils in the community to develop a shared advocacy agenda.
- Develop and implement a Street Team Fellowship Program for Brownsville Young Adults.
- Recruit, hire, and train two young adult fellows each year to manage the Street Team and support the community manager and BHC lead partners.

Photo: Youth Design Center





STRATEGY #4: PROVIDE OPPORTUNITIES FOR COOPERATIVE ECONOMICS IN OUR COMMUNITY.

In addition to building community wealth by increasing business ownership, there also is a need to cultivate a self-sufficient community—one that collectively builds wealth by generating revenue. There is a thriving underground entrepreneurial job market in Brownsville. Many of the assets in Brownsville go unreported. As several stakeholders noted, some people work in the informal job market and “make a way out of no way” by doing jobs such as babysitting, hairdressing, and creating and selling arts and other goods online. There are a variety of fledgling business enterprises that could benefit from targeted investment.

Providing opportunities for cooperative economics will help the community generate revenue together, better manage business costs and supply chains, test new and innovative goods, increase its capacity to provide for community members, and strengthen community ties. The BHC will help connect the underground job market to the traditional job market so that small business owners have access to the services and resources necessary to help their businesses grow and thrive above ground. Developing a cooperative accelerator program will support the growth and development of local co-op models with seed funding. The initial cohort will focus on food justice to respond to the growing community need stemming from the COVID-19 pandemic. The BHC will target resources and funders for early investing.

Activities to achieve strategy #4:

- Collaborate with CUNY’s Community and Worker Ownership Project to develop a community cooperative model to provide residents with wealth-generating opportunities in the community.
- Recruit 40 community residents to participate in the design process and become inaugural members of the community cooperative.



STRATEGY #5: BUILD TRUST AND CLOSE THE COMMUNICATIONS GAP SO THAT CREDIBLE INFORMATION IS READILY AVAILABLE, THEREBY IMPROVING COMMUNITY ENGAGEMENT, CHANGING THE NARRATIVE, AND RECLAIMING COMMUNITY POWER.

Critical to the BHC’s success will be a communication and marketing plan that connects residents to the BHC and to one another. In this regard, the BHC will continue to improve its website and host regular communications meetings with the community. It will also elevate the voices and faces of the Brownsville community by encouraging residents to speak for themselves, marketing success stories, developing systems to collect community information, and identifying and training “Brownsville Ambassadors.”

Activities to achieve strategy #5:

- Construct a sustainable communication infrastructure, including the BHC website, which provides residents with centralized resources and serves as a source of ready and updated information about the community, while engaging community members as active users.
- Engage the community through the “Brownsville Minute” online forum, which offers a platform for conversations and action around narrative change, and for sharing and disseminating timely information.
- Recruit community members to help develop a community advocacy agenda and implementation plan.

What Makes the BHC Innovative?

For too long, the people of Brownsville have lacked comprehensive economic mobility solutions. The community has suffered decades of racism, disinvestment, neglect, gentrification, and other crises that have limited people's chances for individual and family economic mobility. Exacerbating matters, community voice and potential have not been amplified by storytellers or policymakers, who have instead relied on outside voices to speak for Brownsville. As a result, the community continues to live in conditions that are made worse by policies, programs, and initiatives that fail to meet residents' economic needs. The BHC predicts a different fate from earlier initiatives because it embraces the following guiding criteria:

PEOPLE FIRST: The BHC's people-first approach is rooted in a recognition that community voice, partnership, and leadership are essential to its success. "The people of Brownsville already know what they need" was a common theme throughout the planning process. "People just aren't listening to us or giving us the resources we need to get it done" was another common expression. Given the consistency of this message, the lead partners were intentional about encouraging a diverse group of community members to assist with the development, design, and implementation of the BHC strategic plan.

COMMUNITY REPRESENTATION: The process utilized to develop the proposed solutions gathered input from a broad swath of the community, including young adults, businesses, nonprofits, health institutions, local government entities, residents, and others. Through a series of monthly community convenings, surveys, public celebration events, and small-group meetings, the Brownsville community worked together to develop a common language, review the data, discuss current conditions, identify potential opportunities, and brainstorm ways to leverage the community's collective voice to improve economic mobility in Brownsville. Information gathered by lead partners was shared back with the community along the way so that everyone involved was kept aware of where the BHC was in the planning process.

COMMUNITY DESIGNED: Community-developed and -designed strategies will help increase inclusion, equity, and wealth. The lead partners believe that the Brownsville community is resilient, talented, intelligent, and capable of developing strategies that will help more individuals and families break the cycle of economic poverty.

LONG-OVERDUE AND MUCH-NEEDED RESOURCED PLAN: The BHC has resources to jumpstart a large-scale economic mobility initiative that Brownsville has not been able to do in the past. In light of Brownsville's many years of previous planning, the inclusive Mobility LABs process, community assets, and community buy-in, the BHC holds the promise of collectively improving economic mobility in Brownsville over the long term.



Early Impacts of the BHC

The first three years of the BHC's implementation (2020–2023) were marked by several key wins across the five prongs of the strategic plan.



STRATEGY #1: INCUBATE ENTREPRENEURIAL SOLUTIONS AND PROVIDE SPECIAL SERVICES TO START-UPS FOCUSED ON POSITIVELY INFLUENCING KEY ECONOMIC MOBILITY INDICATORS.

College Partnership for Entrepreneurship

In collaboration with CBEDC, Medgar Evers College, Babson College, Howard University, the Metropolitan College of New York, and Brooklyn Legal Services, the BHC spearheaded the development of a comprehensive entrepreneurship curriculum. This initiative builds the entrepreneurial capacities of Brownsville residents, fosters strategic partnerships with industry leaders, and equips participants with the skills to operate and manage a business efficiently. Notably, the curriculum recently received certification from the New York State Education Department. This certification ensures that participants completing the program will be awarded a **Community Entrepreneurship Certificate**, adding a valuable credential to their skill set, earning them college credit at Medgar Evers and signaling their readiness for entrepreneurial endeavors. To support the diverse needs of participants, the curriculum caters to individuals across a spectrum of experiences, embracing those with nascent business concepts and those already engaged in operations. From what we know, this is the first time a place-based partnership has worked with a group of colleges to support a community-based curriculum plan supporting entrepreneurship.

Brownsville Business Corridor Revitalization Project

The BHC is partnering with the Brooklyn Borough President on the **Brownsville Business Corridor Revitalization Project**, a comprehensive plan to target unemployment by fostering entrepreneurship and incubating small businesses. The project will support local entrepreneurs in developing robust business plans and provide them with free space on underutilized commercial corridors in Brownsville. The Brooklyn Borough President highlighted the partnership in his [2023 State of the Borough Address](#), stating that it will “create economic opportunity for Black entrepreneurs while revitalizing local retail and improving the range of amenities in this historic neighborhood.”

Supporting Entrepreneurship in Brownsville

To support this effort to incubate small businesses in Brownsville, the BHC **enlisted ten anchor partners** to empower and build the capacity of Brownsville's emerging entrepreneurs. These ten anchor partners receive the BHC's support to find locations and financing in Brownsville:

- IV Purpose (sports bar and grill)
- Amarachi (West African/Caribbean fusion cuisine)
- Bleu Fin (bar and grill)
- Bonbon Lakey (bakery/Haitian cuisine)
- Buka (West African food)
- Cornbread (soul food restaurant)
- Shane's Brooklyn Restaurant (American cuisine)
- Stuart Cinema & Cafe (movie theater and cafe)
- Suite 704 (lounge/dining/bar)
- Wayne Clarke's Place Ice Creamery (ice cream shop)

So far, Cornbread and [Stuart Cinema](#) have successfully found financing and a space to open. Stuart Cinema’s Brownsville location will open in Spring 2025. The cinema boasts three 50-person screening rooms that will also be available for community use, and a menu that features empanadas made by owner Emelyn Stuart’s mother.

All these anchor partners are minority- or women-owned businesses with owners who not only understand the unique dynamics of Brownsville but are also fully committed to supporting the **Brownsville Business Corridor Revitalization Project** and members of the community. As such, they are well-positioned to provide key mentorship to other local individuals coming through the community entrepreneurship curriculum and seeking to open their own businesses in Brownsville.

These ten anchor partners will support other up-and-coming entrepreneurs in developing business plans, which will be reviewed by the BHC and the Brooklyn Borough President’s Office. Select entrepreneurs will receive free space on the commercial corridors in Brownsville to kick start their businesses.



STRATEGY #2: INCREASE COMMUNITY WEALTH THROUGH BUSINESS AND RESIDENTIAL OWNERSHIP.

Inspiration for New York City’s Proposed Economic Mobility Hubs

The BHC was recognized in a recent report by City Hall—[A Blueprint for Community Safety](#) (see page 39)—as **the model for economic mobility hubs** that the city is incorporating into its community development strategy. These economic mobility hubs are part of the city’s goal to increase access to quality jobs and economic security for youth and justice-involved individuals, as part of his broader effort to reduce significant risk factors of gun violence and ensure that viable economic opportunities are accessible to everyone. The New York City Economic Development Corporation is also seeking to replicate models like the BHC and the Lower East Side Employment Network in other communities across the city. That the BHC is directly cited as an influencing factor by both of these institutions is evidence of a systems-level win: the BHC has become a widely recognized example of how funders, government, workforce intermediaries, and other stakeholders work together to support community development and is directly influencing public policy and financial investment.



STRATEGY #3: CONNECT YOUNG PEOPLE (AGES 14–26) TO TRAINING, WEALTH-BUILDING OPPORTUNITIES, AND WRAPAROUND SUPPORT.

Increasing Access to Employment

The BHC established the **Brownsville Workforce Alliance** in 2023. The alliance’s first project is to streamline the process for residents to access local training and employment opportunities for **local construction and trades projects**. CBEDC is an approved training site and provides basic safety and advanced construction skills training programs. Graduates from the program are eligible to work on local construction sites. As of 2023, **125 graduates from this program had received their OSHA certifications**, making them eligible for local jobs.

Strengthening Youth Engagement

To foster youth engagement in community planning efforts, **the BHC organized community meetings for 50 young residents.** The residents were presented with community data analytics and asked to develop statements on how these statistics impacted Brownsville's economy. They then proposed their own solutions to be integrated into the work of the BHC.



STRATEGY #4: PROVIDE OPPORTUNITIES FOR COOPERATIVE ECONOMICS IN OUR COMMUNITY.

Building the Capacity of the Central Brooklyn Economic Development Corporation

A bright spot from the early years of the BHC's implementation phase has been the strengthened capacity of CBEDC. This organization was voted by BHC lead partners to serve as the backbone organization for the partnership. Over the past two years, funding was allocated to build staff capacity at CBEDC, **converting the part-time executive director position to full-time status and hiring three new staff members (a manager, coordinator, and assistant) to support CBEDC in stewarding the BHC.** Increasing the capacity of CBEDC has been foundational in the development of the BHC subcommittees—working groups tasked with exploring specific issue areas and which now have more than 50 active members—and in developing and integrating an effective community engagement strategy.



STRATEGY #5: BUILD TRUST AND CLOSE THE COMMUNICATIONS GAP SO THAT CREDIBLE INFORMATION IS READILY AVAILABLE, THEREBY IMPROVING COMMUNITY ENGAGEMENT, CHANGING THE NARRATIVE, AND RECLAIMING COMMUNITY POWER.

Establishing a Central Hub for Communication

The BHC's community outreach work began with the **"Brownsville Minute,"** a weekly YouTube and Facebook show that featured leaders from the community discussing topics of importance for residents. Twenty-six episodes aired, covering topics from COVID-19 information sessions to discussions with local entrepreneurs about how they started their businesses.

In the summer of 2023, after recognizing the need for an in-person medium to share vital information, the BHC started holding monthly community events. **These events have become the community's preferred communication vehicle, attracting an average of 40–50 attendees each month.**

Instituting a Neighborhood Safety Council

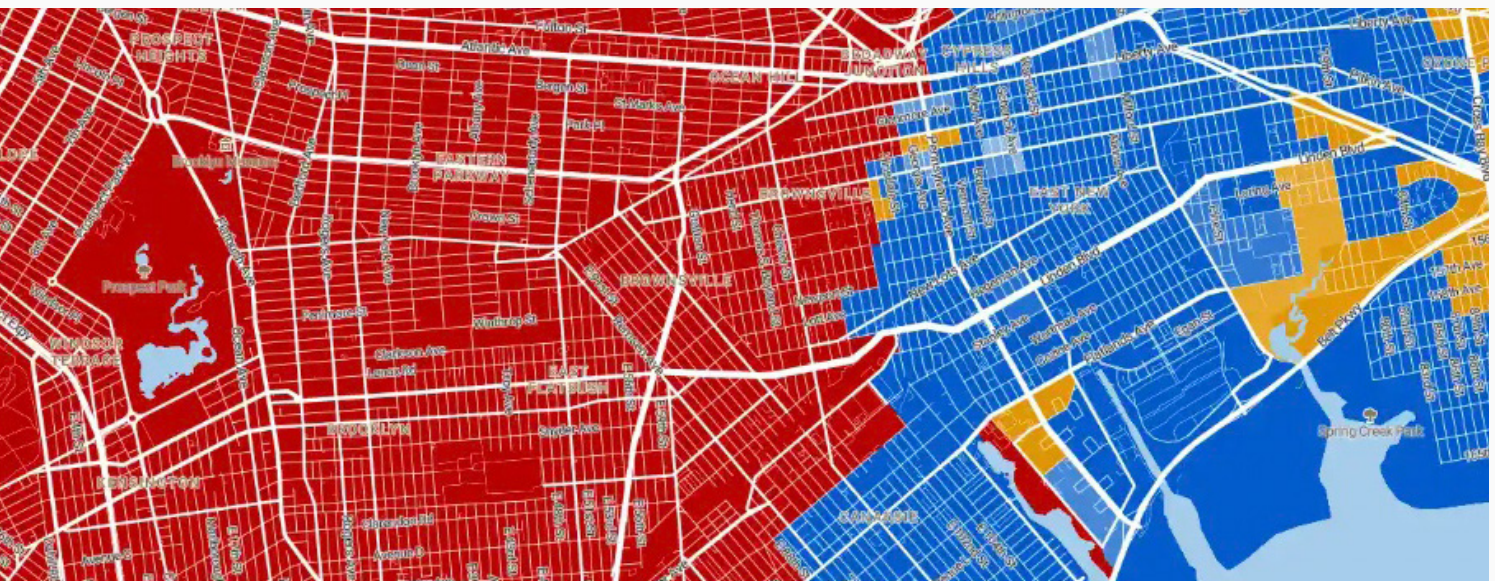
As a part of City Hall's Blueprint for Community Safety, **Neighborhood Safety Councils** are being developed to support young adults in certain neighborhoods with high youth unemployment. Brownsville was the first community to have such a council. The First Deputy Mayor's Office enlisted the BHC to head this Neighborhood Safety Council after seeing that the partnership embodied the outcomes that the councils were seeking, and **the office has been using the BHC as a model as it develops Neighborhood Safety Councils in other neighborhoods.** This recognition highlights the BHC's leadership and its pivotal role in advancing community safety and youth employment initiatives.

Lessons Learned to Date

“Honor and acknowledge the brilliance that exists in your community. Understand where your talent is and build on it.”

—La’Shawn Allen-Muhammad, Executive Director, Central Brooklyn Economic Development Corporation and BHC leader

Throughout its development, the BHC has gathered a number of lessons that will inform its continued work and which can guide other communities seeking to pursue similar goals.



1

DO NOT REINVENT THE WHEEL.

A quick way to lose community trust is to ignore previous work, especially if there is already agreement on what is needed to move forward. In the BHC case, JobsFirstNYC modified its approach to build from existing plans, and BHC lead partners advocated to funders that the community was resource-ready thanks to years of needs assessments and planning.

“The last plan that was done wasn’t perfect, but it didn’t move forward primarily because there was no investment in implementation. We had already had the tough conversations and made plans for local leadership. We needed investment.”

—Genese Morgan, Chair of Community Board 16 and BHC member

2

CENTER HUMANITY AND LIVED EXPERIENCE.

The BHC and JobsFirstNYC recognized that trauma and distrust were pervasive in Brownsville, and residents needed time to recognize this project as worthy of their time and energy. Ensuring that gatherings felt community driven and allowing extra time for program recruitment were among the ways that the BHC built trust within the community during its inception phase.

“When people have experienced harm and trauma, there is organic distrust. Incorporate healing spaces in what you build; you can’t build a strong infrastructure if the foundation is rocky.”

— La’Shawn Allen-Muhammad, Executive Director, Central Brooklyn Economic Development Corporation and BHC leader

3

IDENTIFY WAYS TO BUILD AND KEEP WEALTH IN THE COMMUNITY.

The BHC’s strategic plan is focused primarily on building a local ecosystem of jobs and creating pathways to owning a business and purchasing a home through education and access to capital—reflecting an approach focused both on immediate resources and on long-term economic mobility. This philosophy also extends to information, with BHC leaders wanting to build capacity within the community to sustain this work over the long term.

“Dollars should recycle in the community, but so should knowledge.”

—Genese Morgan, Chair of Community Board 16 and BHC member

4

UPLIFT RESIDENT LEADERS.

The BHC makes a distinction between organizational leaders who work in the community and resident leaders who live locally. For resident leaders, the work is personal—and they often have a long history in the community. The BHC works to uplift these leaders, recognizing the value and necessity of this history in community planning projects.

“Resident leaders like me know the folks in the community who can help us get the word out and can reach the depths of the community. We’re designing our programs without assumptions but with the facts—what we know about our community and what we know about our culture.”

—Genese Morgan, Chair of Community Board 16 and BHC member

5

DEDICATE A LOT OF TIME TO PARTNERSHIP DEVELOPMENT.

True community engagement is often the hardest part. Each BHC lead partner recognizes that collaboration is challenging but rewarding and values the importance of communicating (even when it’s uncomfortable), pivoting as needed, showing colleagues grace and empathy, and ensuring that joy and laughter are part of the process. The BHC ensures that each lead partner is able to build on its own strengths to maximize its contributions to the collective vision.

“We really know each other now—organizing is made easier when you take inventory of who’s at the table, what we’re each doing, and who can do what well.”

—Brittany Bellinger, former Program Director at Youth Design and BHC member

6

NO CRISIS CAN STOP THE BROWNSVILLE COMMUNITY.

The people of Brownsville are no strangers to crises. In the face of COVID-19 and the fight for racial justice, the people, businesses, and institutions of Brownsville have found ways to meet critical needs related to health, food security, employment opportunities, and community messaging. The community knows that there will always be another crisis, which is why the BHC understands the importance of working to prepare and support community members as they continue to demonstrate resilience through difficult times.

The BHC: An Evolving Blueprint for Community-Led Development

Since its launch in 2021, the BHC has developed community-led solutions to spark economic growth in Brownsville. Using a people-centered, equity-based approach, the partnership works to create a self-sufficient community that builds individual and community wealth through education, ownership, business, and workforce development. Brownsville is a strong and resilient community, with deeply rooted relationships that have made these early successes possible. The BHC continues to operate as a model for how funders, government, workforce intermediaries, and other stakeholders can work together to support community development through place-based partnerships.

In only a few years, the BHC has achieved significant milestones. In addition to supporting the launch of two new businesses, the BHC has improved access to local training and employment opportunities, and built staff capacity to sustain its work. These accomplishments, among others, have garnered recognition from local government and national research organizations alike and mark the BHC's relevance as a much-needed solution for community-led development.

The BHC's journey offers key lessons for government, philanthropy and community leaders

seeking to build similar infrastructure within their communities. First, it illustrates the value of dedicating resources to implement locally-driven plans from pre-existing knowledge, rather than starting from scratch. Additionally, the BHC's successes highlight the essential role of resident leaders and intentional healing spaces in building thriving communities based on a foundation of trust. Finally, the BHC demonstrates the unparalleled power of place-based partnerships led by a neutral facilitator. These partnerships have enabled the design, funding, and execution of a holistic community plan that no single organization could have achieved on its own.

By bringing together public and private investment, employers, educational institutions, and community-based organizations, the BHC is realizing a holistic approach to economic growth. This approach not only builds individual and community wealth but also challenges and disrupts the entrenched systems that have long hindered economic progress. As such, the BHC stands as a powerful model for communities nationwide who are embarking on similar efforts to cultivate economic mobility through education, ownership and workforce development.



Appendices

APPENDIX A:

BROWNSVILLE HUB COOPERATIVE DEVELOPMENT TIMELINE

Timeline	Activity	Anticipated Outcome	Indicators of Success
September 2019– March 2020	Stage 1: Investigate	Discovery and planning process	
	Conduct data research.	Determine what the data reveal and what problem the partnership can solve together: review demographic, labor market, and other relevant data to collect baseline data; assess programs, policies, and resource needs; identify barriers.	Types of data collected; how recently data collection took place; match between economic analysis and on-the-ground understanding built through convenings and focus groups.
	Explore labor market conditions, market demands, and economic analysis.	An understanding of the local and citywide labor market to better inform overall skills needs, training, and employment strategies in the community.	Types of data collected; how recently data collection took place; match between economic analysis and on-the-ground understanding built through convenings and focus groups.
	Review asset infrastructure.	Determine what resources exist, what to leverage, and what is commonly known: review community asset maps; identify gaps; identify opportunities.	Number of organizations, institutions, and employers on asset map; changes and additions to the asset map over time.
	Assess existing programs, policies, and resource needs.	A community asset map that will allow for informed partnership design and an understanding of service gaps.	Number of organizations, institutions, and employers on asset map; changes and additions to the asset map over time.
	Engage the community.	Obtain direct input from stakeholders to define problems and inform decision on work to undertake: facilitate community convening and focus groups with service providers, employers, and residents and other relevant stakeholders; in partnership with the Brownsville Community Justice Center, work with Community Board 16, Youth Design Center, and local anchor institutions to identify opportunities.	Depth and breadth of data and analysis built through ongoing community engagement; qualitative analysis of how this information informs the ultimate project design.
	Host public convenings engaging diverse stakeholders to define and explore problems.	Obtain feedback and input on the activities/approach; a deep understanding of the barriers in the community and the work that has been done to decrease these barriers.	Number of attendees at convening; number of stakeholder groups represented by the attendees; amount of feedback given by the group.
	Attend and present at monthly community events, including Community Board and NYCHA tenant association meetings, and obtain real-time insights and feedback.	Raise awareness of the partnership; maintain ongoing community feedback loops as the partnership builds and creates a strategy.	Number of meetings attended; number of attendees at each meeting; diversity of types of meeting attended.
	Host multiple stakeholder focus groups.	An understanding of existing needs and demands of employers, young adults, K-12, nonprofits, NYCHA residents, and other key community stakeholders.	Number of focus groups held; number of attendees at each focus group; types of focus groups (e.g., employers, NYCHA residents, young adults, etc.).
	Engage government.	Align public and private investment and initiatives under implementation: review the progress and advancement of the Brownsville Community Development Plan; review standing public investments and opportunities for investment.	Number of elected officials, governmental agencies, and economic development investors engaged in the planning process.
November 2019– March 2020	Stage 2: Imagine	Design labs/learning communities/ group working sessions	
	Define partnership development process.	The community determines what issues will be addressed, explores how the partnership can aim to achieve outcomes, and defines what it can accomplish for young adults, employers, the system, and families (the community determines the target populations).	Number of community partners involved in the development process; number of goals achieved over time.
	Identify gaps, opportunities to build on, and opportunities for greater coordination.	An understanding of the full scope of gaps and opportunities that are unique to the Brownsville community.	Number of gaps and opportunities addressed by the final partnership and theory of change.

		An inventory of community-informed ideas for collaboration that addresses the problems, gaps, and labor market information collected in earlier phases.	Number of partners and stakeholders engaged in creating this list; types of stakeholders involved in this process.
	Gather local and national ideas and practice.	Customized resources and best practices to meet partnership needs both pre- and post-launch.	Qualitative analysis of best practices used to support partners over time; analysis of best practices used to inform the partnership structure pre-launch.
	Establish theory of change.	How does the partnership accomplish its goals? Theory of change/logic model, mission, vision, expected outcomes.	Achievement of expected outcomes over time; qualitative analysis of how theory of change was executed or changed post-launch.
	Establish governance structure.	What governance structure supports goals? Identify leadership, governance structure, principles of operation; develop funding and sustainability plan.	Number of leadership institutions within partnership; breadth of stakeholder type represented in leadership; long-term financial sustainability of partnership.
March–May 2020	Stage 3: Incubate	Partnership structure & governance	
	Draft and present a working framework and strategy paper.	A clear but flexible framework for the community to build on as it strategizes and creates the partnership structure.	The use of the framework drafted post-launch; number of changes made to the structure over time.
	Develop initial partnership budget.	A budget and initial sustainability plan for the partnership.	Long-term financial sustainability of the partnership.
	Facilitate the creation of a mission/vision statement for the partnership.	A guiding, long-term mission for the partnership.	Amount of changes/edits made to the mission post-launch (if any).
	Administer partnership goal survey and establish goals for the partnership.	Clear, targeted goals for the partnership.	Achievement of goals post-launch.
	Engage philanthropic partners and city government officials, and solicit additional commitments.	Buy-in from key institutions and city officials to garner ongoing support for the partnership and community.	Number of philanthropic, government, and other external stakeholders engaged; breadth of stakeholder type engaged; number of stakeholders who continue to engage post-launch.
	Develop proposal for the launch of the project designed by the community.	Written plan that can serve as a toolkit for launch in September 2020.	Timely program launch; qualitative analysis of ease of program launch.
	Create detailed, goal-oriented action plan for partnership launch.	A clear action plan informing the next 2–3 years of community activity, with goals and deliverables.	Achievement of goals and deliverables over time; number of initial problems/ service gaps resolved by action plan.
	Facilitate on-site strategy sessions with each community partner.	An understanding of individual needs, strategies, and resources that will inform the larger strategic vision of the partnership.	Number of on-site sessions held; organizations participating in sessions; future buy-in of organizations visited during this phase.
	Gather feedback from partners and the community.	Align and define approach.	Depth and breadth of feedback collected; qualitative analysis of how it informs the final partnership design.
	Assess resources and define community partner roles.	Clearly defined roles and objectives for each community partner.	Number of partners signed onto each part of the partnership structure; qualitative measures of alignment between partner missions and partnership objectives.
	Identify capacity and professional development needs.	An understanding of technical assistance needs to achieve partnership goals.	Documentation of improved best practices among partners and the partnership as a whole.
	Facilitate learning community design sessions.	A community-informed partnership structure that will inform action plan and ongoing strategies.	Ability of the partnership structure to address community needs as measured by target outcomes and goals. Longevity of the partnership and its ability to be flexible as new challenges arise.
May 2020	Complete a fully designed project. Host a presentation of the final design for the community and other stakeholders. Submit designed project to Robin Hood.	An increased community-wide awareness of the designed project.	Number of attendees at launch event; multiple marketing resources announcing the completion and readiness of the project to launch.

APPENDIX B: BHC LEAD PARTNERS

This report would not have been possible without the insight, hard work, and dedication of the BHC's lead partners:

- Brooklyn Community Board 16: Genese Morgan, Board Chair
- Brownsville Community Justice Center: Ionna Jimenez, Program Manager
- Central Brooklyn Economic Development Corporation: La'Shawn Allen-Muhammad, Executive Director
- Youth Design Center (formerly Made in Brownsville): Quardean Lewis-Allen, Executive Director, and Brittany Bellinger, Program Director

Brooklyn Community Board 16

<https://www1.nyc.gov/site/brooklyncb16/index.page>

Community Board 16 reviews matters pertaining to land use in its district, evaluates the quality and quantity of service delivery in the community, makes recommendations for capital and expense budget priorities, and develops plans for the community's improvement.

Brownsville Community Justice Center

<https://www.courtinnovation.org/programs/brownsville-community-justice-center>

The Brownsville Community Justice Center works to reduce crime and incarceration, and strengthen community trust in justice in Central Brooklyn. It is a multifaceted initiative that seeks to prevent crime by investing in local youth and improving the physical landscape of the neighborhood. The Justice Center also seeks to forge better responses after crime occurs, offering meaningful alternatives to incarceration.

Central Brooklyn Economic Development Corporation

<https://cbedc.org/>

The Central Brooklyn Economic Development Corporation works to develop pathways to self-sufficiency for individuals, families, and small business owners in Central Brooklyn.

Youth Design Center

<https://www.youthdesigncenter.org/>

Youth Design Center is a youth creative agency and innovation hub providing a gateway for young people to learn marketable hard skills in STEAM, access postsecondary education, achieve economic mobility, and engage in place-based community revitalization.

APPENDIX C: ADDITIONAL PARTNERS

JobsFirstNYC would also like to thank the following organizations for their invaluable input and engagement throughout the Brownsville Hub Cooperative's design process:

Active Citizen Project
Arts Business Collaborative
Beam Center
BMS Family Health and Wellness Centers
Brooklyn Chamber of Commerce
Brooklyn Library-Brownsville
Brooklyn Perinatal Network
Brownsville Community Culinary Center
Brownsville Community Life Center
Brownsville Partnership
CAMBA
Catholic Charities
CEO Works
City Bar Justice Center
City Parks Foundation
Community Solutions
Cypress Hills Local Development Corporation
Department of Health and Mental Hygiene
Dream Big Foundation
First Baptist Church of Brownsville
Food Systems Network NYC
Friends of Brownsville Parks
Gardy Global
Good Shepherd Services
Grant Associates
Health First
IMPACCT Brooklyn
Institute for Community Living
Iron Mountain
Isabahlia/Green Valley
Italian American Civil Rights League NYC
JASA
Jeremiah Program
Justice NYC
Key Collegiate
Man Up! Inc.
Mayor's Office of Criminal Justice
Mayor's Office of Talent and Workforce Development
Medgar Evers College School of Business
Medgar Evers Oasis Beacon Center
Melting Pot Foundation USA
Mission Continues
Montefiore Medical Center
Nehemiah Economic Development
New York City Economic Development Corporation
New York Courts
New York Legal Aid Society
New York State Assembly
NYC Department of Housing & Preservation
NYC Department of Parks & Recreation
NYC Department of Youth and Community Development
NYC Housing Authority - Brownsville Houses
NYC Housing Authority - Glenmore Plaza
NYC Housing Authority - Howard Houses
NYC Housing Authority - Langston Houses
NYC Housing Authority - Marcus Garvey Apartments
NYC Housing Authority - Marcus Garvey Houses
NYC Housing Authority - Tilden Houses
NYC Housing Authority - Van Dyke
NYPD
NYU Langone Medical Center
NYU School of Medicine
One Brooklyn Health/Brookdale Hospital
Pitkin Avenue Business Improvement District
Popular Community Bank
Power of Two NYC
Project Eats
Public Health Solutions
Public Sentiment
Purelements
Pursuit Lending
Rebuilding Together NYC
Restoration Plaza
Riverdale Avenue Community Development Corporation
Rogosin Institute
SCO Family of Services
St. Nick's Alliance
The Bridge NYC
The Urban Wild
Thrive NYC
Urban Child Project
Veterans Affairs NYC
We Run Brownsville
Win NYC

APPENDIX D: IMPLEMENTATION PLAN

SELF SUFFICIENCY

The Brownsville Hub Cooperative

Developing community-led solutions to spark economic growth in Brownsville, Brooklyn
 Powered by Mobility LABs

Incubating Entrepreneurial Solutions and Providing Special Services to Startups Focused on Positively Impacting the Key Economic Mobility Indicators (Focus Areas—OWNERSHIP & SELF-SUFFICIENCY)

ACTIVITIES AND OUTCOMES	YEAR 1 Building Structure, Planning and Developing Community Voice	YEAR 2 Developing Pathways to Jobs, Business Development and Community Ownership	YEAR 3 Integrating long-lasting Economic growth through Investments lead by Community Members
Proposed Short Term Outcomes <i>(anticipated outcomes each year)</i>	Needs Assessment: Assess the needs of locally developed nonprofits, small businesses and entrepreneurs. Solicit input and feedback from local stakeholders. Develop plan to provide coaching and support to nonprofit, small businesses and entrepreneurs.	Solutions Implementation: Provide grant opportunities for nonprofit / small businesses and entrepreneurs to implement solutions develop through needs assessment during year one. Provide ongoing support and coaching.	Solutions Implementation: Assess impact of grants to nonprofit / small businesses and entrepreneurs, and provide additional resources to support solutions for growth opportunities.
	Peer Learning Plan: Identify 5 - 8 nonprofits, small business and entrepreneurs to join committee tasked with developing plan for one-on-one guidance / Peer learning sessions.	Peer Learning Support: Support 10 small businesses/ Nonprofits/ Entrepreneurs through one-on-one guidance /Peer learning sessions.	Peer Learning Support: Support 15 small businesses/ Nonprofits/ Entrepreneurs through one-on-one guidance / Peer learning sessions.
	Neighborhood Workforce Development Plan/Skills Mapping: Develop strategies for integrating workforce development and community advocacy in Brownsville Hub Cooperative activities. Develop a plan for skills mapping assessment and begin preliminary assessments for targeted job seekers in the Brownsville community to determine training solutions that can lead to better career pathways and economic opportunities.	Skills Training, Education and Employment Solutions: Continue skills mapping and use resulting assessment to target education, training and employment solutions for local residents. Residents participating in targeted employment and education programs, and reskilling opportunities with career pathways.	Increase Skills Training and Employment: Increase the number of residents participating in targeted employment and education programs, and reskilling opportunities with career pathways.
Proposed Long Term Outcomes <i>(anticipated outcomes at the end of the three-year period)</i>	<ul style="list-style-type: none"> Strengthen the community infrastructure for supporting small businesses and entrepreneurs, improve understanding of starting and growing a business; increase access to financial resources and and options. Community have ready access to small businesses development training, financial management, and access to credit. Increased opportunities for in demand skills training and good paying jobs. Building the foundation to create a trade school in Brownsville to directly train adult job seekers for short-term and long-term jobs opportunities. 15-24 nonprofits/small businesses/entrepreneurs engage in multi-year peer learning, improve viability and success of business, and gain access to additional resources to sustain the longevity and success of the businesses. Support capacity of key community organizations, businesses and individuals targeted towards addressing immediate needs of the community. 		

STRATEGY #1

ACCESS

YOUTH DEVELOPMENT

OWNERSHIP

→ SELF SUFFICIENCY ←

The Brownsville Hub Cooperative

Developing community-led solutions to spark economic growth in Brownsville, Brooklyn
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Increasing Community Wealth Through Business and Residential Ownership (Focus Area—OWNERSHIP)

ACTIVITIES AND OUTCOMES	YEAR 1	YEAR 2	YEAR 3
	Building Structure, Planning and Developing Community Voice	Developing Pathways to Jobs, Business Development and Community Ownership	Integrating long-lasting Economic growth through Investments lead by Community Members
Proposed Short Term Outcomes <i>(anticipated outcomes each year)</i>	Essential Skills Curriculum: Identify or develop curriculum for essential skill training sessions (finance, entrepreneurship, business related services and support).	Essential Skills Curriculum: Implement curriculum for essential skill training sessions (finance, entrepreneurship, business related services and support).	Essential Skills Curriculum: Implement curriculum for essential skill training sessions (finance, entrepreneurship, business related services and support).
	Financial Health and Management: Host 1 cohort of financial health and management training with 10 classes per session (25 people per cohort)	Financial Health and Management: Host 2 cohorts of financial health and management training with 10 classes per session. (25 people per cohort)	Financial Health and Management: Host 3 cohorts of financial health and management trainings with 10 classes per session. (25 people per cohort).
	Entrepreneurial Skills Training: Host 1 cohort of basic principles of entrepreneurship. Support the development of related business plans.	Entrepreneurial Skills Training/Pitch Competition: Host 1 new cohort of basic principles of entrepreneurship. Support and development of related business plans.	Entrepreneurial Skills Training and Implementation of Business Plans: Host 1 new cohort of basic principles of entrepreneurship. Support and develop related business plans. Support the implementation business plan(s) of pitch competition winner(s).
	Entrepreneurship Pitch Competition: Develop framework to engage Brownsville Hub participants in entrepreneurship pitch competition.	Launch First Entrepreneurship Pitch Competition: Select winner(s) and support with small regrant. Offer ongoing support.	Launch Second Entrepreneurship Pitch Competition: Select winner(s) and support with a small regrant. Offer ongoing support.
	Legal Support: Provide business-related legal support and coaching to 2-4 small business owned by Brownsville residents / entrepreneurs / nonprofits who are residents of Brownsville.	Legal Support: Provide business-related legal support and coaching to 4 - 8 small business owned by Brownsville residents / entrepreneurs / nonprofits who are residents of Brownsville.	Legal Support: Provide business-related legal support and coaching to 4 - 8 small business owned by Brownsville residents / entrepreneurs / nonprofits who are residents of Brownsville.
Proposed Long Term Outcomes <i>(anticipated outcomes at the end of the three-year period)</i>	<ul style="list-style-type: none"> Served a total of (10 - 20) small businesses, nonprofits and entrepreneurs, helping them to gain access to credit and other resources to become sustainable businesses Increasing the number of Brownsville residents entrepreneurs and small business owners by 10% person. 		

STRATEGY #2

ACCESS

YOUTH DEVELOPMENT

← OWNERSHIP →

→ SELF SUFFICIENCY ←

The Brownsville Hub Cooperative

Developing community-led solutions to spark economic growth in Brownsville, Brooklyn
 Powered by Mobility LABs

Connecting Young People (ages 14-24) to Training, Wealth-building Opportunities & Wrap-around Support (Focus Areas—ACCESS & YOUTH)

ACTIVITIES AND OUTCOMES	YEAR 1 Building Structure, Planning and Developing Community Voice	YEAR 2 Developing Pathways to Jobs, Business Development and Community Ownership	YEAR 3 Integrating long-lasting Economic growth through Investments lead by Community Members
<p>Proposed Short Term Outcomes <i>(anticipated outcomes each year)</i></p>	<p>Young Adult Education and Workforce: Create a workforce and post-secondary development plan targeting young adults, ages 16-24, to implement in 2022.</p>	<p>Young Adult Education and Workforce: Host industry specific workforce training programs for young adults in Brownsville. Connect youth to post-secondary education opportunities, training/certification and workforce development skill building programs.</p>	<p>Young Adult Education and Workforce: Host industry specific workforce training programs for young adults in Brownsville. Connect young adults to higher education opportunities, training/certification and workforce development skill building programs.</p>
	<p>Creative Apprenticeship Skills Training: 2 cohorts (25 youth) providing participants with an introduction to the fields of technical design and creative services.</p>	<p>Creative Apprenticeship Skills Training: 3 cohorts (25 youth each cohort) providing participants with an introduction to the fields of technical design and creative services.</p>	<p>Creative Apprenticeship Skills Training: 3 cohorts (25 youth each cohort) providing participants with an introduction to the fields of technical design and creative services.</p>
	<p>Youth Voice/Civic Engagement: Work with youth/young adult implementation partners to bring together all youth leadership councils in the community to develop a shared advocacy agenda.</p>	<p>Youth Voice/Civic Engagement: Create youth-led placemaking activities that include: implementing the mobile healing sanctuary tour; increase youth knowledge and connection to civic life in Brownsville. Implement shared civic agenda.</p>	<p>Youth Voice/Civic Engagement: Expand youth-led placemaking activities and implement shared civic agenda.</p>
	<p>Construction Skills Training: Host 2 construction workforce cohorts through the Central Brooklyn Economic Development Corporation serving 40 community members.</p>	<p>Construction Skills Training: Host 3 construction workforce cohorts through the Central Brooklyn Economic Development Corporation serving 40 community members.</p>	<p>Construction Skills Training: Host 3 construction workforce cohorts through the Central Brooklyn Economic Development Corporation serving 40 community members.</p>
	<p>Street Team Fellowship: Develop and implement Street Team Fellowship Program for Brownsville young adults. Recruit, hire and train two youth Fellows each year to to manage the Brownsville community street team, staff Brownsville Hub Cooperative, support community manager and Hub steering committee.</p>		
<p>Proposed Long Term Outcomes <i>(anticipated outcomes at the end of the three-year period)</i></p>	<ul style="list-style-type: none"> • Industry Skills Training - Develop, launch or expand industry specific workforce training classes and train (x) Young Adults. • Civic Engagement - 1000 community members connected to Brownsville HUB Cooperative activities and resources. • Narrative Change - Developing opportunities for young adults to use political voice for narrative change about the Brownsville community. 		

STRATEGY #3

ACCESS

YOUTH DEVELOPMENT

← OWNERSHIP →

SELF SUFFICIENCY

The Brownsville Hub Cooperative

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**Providing Opportunities for Cooperative Economics in Brownsville
 (Focus Area—SELF-SUFFICIENCY / OWNERSHIP)**

ACTIVITIES AND OUTCOMES	YEAR 1 Building Structure, Planning and Developing Community Voice	YEAR 2 Developing Pathways to Jobs, Business Development and Community Ownership	YEAR 3 Integrating long-lasting Economic growth through Investments lead by Community Members
<p>Proposed Short Term Outcomes (anticipated outcomes each year)</p>	<p>Brownsville Co-op Model: Work with The Community and Worker Ownership Project (CWOP) to develop learning community for building a community co-op model.</p>	<p>Testing the Brownsville Co-op Model : Recruit community members to join in pilot phase and execute the learning agenda to improve skills and understanding around maintaining and operating a co-op.</p>	<p>Implementing the Brownsville Co-op Model: Recruit 20 additional community residents to join cooperative (If pilot phase proves that the co-op is viable).</p>
<p>Proposed Long Term Outcomes (anticipated outcomes at the end of the three-year period)</p>	<ul style="list-style-type: none"> • Provide residents with wealth generating opportunities in their community 		

STRATEGY #4

ACCESS

YOUTH DEVELOPMENT

OWNERSHIP

SELF SUFFICIENCY

The Brownsville Hub Cooperative

Developing community-led solutions to spark economic growth in Brownsville, Brooklyn
 Powered by Mobility LABs

Building Trust and Closing the Communications Gap So Credible Information Is Readily Available to Improve Community Engagement. Changing the Narrative and Reclaiming Our Community Power (Focus Area—ACCESS)

ACTIVITIES AND OUTCOMES	YEAR 1 Building Structure, Planning and Developing Community Voice	YEAR 2 Developing Pathways to Jobs, Business Development and Community Ownership	YEAR 3 Integrating long-lasting Economic growth through Investments lead by Community Members
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<p>Proposed Short Term Outcomes <i>(anticipated outcomes each year)</i></p>	<p>Centralized Communication: Engage over 250 Brownsville community members as active users of OWN Brownsville website to provide residents with centralized resources and information about the community.</p>	<p>Centralized Communication: Engage an additional 250 Brownsville community members as active users of OWN Brownsville website to provide residents with centralized resources and information about the community.</p>	<p>Centralized Communication: Engage an additional 250 Brownsville community members as active users of OWN Brownsville website to provide residents with centralized resources and information about the community.</p>
	<p>Brownsville Minute: Continue to engage the community through these live online forums. Facilitate one session per month. Utilize as a platform for conversations and actions around narrative change.</p>	<p>Brownsville Minute: Continue to engage the community through these live online forums. Facilitate one session per month. Increase community interaction with the online forum. Utilize as a platform for conversations and actions around narrative change.</p>	<p>Brownsville Minute: Continue to engage the community through these live online forums. Facilitate one session per month. Increase community interaction with the forum. Utilize as a platform for conversations and actions around narrative change.</p>
	<p>Community Advocacy Agenda: Assess current advocacy infrastructure and recruit community members to develop a common community advocacy agenda. Finalize advocacy agenda with community members and produce a advocacy plan to present to community.</p>	<p>Community Advocacy Agenda: Recruit additional community members to launch a targeted campaign as determined by the new agenda.</p>	<p>Community Advocacy Agenda: Advocacy group continue work to address political and economic barriers to economic mobility.</p>
	<p>Community Fund: Strategic planning of community fund to give Brownsville economic power and ownership of its own sustainability. Fund will support resident and small business to contribute and benefit from the Brownsville economy.</p>	<p>Community Fund: Developing infrastructure to attract wealth to the neighborhood and maintain wealth in the community.</p>	<p>Community Fund: Raising awareness and seek investment to the fund.</p>
	<p>Investment: Developing sustainability plan and hosting funders briefing.</p>	<p>Investment: Engage 10 local funders.</p>	<p>Investment: Engage 20 local funders and 3 national funders</p>

<p>Proposed Long Term Outcomes <i>(anticipated outcomes at the end of the three-year period)</i></p>	<ul style="list-style-type: none"> • 750 Brownsville community residence engaged as active users of OWN Brownsville website, providing residents with centralized resources and information about the community. • Host 74 - 90 Brownsville Minute webcast/online forums. • Engaging 1000 members through community events, newsletters and other on-the-ground activities. • Develop and implement community-led advocacy plan to address systemic barriers to economic mobility. • Develop sustainability plan to cover full cost of project in implementation period in addition to continue with activities after three year Robin Hood grant. • Develop community advocacy voices and mobilize the community towards using political power to advocate for community resources. • Build out a sustainable local communication infrastructure and mechanisms (including the website) to disseminate message, improve community wide communication about the initiatives process and progress, build culture around advancing economic mobility. 		
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STRATEGY #5

ACCESS

YOUTH DEVELOPMENT

OWNERSHIP

→ SELF SUFFICIENCY ←

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ACTIVITIES AND OUTCOMES	YEAR 1 Building Structure, Planning and Developing Community Voice	YEAR 2 Developing Pathways to Jobs, Business Development and Community Ownership	YEAR 3 Integrating long-lasting Economic growth through Investments lead by Community Members
<p>Brownsville Hub Cooperative Long-Term Strategy</p>	<ol style="list-style-type: none"> 1) 1000 community members engaged in-person through various programs and solutions to address economic mobility barriers. 2) 1000 community members engaged online via Brownsville Minute and OWN Brownsville website, improving community-wide communication and common language around narrative change. 3) Central Brooklyn Economic Development Corporation has developed the capacity to become the economic/economic mobility driver of the community. 4) Community advocacy voices have been strengthened and there is an improved infrastructure to mobilize the community towards using political power to advocate for resources. 5) Stronger foundation to create a Trade School in Brownsville to rapidly upskill and reskill residents, and train them for short-term and long term jobs opportunities with better career pathways. 6) Improved capacity of community members, businesses and nonprofits with innovative projects addressing critical economic / health challenges in the community. 7) Improved access for young adults to education and training pipelines to better economic opportunities and developing their advocacy voices to position them to lead the future prosperity of the community. 8) A defined sustainability funding model for the Brownsville Hub Cooperative partnership to cover the full cost of projects and ensure there are resources to continue to build outside of the pilot / implementation period. 		

↑ ACCESS ↓

↓ YOUTH DEVELOPMENT ↑

→ OWNERSHIP ←

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The publication was designed by Tracey Maurer and copyedited by Morgan Stoffregen.

Endnotes

- 1 Brooklyn Nehemiah Homeowners Associations, "Brooklyn Nehemiah Homeowners," <https://brooklynnehemiah.org/>.
- 2 Citizens' Committee for Children of New York, "Keeping Track Online," <https://data.cccnewyork.org/data>.
- 3 New York City Department of Health and Mental Hygiene, "Community Health Survey 2018," <https://www.nyc.gov/site/doh/data/data-sets/community-health-survey-public-use-data.page>.
- 4 JobsFirstNYC and Community Service Society, [*Reversing Nearly a Decade of Positive Trends: The Lingering Impact of the Pandemic on Young Adults Who Are Out of School and Out of Work in New York City*](#) (July 2023), pp. 60–61.
- 5 New York City Department of Housing Preservation and Development, [*The Brownsville Plan*](#) (June 2017).



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