

MIGD  
**JUST CITY**  
MAYORAL  
**FELLOWSHIP**

Harvard Graduate School of Design  
September 23 – December 9, 2020



Dear MICD Just City Mayoral Fellow:

We are honored and humbled to welcome you to the inaugural MICD Just City Mayoral Fellowship. Throughout our series of virtual meetings this fall, we will work together to undo injustices in our communities as we seek to build a more “just city.”

We begin this program against the backdrop of a time of great upheaval: the COVID-19 pandemic has upended many expectations we took for granted and has disproportionately harmed the health and economic well-being of our cities’ Black residents. The murder of George Floyd by police in Minneapolis set off national protests around policing and public safety that continue months later, and racial injustices in every facet of life and every profession are being addressed in a way unparalleled in recent history.

We are now at an important pivot point on the “long arc of justice” where the opportunity to make transformative change is again possible. However, to move smartly towards this change requires a firm grounding in the legacy of the policies and practices that enabled the conditions of injustice we seek to disrupt, lest we run the risk of repeating past mistake and missteps.

This program will focus on planning and design solutions for the neighborhoods where these conditions of injustice—conditions which are so often intentionally concentrated in communities of color—play out. Over the coming weeks, you will select a predominantly Black neighborhood in your city that has historically seen under-investment and receive expert feedback on applying the language and tactics of racial justice to the neighborhood’s future. Through dynamic dialogues with experts in the fields of architecture, landscape architecture, urban planning, art activism, housing and public policy, together we will work toward a manifesto of action for your neighborhood and your city.

We are honored to have your participation in this program, and we look forward to serving you in your pursuit of a more just city.

**Trinity Simons**

Executive Director  
Mayors’ Institute on City Design

**Toni L. Griffin**

Director, Just City Lab  
Harvard Graduate School of Design

Dear MICD Just City Mayoral Fellow,

With great enthusiasm we welcome you to the inaugural MICD Just City Mayoral Fellowship on behalf of the National Endowment for the Arts and the United States Conference of Mayors.

Those of you who have attended an in-person MICD session have experienced the magic that takes place when mayors and design experts collaborate in a candid environment. We hope you find the MICD Just City Mayoral Fellowship to be a similarly empowering and inspiring experience. As mayors, you are on the front lines of every difficult conversation your community has, and you have the power to transform this moment of uncertainty and unite your communities around real solutions.

For over three decades, MICD has helped mayors across the country address major civic challenges through design. Although design may not seem an obvious choice for mayors grappling with the intertwined demands of COVID-19 response, racial injustices, and all of the day-to-day challenges that existed before this year, MICD demonstrates that an understanding of design informs every issue facing our cities, from economic development to housing to transportation.

We are convinced that skillful civic design, as with all the public arts, makes a practical and concrete impact on the character and quality of a community. We are thrilled that you are taking time from your busy schedule to attend this program, and we are convinced it will be of great benefit to your community as you navigate the uncertain times ahead.

**Tom Cochran**

CEO and Executive Director  
The United States Conference of Mayors

**Jennifer Hughes**

Director, Design and Creative Placemaking  
National Endowment for the Arts



Dear MICD Just City Mayoral Fellow,

Despite the racial violence and national tumult—not to mention the global pandemic and widening economic collapse—that have come to characterize 2020 so far, we remain united at the Graduate School of Design around our shared ability to rethink and reimagine what's possible, and around our shared conviction that we have to do so.

The events of this year have served as brutal reminders that life in the US is inherently and consistently different and disadvantaged if you are Black. These events have also pushed all of us to think deeply about how we live together in the world: how we live as individuals who cannot afford to think only as individuals; how we share collective spaces, collective infrastructures, and collective resources; and how our collective world can be more equitable, more sustainable, and more just. Design affects how we see and how we communicate: we design our impact.

The Just City Mayoral Fellowship program offers an extraordinary opportunity for what we do within the school to have a direct impact on the world outside our walls. This collaboration could not be more timely, nor more important. We all know that our cities need help in recognizing the forces behind racial injustices—particularly in predominantly Black neighborhoods—and in finding vocabularies and strategies for transforming them into places of equity and opportunity. I'm excited to see the impact that this program will have and hope only that it's the beginning of a broader network of collaborations that will make “just cities” the standard for what we expect, not the exception to what so many experience.

**Sarah Whiting**

Dean and Josep Lluís Sert Professor of Architecture  
Harvard Graduate School of Design



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# THE PARTNERS



The Mayors' Institute on City Design (MICD) is a leadership initiative of the National Endowment for the Arts in partnership with the United States Conference of Mayors. Since 1986, the Mayors' Institute has helped transform communities through design by preparing mayors to be the chief urban designers of their cities.



The National Endowment for the Arts (NEA) is the independent federal agency, established by Congress in 1965, whose funding and support gives Americans the opportunity to participate in the arts, exercise their imaginations, and develop their creative capacities. Through partnerships with state arts agencies, local leaders, other federal agencies, and the philanthropic sector, the NEA supports arts learning, affirms and celebrates America's rich and diverse cultural heritage, and extends its work to promote equal access to the arts in every community across America.



THE UNITED STATES  
CONFERENCE OF MAYORS

The United States Conference of Mayors (USCM) is the official nonpartisan organization of cities with populations of 30,000 or more. USCM promotes effective national urban/suburban policy, strengthens federal/city relationships, ensures that federal policy meets urban needs, provides mayors with leadership and management tools, and creates a forum in which mayors can share ideas and information.



At the Just City Lab, we ask: Would we design better places if we put the values of equality, inclusion or equity first? If a community articulated what it stood for, what it believed in, what it aspired to be — as a city, as a neighborhood — would it have a better chance of creating and sustaining more healthy, vibrant place with positive, economic, health, civic, cultural and environmental conditions? Imagine that the issues of race, income, education and unemployment inequality, and the resulting segregation, isolation and fear, could be addressed by planning and designing for greater access, agency, ownership, beauty, diversity or empowerment. Now imagine the Just City: the cities, neighborhoods and public spaces that thrive using a value-based approach to urban stabilization, revitalization and transformation. Imagine a set of values that would define a community's aspiration for the Just City. Imagine we can assign metrics to measure design's impact on justice. Imagine we can use these findings to deploy interventions that minimize conditions of injustice.



Founded in 1936, Harvard University Graduate School of Design (GSD) has roots dating back to 1874, when academic degree programs in architecture and landscape architecture emerged at the University. In fact, Harvard can be credited with founding the disciplines of landscape architecture and city planning prior to the establishment of the School, and founding the discipline of urban design in the 1960s. Today, the GSD continues to explore vital, global issues with authority, synthesizing research and practice in a collaborative, holistic approach that empowers the design community to make a difference around the world.

# THE MAYORS



## **MAYOR STEPHEN K. BENJAMIN**

### **COLUMBIA, SC**

Since being elected mayor in a record turnout election in April 2010, Mayor Steve Benjamin has made it his mission to create in Columbia the most talented, educated and entrepreneurial city in America.

In addition to serving as Mayor of Columbia, Mayor Benjamin served as 2018-2019 President of the United States Conference of Mayors, Chairman for Municipal Bonds for America, Member of the Federal Communications Commission's Intergovernmental Advisory Committee, Member of the Accelerator for America Advisory Council and Co-Chair of the Mayors for 100% Clean Energy campaign.



## **MAYOR CHOKWE ANTAR LUMUMBA**

### **JACKSON, MS**

Chokwe Antar Lumumba is the 53rd mayor of the City of Jackson, Mississippi, the youngest elected mayor in Jackson's history. He is an attorney, a husband, a father, and the son of two life-long community activists—the late Mayor Chokwe Lumumba and Nubia Lumumba.

Mayor Lumumba and his Administration have advanced a number of important initiatives in the City of Jackson including The establishment of a strategic plan toward building a Dignity Economy in the City; strengthening oversight of the police; preventing the state takeover of Jackson Public Schools (JPS) through an innovative partnership with the state, JPS, the City, funding, and community partners to improve outcomes for Jackson's scholars.



## **MAYOR SHAWYN PATTERSON- HOWARD**

### **MOUNT VERNON, NY**

Mayor Shawyn Patterson-Howard made history as the first woman elected mayor in the City of Mount Vernon, and first Black woman chosen for the office in Westchester County. Since assuming office on January 1, 2020, she has worked tirelessly to strengthen the local community and engage with all levels of government to bolster her beloved Mount Vernon and restore trust in the city's leadership.

Her first-term goals include growing the local economy through strong economic development policies, strengthening youth services and education, supporting seniors and empowering them to age in place, and bolstering the quality of life for all residents through innovative, equity centered solutions fostered by public, private and community partnerships.



## **MAYOR ERRICK D. SIMMONS**

### **GREENVILLE, MS**

Errick D. Simmons is the first black male mayor of the City of Greenville. Mayor Simmons began his career in municipal government as a city councilman in 2007, as the youngest to serve in the position at that time.

In the name of social justice, racial equity, and inclusion for all, the very first order of business for Mayor Simmons as Mayor of Greenville was the removal of the Mississippi State flag containing the confederate emblem from all municipal buildings. Simmons later announced the City's first ever re-entry program entitled, Greenville Re-Entry and Training Program (GREAT), a program aimed to hire and train returning citizens throughout the City.



## **MAYOR YVONNE M. SPICER**

### **FRAMINGHAM, MA**

Mayor Yvonne M. Spicer is the first Mayor of the City of Framingham. She was sworn into office on January 1, 2018, the same day Framingham officially became a city.

Committed to sustainable economic growth, the Mayor served on the Massachusetts Business Roundtable, the Massachusetts Office of the Treasurer Economic Empowerment Trust Fund, was a Town Meeting Member, and served on the Standing Committee on Ways and Means. She is the 2017 President-Elect to the International Technology Engineering Education Association (ITEEA) an international organization designed to build capacity for technology and engineering education globally working with Kindergarten through 12th graders, higher education and business and industry.





## **MAYOR VINCE R. WILLIAMS**

### **UNION CITY, GA**

Mayor Vince R. Williams is Union City's twentieth mayor. His leadership and commitment to advancing the Council's shared vision for Union City helped to transform a dilapidated mall and revitalize it into a thriving multi-million dollar film studio, reverse a multi-year financial deficit to an 81% increase during his first term as Mayor—all while ushering in the greatest increase of job creation in the City's history.

Since his first day in office, Mayor Williams has strived to increase consensus, cooperation, and partnership between South Fulton, Metro Atlanta, and Georgia's many governments, its business and civic communities and its residents.



## **MAYOR RANDALL L. WOODFIN**

### **BIRMINGHAM, AL**

Randall L. Woodfin is the 30th mayor of Birmingham. The mayor is focused on revitalizing the city's 99 neighborhoods, enhancing education and career opportunities for students, and creating an innovative economic climate to grow, attract and retain talent, startups and small businesses.

His vision to create new education and career opportunities for students led to the Birmingham Promise, a public-private partnership that provides tuition assistance to cover college costs for Birmingham high school graduates.

Under the Mayor's leadership, the city launched the Office of Social Justice and Racial Equity which seeks to employ social justice as a core principle in City of Birmingham policies, operations and decision-making.

# THE CURRICULUM CURATORS



## **TONI L. GRIFFIN**

Toni L. Griffin is a Professor in Practice of Urban Planning at the Harvard Graduate School of Design, and leads The Just City Lab. Toni is also founder of urbanAC, based in New York, specializing in leading complex, trans-disciplinary planning and urban design projects for multi-sector clients in cities with long histories of spatial and social injustice. Recent urban planning projects showcase how the practice transforms legacy issues of population and economic decline into innovative places for inclusion, prosperity and equity.

Toni may be contacted at [tgriffin@gsd.harvard.edu](mailto:tgriffin@gsd.harvard.edu).



## **TRINITY SIMONS**

Since 2012, Trinity Simons has served as the Executive Director of the Mayors' Institute on City Design. In that capacity, she works with mayors from across the country, assisting them in addressing some of our nation's most pressing urban planning and design issues. She frequently speaks about the intersection of design and political activity.

She previously served as the director of the Enterprise Rose Architectural Fellowship and the National Vice President of the American Institute of Architecture Students. She holds a B.Arch from the University of Arkansas and a Master of City Planning from MIT.

Trinity may be contacted at [trinity@micd.org](mailto:trinity@micd.org) or 202-463-1390.



## **KYLE MILLER**

Kyle Miller is a joint Master in Urban Planning and Master of Public Health student at the Harvard Graduate School of Design and T.H. Chan School of Public Health. Prior to attending the GSD, Kyle worked in small business development and economic development in Pittsburgh, PA. Kyle holds a bachelor's degree in Public Health and Sociology from Saint Louis University.

Kyle may be contacted at [miller@gsd.harvard.edu](mailto:miller@gsd.harvard.edu).



## **GRACE ORAN**

Grace Oran is the program manager for the Mayors' Institute on City Design (MICD), convening small groups of mayors and design experts to address cities' most pressing design and development challenges. Grace is focused on providing technical assistance to shape stronger communities, empower local leaders, and use the built environment to improve lives. She holds undergraduate degrees in geography and sociology from the University of North Carolina at Chapel Hill.

Grace may be contacted at [grace@micd.org](mailto:grace@micd.org) or 202.463.1391.



## **SARAH SMYTH**

Sarah Smyth is a Master in Urban Planning student at the Harvard Graduate School of Design. Before attending the GSD, she spent a year in public affairs consulting as a Coro Fellow. Her work spanned public, private, and nonprofit clients across the topics areas of education, technology, diversity and inclusion, and environmental sustainability. Sarah graduated from the University of California Los Angeles with a bachelor's degree in Political Science.

Sarah may be contacted at [ssmyth@gsd.harvard.edu](mailto:ssmyth@gsd.harvard.edu)

# THE SCHEDULE

	Date & Time	Topic
Module 1	<b>Week 1:</b> Wed, Sept 23rd (1–2PM ET)	Curriculum Introduction
	<b>Week 2:</b> Wed, Sept 30th (1–2 PM ET)	Public Policy & Injustice
	<b>Week 3:</b> Wed, Oct 7th (1–2 PM ET)	Design Justice & Neighborhood Change
	<b>Week 4: Homework</b>	<b>Black Neighborhood Briefing</b>
	<b>Week 5:</b> Wed, Oct 21st (1–2 PM ET)	Just City Values for Black Neighborhoods
Module 2	<b>Week 6:</b> Wed, Oct 28th (1–2 PM ET)	Building Allies & Partnerships
	<b>Week 7: Homework</b>	<b>Health and Safety Rapid Response Briefing</b>
	<b>Week 8:</b> Friday, Nov 13th (1–2 PM ET)	COVID-19, Justice Uprisings & the Publics
	<b>Week 9:</b> Wed, Nov 18th (1–2 PM ET)	Commercial Corridors & COVID-19 Responses
<b>Thanksgiving Week (Mayors Prepare for Neighborhood Presentations)</b>		
Module 3	<b>Week 10:</b> Wed, Dec 2nd (1–2:30 PM ET)	Neighborhood Manifesto Presentations
	<b>Week 11:</b> Wed, Dec 9th (1–2:30 PM ET)	Neighborhood Manifesto Presentations

Readings	Speakers
<p><i>Know Your Price</i>, Chapters 1 &amp; 3</p> <p><i>The Racial Segregation of American Cities Was Anything But Accidental</i>  <i>Disruptive Design: The Just City Dialogues</i>, Chapter 1</p> <p><i>Pattern Justice: Design Languages for a Just Pittsburgh</i>, Foreward, Chapter 1 &amp; Chapter 2</p>	<p>Trinity Simons, MICD  Toni L. Griffin, Just City Lab, Harvard GSD  Andre Perry, Brookings Institution</p> <p>Jim Stockard, Harvard GSD</p> <p>Grant Oliphant, Heinz Endowments  Karen Abrams, Heinz Endowments</p>
<p><i>Disruptive Design: The Just City Dialogues</i>, Chapter 2  <i>Defining the Just City Beyond Black and White</i></p>	
<p><i>COVID-19 Puts Structural Racism on Full Display—Will We Finally Do Something to Correct It?</i></p>	<p>Stephen Gray, Harvard GSD  Lily Song, Harvard GSD</p>
<p><i>Disruptive Design: The Just City Dialogues</i>, Chapter 3</p> <p><i>Returning to Martin Luther King Jr.'s Legacy</i>  <i>The MLK Way: Building on Black America's Main Street</i></p>	<p>Ifeoma Ebo, Creative Urban Alchemy  Deanna Van Buren, Designing Justice + Designing Spaces</p> <p>Dan D'Oca, Harvard GSD  RaMona Westbrook, Brook Architecture</p>
	<p>Previous Speakers</p> <p>Previous Speakers</p>



**IGNORING** these  
cries and **FAILING**  
to respond to  
this movement  
**IS SIMPLY NOT**  
**AN OPTION** – for  
peace cannot exist  
where justice is  
not served.

Representative John Lewis



# MODULE 1

# CONDITIONS OF INJUSTICE

# 1

## MODULE OVERVIEW

We are at an important pivot point on the “long arc of justice” where the opportunity to make transformative change is again possible. However, to move smartly towards this change requires a firm grounding in the legacy of the policies and practices that enabled the conditions of injustice we seek to disrupt, lest we run the risk of repeating past mistake and missteps.

Module 1 begins with an overview of how cities and specifically, the current condition of urban black neighborhoods came to be. Through presentations from scholars in the field, the mayors will be (re)introduced to the short history of the discriminatory, disinvestment, exclusionary and extractive public policies and practices that intentionally segregated the cities we live in today, and maintain the concentration of poverty and environmental injustice that restricts the accumulation of household and community wealth, as well as economic growth. During Sessions 1-3, the mayors will meet experts in the field of public policy, economic research, housing and philanthropic investment and discuss the histories of urban interventions and their lasting effects on today’s Black neighborhoods.

# WEEK 1 SEPTEMBER 23RD



TRINITY SIMONS

## CURRICULUM INTRODUCTION

Speakers: Trinity Simons, Mayors' Institute on City Design  
Toni L. Griffin, Just City Lab, Harvard GSD  
Andre Perry, Brookings Institution

Pre-Readings: Know Your Price, Chapters 1 & 3



TONI L. GRIFFIN

This session will welcome the mayors, introduce the teaching team, and core objectives of the fellowship.



ANDRE PERRY

The session will also feature a brief keynote by Andre Perry, author and Senior Fellow at The Brookings Institution. Perry will discuss his book, "Know Your Price: Valuing Black Lives and Property in America's Black Cities," providing an overview of five Black Majority cities and detailed analysis of how the assets and strengths of these places have been devalued. The book is both research and memoir.



# WEEK 2 SEPTEMBER 30TH



**JIM STOCKARD**

## **PUBLIC POLICY AND INJUSTICE**

Speakers: Jim Stockard, Harvard GSD  
Toni L. Griffin, Just City Lab, Harvard GSD



**TONI L. GRIFFIN**

Pre-Readings: The Racial Segregation of American Cities  
Was Anything But Accidental  
Disruptive Design: The Just City Dialogues,  
Chapter 1

From slums clearances to public housing and urban renewal, the United States has a long history of deciding how and where Black communities are situated in the city. These initiatives while promising to improve the neighborhoods and the quality of life of its residents, have largely done more harm, and as a result, weakening the ability of Black people and communities to thrive.

In this meeting, mayors will explore the discriminatory policies of their cities and learn to consider injustice as a frame for describing the effects of anti-black racist practices. Through understanding how federal and local government administrations have contributed to contemporary injustice, Mayors will be encouraged to contemplate how to move towards a just future.

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## Urban Wilds

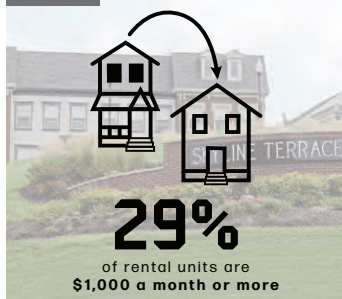


72%

of parcels are in fair or poor condition

27

## Displacement



29%

of rental units are \$1,000 a month or more

26

## Disinvestment

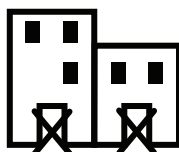


35%

of residents are below the poverty line

33

## Unsafe Vacancy

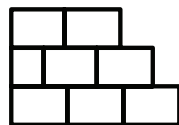


53%

of properties are vacant

34

## Exposed Walls



Walls exposed when part of a vacant attached house or rowhouse is demolished greatly affects the impression of the neighborhood. Exposed walls also affect house performance.

Neighborhoods like the Middle Hill District have suffered from high vacancy, high poverty rates and have less access to financial support from banks and investors. Unjust policies of urban renewal and redlining eradicated the vitality of these neighborhoods, resulting in low levels of home and business ownership and a serious mistrust of the government as a partner.

This excerpt from *Patterned Justice: Design Languages* for a Just Pittsburgh displays five patterns of injustice in the Middle Hill District neighborhood of Pittsburgh Pennsylvania. The complete book explores the scale and repetition of these urban spatial and social conditions that contribute to why marginalized communities do not have full access to the systems, spaces, and supports that bring about full economic participation and well-being.

# WEEK 3 OCTOBER 7TH



KAREN ABRAMS

## DESIGN JUSTICE & NEIGHBORHOOD CHANGE

Speakers: Karen Abrams, Heinz Endowments  
Grant Oliphant, Heinz Endowments



GRANT OLIPHANT

Pre-Readings: Patterned Justice: Design Languages for  
a Just Pittsburgh, Forward  
& Chapters 1–2

Developing justice language is an imperative as mayors seek to effectively engage their constituents on issues of COVID-19, policy brutality and the corresponding justice uprisings have had on Black neighborhoods and the role of urban planning and design interventions. This session will introduce mayors to how local philanthropy can play useful roles in initiating, convening and supporting efforts that actively contribute to producing more just cities.

Early in 2016, The Heinz Endowments introduced the concept of a “Just Pittsburgh” to the public as a term to describe some of the major challenges and aspirations for the Pittsburgh region. An unexpectedly widespread conversation was sparked about what the concept represents and our community’s hopes and ambitions for the future. The foundation will lead a conversation about its efforts to partner with local stakeholders and the Harvard Graduate School of Design to imagine design strategies for a more Just Pittsburgh at the neighborhood scale. Abrams and Oliphant will discuss the process of creating a justice language in Pittsburgh. They also will detail how the creation of justice language requires the engagement of the public.

# WEEK 4 HOMEWORK

## BLACK NEIGHBORHOOD BRIEFING

During this week, mayors and their teams should collect baseline data on their selected neighborhood, including demographic, land use and other cultural, environmental and investment data to help illustrate the current opportunities (assets) and challenges (liabilities) of the neighborhood. A recommended list of indicators to collect is as follows:

- Population Density
- Percent Black (2018)
- Median Income
- Educational Attainment
- Poverty Status
- Housing Production
- Community and Cultural Centers
- Percent of Land Use Devoted to Specific Land Uses
  - Residential
  - Commercial
  - Public Institutions (Government, Education, etc.)
  - Industrial
- Major Employers
- Vulnerability to Environmental Stressors
  - Flood Risk
  - Heat Island
- Crime
- Food Security

With this information, mayors should prepare a brief (3-5 slide) presentation to be used in the next week's session.

# WEEK 5 OCTOBER 21



TONI L. GRIFFIN

## **JUST CITY VALUES FOR BLACK NEIGHBORHOODS**

Speaker: Toni L. Griffin, Just City Lab, Harvard GSD

Pre-Readings: Disruptive Design: The Just City Dialogues,  
Chapter 2  
Defining the Just City Beyond Black and  
White

During this session mayors will introduce the Black neighborhood in their city they intend to build an action agenda for over the course of the fellowship.

Mayors and their teams will also use the Just City Manifesto worksheet, to describe the following:

1. Existing condition of injustice in their city
2. Current policies and initiatives designed to address injustice in their city
3. Just City values central to their justice

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# **INJUSTICE**

**is a quality relating  
to unfairness  
or underserved  
outcomes, often  
situated based on  
a relative position  
within the structure  
of power.**

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## **UNJUST CAUSES**

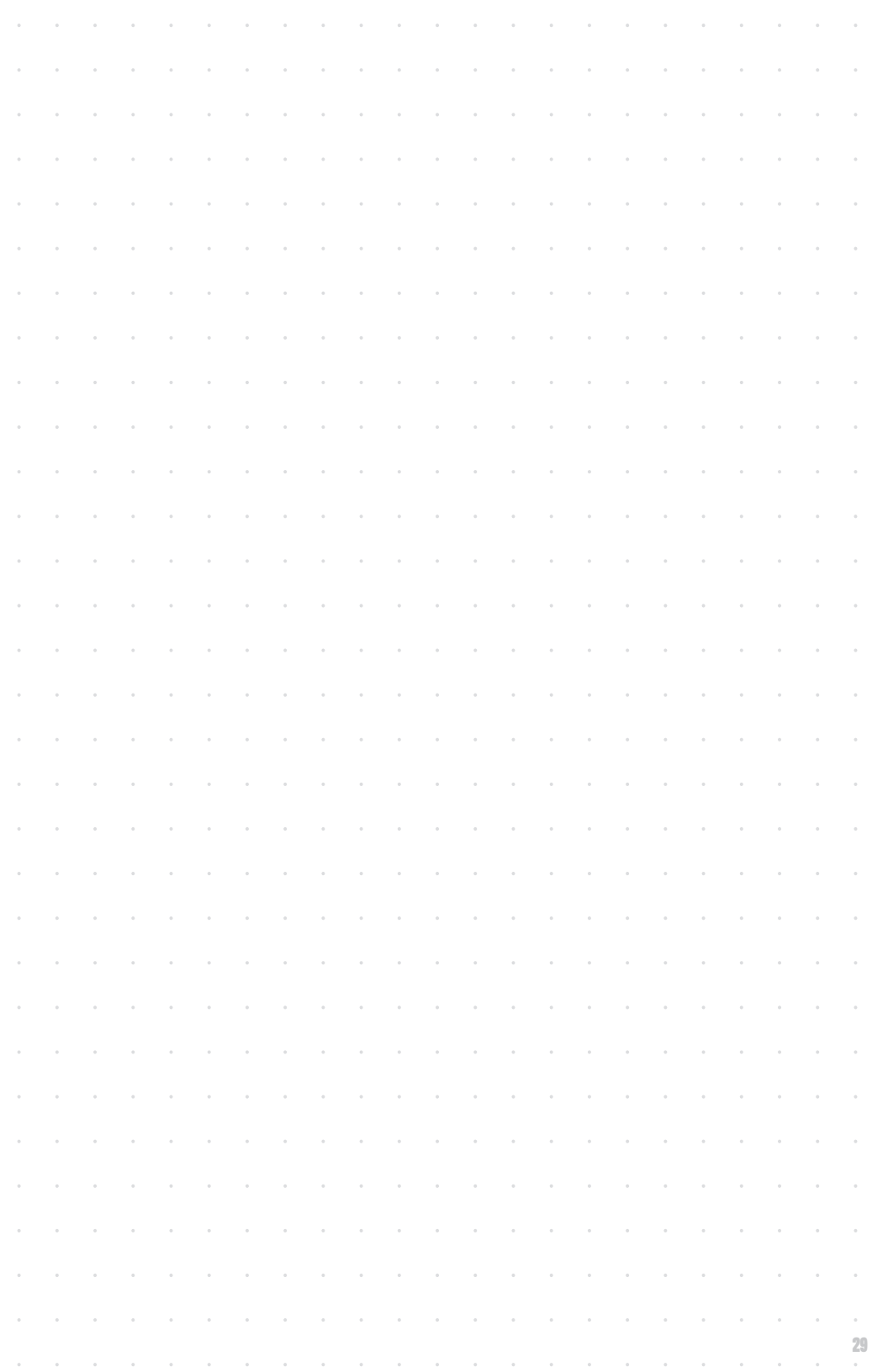
Gerrymandering  
Urban Renewal  
Housing Restrictions  
Stop & Frisk  
School Admissions  
Prisoner Reentry  
Criminal Justice  
Closed Networks  
Living Wages  
Last Mile  
Gentrification  
Housing Production  
Environmental Contamination  
Industrial Decline  
Globalization  
Racism  
Sexism  
Homophobia  
Xenophobia  
Immigration Policy  
Gun Laws  
Food Production  
Housing Ownership  
Climate Change  
Lending Practices  
Capitalism

## **UNJUST CONSEQUENCES**

Dislocation  
Segregation  
Concentrated Poverty  
Health Vulnerability  
Market Flux  
Violence  
Economic Hardship  
Blight  
Abandonment  
Vacancy  
Power Imbalance  
Unemployment  
Income Insecurity  
Wealth Gap  
Discrimination  
Skills Gap  
Homelessness  
Mass Incarceration  
Recidivism  
Deportation  
White Flight  
Middle Class Fight  
Hunger  
Affordability  
Voter Suppression  
School Safety

**NOTES**







If you have come  
here to help me,  
you are wasting  
your time. But if  
you have come  
because **YOUR  
LIBERATION IS  
BOUND UP WITH  
MINE, THEN  
LET US WORK  
TOGETHER.**

Lilla Watson



# MODULE 2

# NEIGHBORHOOD CHANGE

## 2

### MODULE OVERVIEW

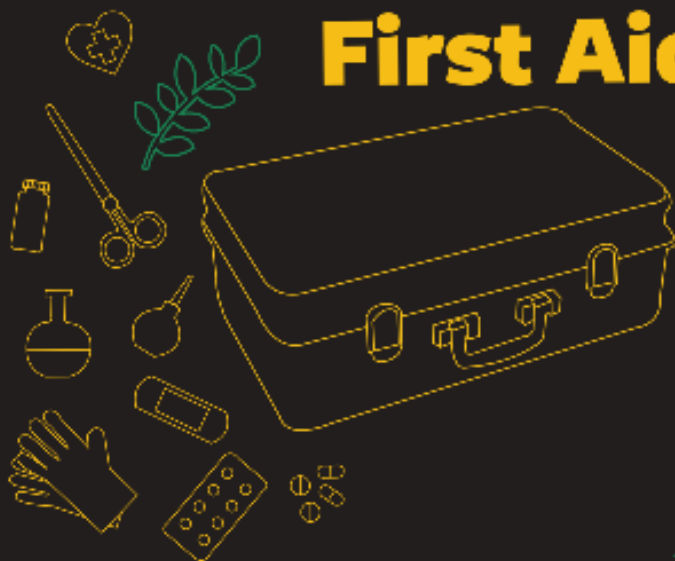
There is a reoccurring tendency for natural, economic, public safety and now health crises to amplify the underlying urban conditions that disproportionately affect lower-income Black and Brown communities. The current COVID-19 pandemic alone has advanced a broader understanding of the connections between income inequality, proximity of housing to work, and the people on whom we rely to teach our children, operate public transit, or deliver our packages—our “essential workers”. And the death of George Floyd serves as a compounding example of the ever-present experience of injustice felt by African Americans, has now expanded to involve a multi-racial, multi-generational cry for justice.

Having discussed the history of justice and the current patterns of injustice in cities in Module 1, the mayors now will be introduced to the role of design in eradicating the spatial conditions of injustice while promoting a more just city. Throughout this module, mayors will be introduced to design thinkers and practitioners who use design as a process, policy and outcome to produce neighborhood transformations which restore value, social capital and beauty.

Module 2 begins with a recognition of our current social justice crises and the effects on Black community and neighborhoods. It will introduce mayors to tools for integrating justice language into their work, as well as provide several examples of how design is contributing to near- and long-term change in Black neighborhoods. During Sessions 6-9, mayors will meet designers from Chicago, Boston, New York and the Bay Area to discuss strategies that have the potential to be replicated and scaled to the local context of each mayor’s city. The strategies will address issues of commercial revitalization and business development, public safety, and restoring dignity to justice-involved community members and their families.



# Design Studio First Aid Kit



● By Lily Song, Harvard CoDesign & Allentza Michel, Powerful Pathways ●

The powerful wave of protests across the country and around the world in defense of Black lives have forced designers, architects, and planners to confront how our professions and practices reinforce structural racism through the built environment.

# WEEK 6 OCTOBER 28TH



STEPHEN GRAY

## **BUILDING ALLIES & PARTNERSHIPS**

Speakers: Stephen Gray, Harvard GSD  
Lily Song, Harvard GSD



LILY SONG

Pre-Readings: COVID-19 Puts Structural Racism on Full Display—Will We Finally Do Something to Correct It?

Today, the United States continues to accept the loss of Black lives in exchange for capital gain. This session will feature academics and practitioners Stephen Gray and Lily Song from the Harvard Graduate School of Design discussing systemic oppression under capitalism.

Further, while mayors possess the power to create change in their cities, justice for Black communities cannot be achieved without coalition building and the engagement of Black communities. During this session, Mayors will learn how to identify and support communities who are already doing work to create design justice.

Resources: CoDesign Just Don't  
CoDesign First Aid Kit

# THE JUST CITY MAYORAL FELLOWSHIP

MY CITY IS

I see

# INJUSTICE

in my city as

1.

2.

3.

4.

5.

I am working these

# POLICIES

to achieve greater

# JUSTICE

My administration advances these JUST CITY

# VALUES

Value 1

Value 2

Value 3

Value 4

Value 5

Value 6

# WEEK 7 HOMEWORK

## **HEALTH, SAFETY & RAPID RESPONSE BRIEFING**

This week is reserved for mayors to summarize how they have responded to current crises within their identified neighborhood. Mayors should consider if and how their response to these challenges in their selected neighborhood differs from other parts of their cities.

Building upon the last sessions, mayors too may give consideration to who they consulted in making these decisions for their neighborhood.

Lastly, mayors should reflect on how their response to these crises has changed throughout the year. Who were the individuals consulted to inform the response? How did these individuals change? What were the additional protections put in place to help the residents, workers, and visitors of this neighborhood?

# WEEK 8 NOVEMBER 13TH



IFEOMA EBO

## COVID-19, JUSTICE UPRISINGS & THE PUBLICS

Speakers: Ifeoma Ebo, Creative Urban Alchemy  
Deanna Van Buren, Designing Justice +  
Designing Spaces



DEANNA  
VAN BUREN

Under continued threats of COVID-19 and police brutality, when can Black communities find time to rest, time to heal? And how can cities support Black communities in these process?

Designers Ifeoma Ebo of Creative Urban Alchemy and Deanna Van Buren of Designing Justice + Designing Spaces will detail the actions that local government can take to create spaces of healing and support for Black communities. These design interventions demonstrate visible commitments to supporting Black communities.



# WEEK 9 NOVEMBER 18TH



DAN D'OCA

## COMMERCIAL CORRIDORS & COVID-19 RESPONSES

Speakers: Dan D'Oca, Harvard GSD  
RaMona Westbrook, Brook Architecture



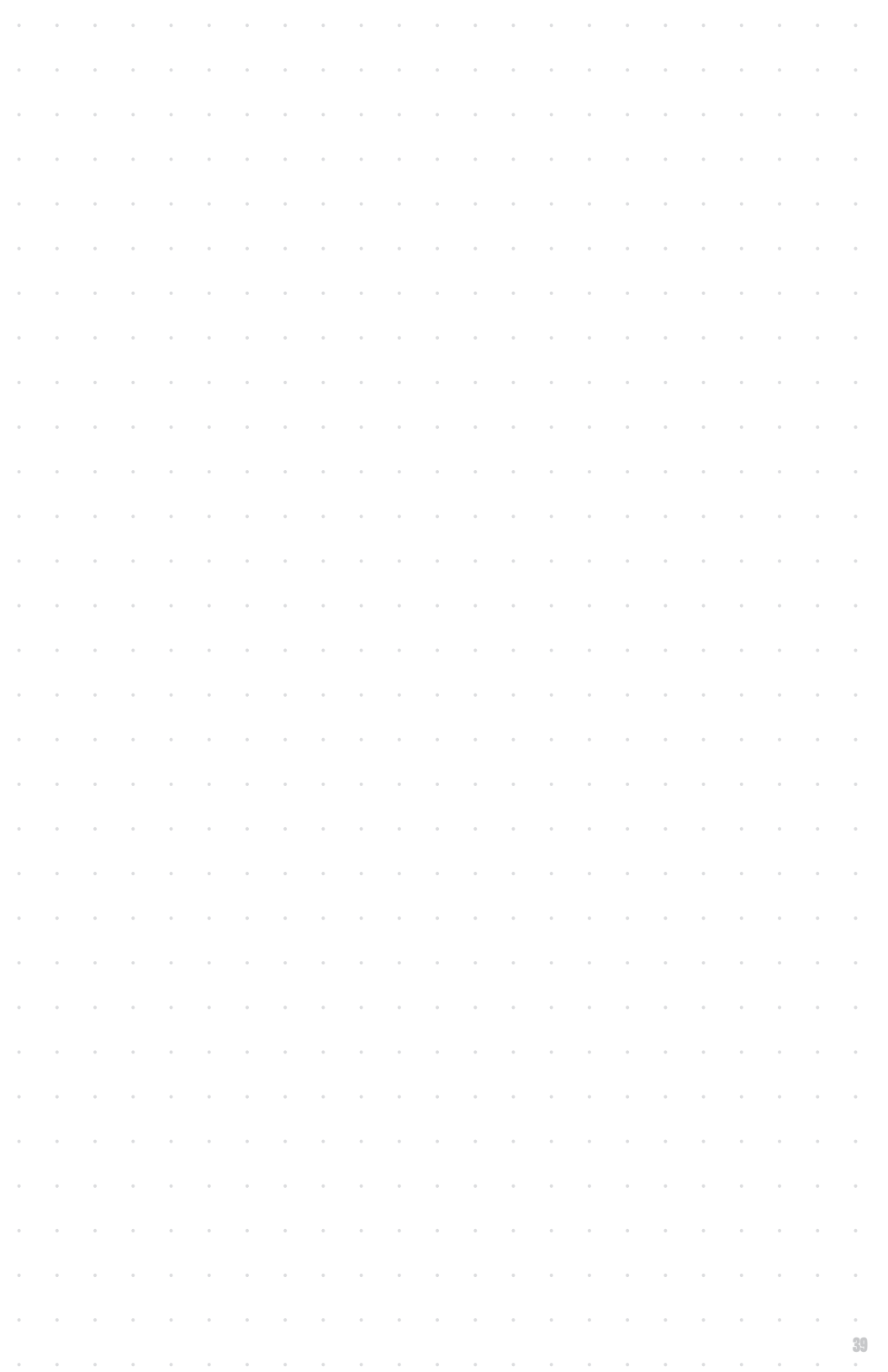
RAMONA  
WESTBROOK

Pre-Readings: Returning to Martin Luther King Jr.'s Legacy  
The MLK Way: Building on Black America's  
Main Street

The coronavirus pandemic has had disproportionate impact on Black communities across the United States. In addition to threatening Black lives, the virus has also threatened the ability of Black communities to maintain themselves through community-based entrepreneurship. Without the support of their communities and government, many Black owned businesses will close their doors as a result of COVID-19. The session's designer speakers will discuss both the near and long-term challenges of COVID-19, and the interventions used to elevate the economic, social and cultural vibrancy of commercial corridors in Black neighborhoods, both through temporary and permanent design solutions.

Resources: The Arsenal of Exclusion and Inclusion

**NOTES**





You have to act  
as if it's possible  
to **RADICALLY**  
**TRANSFORM THE**  
**WORLD.** And you  
have to do it all the  
time.

Angela Davis



# MODULE 3

# DESIGN FOR JUSTICE

## 3

### MODULE OVERVIEW

Justice cannot be achieved without collaboration and a vision of a just future.

Using the manifestos prepared throughout the program, the Mayors will present their action agendas for justice in their selected neighborhoods. The Mayors will identify the causes of injustice, the methods through which they might create justice, and the allies from whom they will partner.

To support mayors in their presentation, speakers from past weeks will be present to provide feedback and suggestions for how Mayors might further a commitment to justice in their neighborhood initiatives. Together, these discussions will reveal a roadmap for advancing progress towards a more just neighborhood future.

# THE MANIFESTO

## **NEIGHBORHOOD MANIFESTO**

Mayors will use this manifesto to identify actions which will create justice in their communities. In doing this, mayors will determine the assets and partnerships necessary in order to realize their vision.

With their completed manifestos, mayors will develop their final presentations. Upon the conclusion of the fellowship, mayors may use this manifesto to guide their actions towards justice in their neighborhoods.

THE  
**JUST CITY**  
MAYORAL  
FELLOWSHIP

OUR NEIGHBORHOOD IS

neighborhood  
**ASSETS**

Our neighborhoods looks like (map)

neighborhood  
**INJUSTICE**

Who are our PARTNERS and ALLIES

**CHAMPIONS**

**BELIEVERS**

**BYSTANDERS**

**JUSTICE  
ACTION  
AGENDA**

commitments

**NOTES**





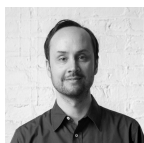


# THE SPEAKERS



## **KAREN ABRAMS**

Karen Abrams is the Program Officer for Equitable Development at the Heinz Endowments. Since 2017, Karen's work has focused on infusing equity into the foundation's redevelopment funding initiatives in the Pittsburgh region. Her work involves helping the Endowments develop and implement a range of grantmaking that supports sustainable investment in neighborhood-level projects as well as city and region-wide initiatives.



## **DANIEL D'OCA**

Daniel D'Oca is Principal and co-founder of the New York City-based architecture, planning, and research firm Interboro Partners, and Associate Professor in Practice of Urban Planning at the Harvard Graduate School of Design. Prior to teaching at the GSD Daniel was Assistant Professor at the Maryland Institute College of Art, where he produced an award-winning public exhibition about racial segregation in Baltimore. Most recently, Interboro was one of ten firms selected by the U.S. department of Housing and Urban Development to work on its pioneering "Rebuild by Design" initiative.



## **IFEOMA EBO**

Experienced Urban Designer/Planner, Architect and Strategist, Ifeoma Ebo has harnessed design and management capabilities to lead project in architecture, urban revitalization, community/large scale master planning, infrastructure upgrading, urban policy, and neighborhood development. Ifeoma has held leadership positions in New York City government and is a highly sought after consultant on equitable city design and sustainable development strategy for city governments and civic institutions internationally.



## **STEPHEN GRAY**

Stephen Gray's architecture and urban design research as well as practice spatializes and rectifies social inequities through processes of radical inclusion and design intermediation by: (1) Operationalizing the political and cultural contexts of cities; (2) Advancing socio-ecological design approaches to resilience; and (3) Exploring the intersectionality of humanitarian aid and urban design. Current projects include the Harvard-Mellon Urban Initiative "Urban Intermedia" foregrounding systemic racism in the physical and geospatial development of Boston; Global Design Initiative for Refugee Children co-creating spaces for play with refugee children; and research with the World Bank examining the interconnectedness of social, natural, and spatial systems related to informality, vulnerability, and resilience.



## **GRANT OLIPHANT**

Grant Oliphant has been President of The Heinz Endowments since 2014 and has been a positive force in philanthropy and public service for nearly three decades. A leading proponent of the idea that philanthropy must be vocal in the defense of its values, he has written and lectured extensively on issues of equity, race and social justice, and championed principles that address critical community and societal issues in Pittsburgh and beyond. Following a six-year term as President of The Pittsburgh Foundation, Grant joined the Endowments where he reshaped the foundation's grantmaking around three key strategic areas based on the core ethos of a 'just community,' supporting commitments and initiatives that enhance the quality of life for all.



## **ANDRE PERRY**

Andre Perry is a David M. Rubenstein Fellow in the Metropolitan Policy Program at the Brookings Institution. His research focuses on race and structural inequality, education, and economic inclusion, most recently analyzing majority-black places and institutions in America, focusing on highlighting valuable assets worthy of increased investment. Prior to Brookings, Perry has been a founding dean, professor, award-winning journalist, and activist in the field of education. In 2013, Perry founded the College of Urban Education at Davenport University. Previously, he was an associate professor of educational leadership at the University of New Orleans and served as CEO of the Capital One-University of New Orleans Charter Network.



## **LILY SONG**

Dr. Lily Song is a Lecturer in Urban Planning and Design at the Harvard University Graduate School of Design. Her research focuses on the relations between urban infrastructure and redevelopment initiatives, sociospatial inequality, and race, class, and gender politics in American cities and other postcolonial contexts. It takes what are often depoliticized,

technically-formulated infrastructural issues such as urban transport, food markets and distribution systems, and building energy efficiency, and foregrounds social, political, and economic factors that fundamentally shape their planning and governance. Lily holds a PhD in Urban and Regional Planning from MIT.

## **JIM STOCKARD**



Jim Stockard is a Lecturer in Urban Planning and Design at the GSD. An expert in affordable housing and community development, he retired in 2014 from the role of curator of the Loeb Fellowship, which he held for 17 years. As a principal for over 25 years with the consulting firm Stockard & Engler & Brigham, he has worked with non-profits and public agencies on such issues as affordable housing development, neighborhood revitalization, and supportive service planning. Stockard has served as a commissioner of the Cambridge Housing Authority for 40 years, and is a founding trustee of the Cambridge Affordable Housing Trust Fund.

## **DEANNA VAN BUREN**



Deanna Van Buren is a co-founder of Designing Justice + Designing Spaces (DJDS). She is a national leader in formulating and advocating for restorative justice centers, a radical transformation of justice architecture. Her passion for the intersection of design and culture has been fueled by work as a design lead on urban design, institutional, and education projects in the Bay Area, Europe, Asia, and the Middle East. Recent projects with DJDS include the Syracuse Peacemaking Center and Restore, a multi-use hub for restorative justice and workforce development in East Oakland. Deanna is currently conducting the first design studios with incarcerated students and working to develop a prototype mobile resource village.

## **RAMONA WESTBROOK**



RaMonna Westbrook is founder and president of Brook Architecture, a Chicago-based practice providing design services to public, private and non-profit organizations. We design buildings and spaces for living, learning and playing. In 1992, Ms. Westbrook became one of the first African-American women to be licensed as an Architect in the State of Illinois. A native of Chicago, RaMonna serves on the Boards of the Chicago Architectural Biennial and the Vivian Harsh Society, a support organization for the Midwest's largest African-American archive. RaMonna has a Master of Architecture degree from the University of Illinois and is a LEED Accredited Professional.

# ACCEPTANCE

**BELONGING**  
to feel accepted and comfortable despite age, gender, race, sexuality, income

**EMPATHY**  
to recognize and understand the point of view of another, even if different from your own

# ASPIRATION

**CREATIVE INNOVATION**  
nurturing ingenuity in problem solving and intervention

**HAPPINESS**  
a state of wellbeing that brings about joy, contentment, and/or ease

**DIVERSITY**  
an intentional state of mixed people, institutions, and cultural norms

**SPONTANEITY**  
to allow for the unplanned, where individuals or groups can self-create processes, interventions, or activities

# DEMOCRACY

# ENGAGEMENT

**COMMUNITY**  
a group of individuals or collective groups having shared or common interests

**COOPERATION**  
the process by which individuals or collective groups work together to do something

**EQUITY**  
the distribution of material and non-material goods in a manner that brings the greatest benefit required to any particular community

**MERIT**  
a good quality, feature, process, or outcome that deserves to be praised and assigned worth or value

**TRANSPARENCY**  
the openness of process, rules, rights, and procedures through the sharing of knowledge and information

# IDENTITY

**VITALITY**  
an energetic, integrated community with opportunities for and support of cultural, civic, and economic involvement

# MOBILITY

**ACCESS**  
the convenient proximity to, quality of, or connectivity to basic needs, amenities, choices, and decisions

**CONNECTIVITY**  
the physical and social networks that tie places and people together, providing contact and opportunity for social wellbeing

**REPRESENTATION**  
a balance of a community's desires, representative of its diversity, are present in the decision making process

# RESILIENCE

**ADAPTABILITY**  
the ability to change or be changed in order to fit or work better in some situation or for some purpose

**KNOWLEDGE**  
the ability to gain information or awareness through education and/or experience

**OWNERSHIP**  
the ability to have a stake in the property, process, outcome, and other assets

# WELFARE

**HEALTHINESS**  
a state of complete physical, mental, and social wellbeing that supports the absence of disease or infirmity

**INCLUSION**

*the acceptance of difference and the intention to involve diverse opinions, attitudes, and behaviors*

**RECONCILIATION**

*the process of bringing together different ideas, facts, points of view to coexist at the same time*

**RESPECT**

*a mutually earned and shared honoring of different voices, opinions, behaviors, and cultural expressions*

**TOLERANCE**

*the acceptance of difference*

**TRUST**

*the confidence earned by the demonstration of fulfilling commitments made among people and institutions*

**HOPE**

*the possibility of fulfillment of a desire, aspiration, outcome, or happiness*

**INSPIRATION**

*the result of creative thinking and collaboration that has the potential to produce new and innovative outcomes*

**DELIGHT**

*creating places, spaces, and processes that promote happiness and joy*

# CHOICE

**CONFLICT**

*the acceptance of disagreement or opposition in pursuit of necessary change or improvement*

**DEBATE**

*providing forums for the discussion of different voices and points of view*

**PROTEST**

*the act of objection or disapproval in the form of public demonstration*

**VOICE**

*allowing different points of view and cultural norms to help shape decision-making*

**PARTICIPATION**

*the active engagement of individuals and community members in matters, both formal and informal, affecting wellbeing*

**TOGETHERNESS**

*a sense of solidarity within and across populations*

# FAIRNESS

**EQUALITY**

*the provision of equal or equivalent distribution, status, rights, power, and amenity*

**AUTHENTICITY**

*the recognition and promotion of physical and social characteristics that are genuine to a particular place or culture*

**BEAUTY**

*everyone's right to well-made, well-designed environments*

**CHARACTER**

*features or attributes used to separate distinguishable qualities of place*

**PRIDE**

*a respect and admiration arising from feeling good and confident about some act, space, place, or relationship*

**SPIRITUALITY**

*the presence of places and attitudes that support religious expression, practice, and belief*

# POWER

**DURABILITY**

*the ability of all social and spatial systems to remain strong and in good condition over a long period of time*

**SUSTAINABILITY**

*the quality of not being harmful to social or spatial wellbeing or depleting resources, and thereby supporting longterm balance*

**ACCOUNTABILITY**

*the acceptance of responsibility by individuals or collective groups to contribute to the creation and maintenance of just conditions for all*

**AGENCY**

*enabling the confidence, rights, and status of individuals or groups to act on behalf of their own interests*

**EMPOWERMENT**

*to give formal authority or power to a person or collective group by promoting action or influence*

# RIGHTS

**FREEDOM**

*the ability to act or speak freely without threat of external restriction*

**PROSPERITY**

*the condition of being successful or thriving in terms of social, economic, civic, cultural, and health indicators*

**PROTECTION**

*the state of being kept from harm or loss in social or spatial conditions*

**SAFETY**

*an environment that minimizes physical and emotional vulnerability and threats to wellbeing*

**SECURITY**

*social and spatial conditions that support the freedom from danger, exclusion, and harm*



Black Lives  
Matter is really  
an affirmation for  
our people. It's a  
love note for our  
people, but it's  
also a demand.  
We know that **THE  
SYSTEM WAS NOT  
DESIGNED FOR  
US.**

Opal Tometi







