

MIGD
JUST CITY
MAYORAL
FELLOWSHIP

Harvard Graduate School of Design
February 10 – April 22, 2022

Dear MICD Just City Mayoral Fellow:

We are honored and humbled to welcome you to the 2022 MICD Just City Mayoral Fellowship. Throughout our series of in-person and virtual convenings this spring, 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 continues to upend expectations we took for granted and has disproportionately harmed the health and economic well-being of our cities’ residents of color. Almost two years after the murder of George Floyd by police in Minneapolis, our communities continue to reckon with racial injustices in every facet of life.

We are now at an important pivot point on the “long arc of justice” where the opportunity to make transformative change feels acutely possible, with evolving public attitudes and new federal funding streams. 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 mistakes 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 receive expert feedback on applying the language and tactics of racial justice to your city’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 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 2022 MICD Just City Mayoral Fellowship on behalf of the National Endowment for the Arts and the United States Conference of Mayors.

As mayors, you have led our communities through a series of unrelenting challenges over the past two years. With crucial new federal funding streams like the Infrastructure Investment and Jobs Act and the American Rescue Plan Act, our city leaders have a unique opportunity to invest in once-in-a-generation change. We hope this Fellowship allows you to step back and take stock of the road ahead, emerging ready to seize this moment of opportunity and unite your communities around creative solutions.

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 believe in the transformative power of the MICD model, with its small-group format and atmosphere of trust, and we hope you find the MICD Just City Mayoral Fellowship to be a similarly empowering and inspiring experience.

For more than 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 complex challenges of governing today's cities, MICD demonstrates that design affects most every issue facing our communities, from economic development to housing to transportation. And when the design process is grounded in principles of justice, a reimagining of our cities is possible.

We are convinced that skillful civic design, as with all the arts, has a practical and concrete impact on the character and health 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 this important chapter in the history of American cities.

Dr. Maria Rosario Jackson
Chair
National Endowment for the Arts

Tom Cochran
CEO and Executive Director
The United States Conference of Mayors

Dear MICD Just City Mayoral Fellow,

Before anything, I would like to thank each and every one of you for doing what you do: being a mayor might well be one of the toughest jobs out there, and the last few years have only made it tougher.

One constant during this pandemic period has been the number of newspaper articles extolling the opportunities it has brought to some American cities: “The pandemic is accelerating growth in midsize cities, positioning them to lead the charge in the nation’s economic rebound,” the Wall Street Journal announced last May. What these articles don’t tend to include, however, is that these cities, just like our nation’s largest cities, continue to grapple with racial, social, and economic inequities in a national context whose social contract has been severely weakened.

Despite the racial violence and national tumult—not to mention the global pandemic and widening economic collapse—that have come to characterize these recent years, 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.

These past couple years have 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 our school to have a direct impact on the world outside our walls. We all know that our cities need help in recognizing the forces behind racial, social, and economic 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 for you and for us that will make “just cities” the standard for what everyone expects, 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 JAMAEEL TITO BROWN

YOUNGSTOWN, OH

Jamael Tito Brown was elected the 51st Mayor of the City of Youngstown on November 7th, 2017. Formerly the Chief Deputy Treasurer overseeing day-to-day operations of the Mahoning County Treasurer's office, Brown has also served as the Director of the Human Relations Commission for the City of Youngstown. The Mayor has been a Community Organizer for Youngstown State University Urban & Regional Studies Department and a Caseworker for Mahoning County Children Services Board.



MAYOR JACOB R. DAY

SALISBURY, MD

Jake Day is the Mayor of Salisbury, Maryland. Born and raised in Salisbury, he was elected to the City Council at the age of 30 and unanimously elected President. First elected Mayor in 2015, he was reelected in 2019 with 86% of the vote. Under his leadership, Salisbury has become Maryland's youngest City, host city to America's oldest traditional arts festival: the National Folk Festival, and a leader in housing the homeless, providing mental health services, and results-oriented management. Jake is a veteran of the Global War on Terrorism and is currently a Major in the Army.



MAYOR JORGE O. ELORZA

PROVIDENCE, RI

As Providence's 38th Mayor, Jorge O. Elorza has strived to build a Providence that works for all of its residents. Since taking office in January 2015, Elorza has led with integrity, boldness, and long-term thinking prioritizing opportunities for youth, ensuring transparency in city government, improving city services and providing a sound financial future for the capital city. Born and raised in Providence, Mayor Elorza is a graduate of Classical High school, the University of Rhode Island, and Harvard Law School. Prior to being elected Mayor, he was a Legal Aid attorney, he served as a Providence Housing Court Judge, and he co-founded the Latino Policy Institute while he served as a professor at Roger Williams University School of Law.



MAYOR EMILY LARSON

DULUTH, MN

Emily Larson was elected Mayor of Duluth in November 2015 with 72% of the vote. Prior to becoming Mayor, Emily was President of the Duluth City Council, served as a commissioner on the Duluth Economic Development Authority and was the Council Conduit to Parks and Libraries. Currently, Mayor Larson serves as a member of the Young Women's Initiative of Minnesota, and sits on the Greater Minnesota Housing Fund Board. As Mayor, her priorities include sustainable energy, increasing and improving our housing stock, addressing the opioid epidemic, developing a stable and reliable long-term streets funding plan, and continuing to grow Duluth's robust and unique economy.



MAYOR LEVAR M. STONEY

RICHMOND, VA

Levar M. Stoney made history in 2016 as the youngest mayor ever elected to serve the City of Richmond. Mayor Stoney grew up in Hampton Roads, Virginia and was the first in his family to graduate high school and college. Since graduating from James Madison University, he has devoted his career to leadership and public service. He served as the Executive Director of the Democratic Party of Virginia and the first African-American Secretary of the Commonwealth, the leader of the commonwealth's oldest, most public-facing office. As secretary, he was the driving force behind the restoration of civil and voting rights for returning citizens.



MAYOR SATYA RHODES-CONWAY

MADISON, WI

Satya Rhodes-Conway is the 58th Mayor of Madison. Her administration is focused on affordable housing, rapid transit, climate change and racial equity. She has extensive experience in local policy and practice, having worked with mayors across the country for over a decade, and having served three terms on the Madison Common Council. Elected in 2019, she is the city's second female mayor and the first out LGBTQ person to serve as Mayor of Madison.



MAYOR PATRICK L. WOJAHN

COLLEGE PARK, MD

Patrick Wojahn is Mayor of College Park and also works an advocate for trails and safe bicycle and pedestrian networks as Director of Government Relations at Rails-to-Trails Conservancy. Previously, Patrick worked as a policy and legal advocate for the rights of people with disabilities and for people living with HIV/AIDS in the DC metro area. Patrick has served as Chair of the National Capital Region Transportation Planning Board, Vice Chair for City Livability and Bicycling with the US Conference of Mayors and on the Boards of Directors of the National League of Cities, College Park Community Foundation and Equality Maryland. As mayor, Patrick has focused on racial equity and diversity, including hiring the city's first Racial Equity Officer.



MAYOR JOHN J. TECKLENBURG

CHARLESTON, SC

Charleston Mayor John Tecklenburg spent much of his career as a businessman and entrepreneur—a family legacy that began with the opening of his great-great-grandfather's corner grocery store at St. Phillip and Wentworth streets in 1867. Mayor Tecklenburg founded Southern Oil Company in 1978, which he successfully owned and operated for nearly 20 years. Upon selling the business, he was appointed to serve as Director of Economic Development for the City of Charleston, where he helped lead the revitalization of Upper King Street. Mayor Tecklenburg has also led initiatives to address housing affordability and homelessness in Charleston.

THE COURSE 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.



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 or 202-463-1390.



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 or 202.463.1391.



TOLU T. ODUGBESAN

Tolu T. Odugbesan is a real estate specialist with over thirteen years in real estate development and renovations. Prior to coming Harvard to earn a Masters of Design in Real Estate and the Built Environment, Tolu was a licensed real estate developer and entrepreneur, leading a core operational team to manage the soup-to-nuts completion of single-site development projects and renovations. She also holds a BSc in marketing and an BA in French, both magna cum laude, from UNC Charlotte.

Tolu may be contacted at todugbesan@gsd.harvard.edu.



JESSICA WALKER

Jessica Walker is a Master in Design Studies student at the Harvard Graduate School of Design. Before attending the GSD, she worked as a designer in Boston for four years. Her work ranged from corporate interiors and branding to large-scale lab & office campuses throughout the Greater Boston area. Jessica graduated from Auburn University with dual bachelor's degrees in Architecture and Interior Architecture.

Jessica may be contacted at jwalker@gsd.harvard.edu.

THE COURSE

THE SYLLABUS AT A GLANCE

	Date & Time	Topic
Introduction	Week 1: Thurs, Feb 10th (1–4PM ET) Virtual	Introduction Session 1: Grounding Knowledge
	Fri, Feb 11th (1–4PM ET) Virtual	Introduction Session 2: Preparing for Opportunity
Module 1	Week 2: Wed, Feb 16 (2–3PM ET) Virtual	Defining the Civic Commons and the Collective
	Week 3: Wed, Feb 23 (2–3PM ET) Virtual	Where Spatial and Social Infrastructures Meet
Module 2	Week 4: Wed, Mar 2 (2–3 PM ET) Virtual	Community Ownership and Wealth Building
	Week 5: Wed, Mar 9 (2–3PM ET) Virtual	Investing and Measuring in Equitable Neighborhoods Outcomes
	Week 6: Mayors' Assignment 1	City and Impacted Neighborhood Profile
Module 3	Week 7: Wed, Mar 23 (2–3PM ET) Virtual	Preparing for Neighborhood Change
	Week 8: Wed, Mar 30 (2–3PM ET) Virtual	Public Stewardship and the Public Realm
	Week 9: Wed, Apr 6 (2–3PM ET) Virtual	Power, Inclusion and Partnerships
	Week 10: Mayors' Assignment 2	Just City Project Scope
Closing	Week 11: Wed, Apr 20 - Fri, Apr 22 (Travel dates: Morning of Apr 20; evening of Apr 22) In-person in Cambridge, MA	Closing Workshop: Mayor Presentations, Resource Team Feedback and Public Event

Description	Speakers
<p><i>The opening workshop will lay a foundation for the conditions of injustice built into American cities.</i></p> <p><i>Speakers will share novel design project and framework ideas for how to unlearn past conceptions of infrastructure and learn projective approaches.</i></p>	<p>Toni L. Griffin Stephen Gray Anne Price</p> <p>Daniel D'Oca Xavier de Souza Briggs Katya Fels Smyth</p>
<p><i>This session will expand our definition of infrastructure and introduce collective models of governance, development and care.</i></p> <p><i>This session will explore multi-dimensional infrastructure projects and introduce a design framework for impact.</i></p>	<p>Sheila Foster Scott Kratz</p> <p>Chris Reed Julia D. Day</p>
<p><i>This session introduces financial tools and models of community investment and cooperative ownership to repair the communities most affected by unjust policies.</i></p> <p><i>This session will explore how cities scope, finance and design infrastructure and neighborhood projects to create more just and equitable outcomes.</i></p>	<p>Elwood Hopkins Marc Norman</p> <p>Lourdes German Moddie Turay</p>
<p>Mayors and their staff will create a data-driven profile of their city, and of the neighborhood(s) affected by their proposed social and/or spatial infrastructure project.</p>	
<p><i>This session highlights design and planning strategies used to enable community members to be active participants and creators of neighborhood change.</i></p> <p><i>This session illustrates how intentional investments in the public realm can undo spatial injustices and build community.</i></p> <p><i>The final session looks at effective ways to create collaboration and partnership to achieve more just and equitable outcomes.</i></p>	<p>Paola Aguirre Serrano Daniel Hernandez</p> <p>Karen Abrams Sara Zewde</p> <p>Diane Davis Liz Ogbu</p>
<p>The final assignment asks the mayors and their teams to elaborate on the infrastructure or neighborhood project identified at the beginning of the course.</p>	
<p><i>The course will end at Harvard Graduate School of Design in the tradition of the Mayors' Institute on City Design format. Each mayor will deliver a presentation of their city and just city project, followed by critical review from design experts in the field.</i></p>	

**For speaker affiliations, see page 67*



ISSUES of equity,
inclusion, justice,
access and
connection are still
UNRESOLVED in
many American
communities,
leaving a context of
urban landscapes
where the work
of **UPLIFTING
PEOPLE AND
PLACE** remains a
large task.

Toni L. Griffin



INTRO WORKSHOP SESSION 1

GROUNDING KNOWLEDGE

Over two days, the opening workshop will lay a foundation for the conditions of injustice built into American cities and invite mayors to examine these conditions in their own cities as ground zero for just and equitable change. Through a combination of lectures, interactive discussions, and activities, mayors will be welcomed to “virtual graduate school” to engage in a critical look at the ripple effects of public policy and city design decisions and acquire a new vocabulary for enacting just city values.

The **Grounding Knowledge** sessions will introduce mayors to how explicit design and development policies have contributed to many of the conditions of injustice in our cities, specifically affecting low-income populations as well as people and communities of color. Additionally, the mayors will gain a sharper awareness of the historic and harmful narratives about people of color, the places they reside, and the hidden and conscious ways these narratives inform our current and future policy-making. The readings assigned to this session provide background on how harmful historic policy and narratives have contributed to contemporary urban challenges.

Today’s interactive exercise will ask mayors to consider the following questions:

1. What do you believe a Just City must include?
2. What currently makes your city a Just City?
3. What are the top conditions of injustice in your city?

THE WORKSHOP AGENDA

Time	Agenda	Duration
12:45 PM ET	Log on early to visit with fellow mayors (Optional)	<i>15 minutes before start</i>
1:00 PM ET	WELCOMES National Endowment for the Arts The United States Conference of Mayors Harvard Graduate School of Design	10 minutes
1:10 PM ET	MICD JUST CITY MAYORAL FELLOWSHIP OVERVIEW Trinity Simons, Mayors' Institute on City Design	5 minutes
1:15 PM ET	LECTURE 1: DESIGN & THE COLOR LINE Stephen Gray, Grayscale, Harvard GSD	20 minutes
	DISCUSSION	20 minutes
1:55 PM ET	BREAK	5 minutes
2:00 PM ET	THE JUST CITY LAB & COURSE OVERVIEW Toni L. Griffin, The Just City Lab	15 minutes
2:15 PM ET	ICEBREAKER: MAYORS INTRODUCTIONS	15 minutes
2:30 PM ET	KEYNOTE: HOW NARRATIVES SHAPE OUR UNDERSTANDING OF RACE Anne Price, Insight Center for Community Economic Development	30 minutes
3:00 PM ET	EXERCISE 1: WHAT IS A JUST CITY? Each mayor and their staff will answer two questions: 1. What makes our city a Just City? 2. Where are the most pressing conditions of injustice in our city?	20 minutes
	REPORT-OUT	15 minutes
3:35 PM ET	DAY 1 RECAP	25 minutes
4:00 PM ET	SESSION ENDS	

WEEK 1 FEBRUARY 10

SPEAKERS



TONI L. GRIFFIN



STEPHEN GRAY



ANNE PRICE

Toni L. Griffin, Founder, Urban American City; Just City Lab, Harvard GSD

Stephen Gray, Grayscale; Harvard GSD

Anne Price, Insight Center for Community Economic Development

READINGS

Griffin, Toni, *The Just City Dialogues: Disruptive Design*, The Just City Lab, 2021

Hicks, Price, *Still Running Up the Down Escalator: How Narratives Shape our Understanding of Racial Wealth Inequality*

Gray, Stephen F., “*We have a name for the uneven distribution of exposure and risk along racial lines, and it’s not COVID-19. It’s structural racism*”

NOTES



Today, our very survival depends on our **ABILITY** to stay awake, to adjust to **NEW IDEAS**, to remain vigilant and to face the challenge of **CHANGE.**

Dr. Martin Luther King, Jr.



INTRO WORKSHOP

SESSION 2

PREPARING FOR OPPORTUNITY

In the Preparing for Opportunity session, speakers will share novel design project and framework ideas for how to unlearn past conceptions of infrastructure and learn projective approaches that assist in correcting for unjust urban redevelopment practices. This session will also make space for an interactive dialogue with researchers and policy administrators currently working to create greater access to the resources cities need to create more just infrastructures, neighborhoods, and cities. The readings assigned to this session help to expand our understanding and scope of what constitutes “infrastructure” and the desired outcomes for more just infrastructures.

Today’s interactive exercise will ask mayors to consider the following questions:

1. What physical and social infrastructures are critical at this time to address your most pressing conditions of injustice?
2. Who are the conventional and non-conventional partners and allies you need to plan, design, and implement this work?

THE WORKSHOP AGENDA

Time	Agenda	Duration
12:45 PM ET	Log on early to visit with fellow mayors (Optional)	<i>15 minutes before start</i>
1:00 PM ET	LECTURE 2: DESIGN & INFRASTRUCTURE Daniel D'Oca, Interboro Studio, Harvard GSD	20 minutes
	DISCUSSION	20 minutes
1:40 PM ET	ICEBREAKER	5 minutes
1:45 PM ET	ROUNDTABLE CONVERSATION: WHERE EQUITY AND OPPORTUNITY MEET Xavier de Souza Briggs, Senior Fellow, The Brookings Institution Representative(s), Biden Administration	40 minutes
2:25 PM ET	BREAK	10 minutes
2:35 PM ET	LECTURE 3: WELLBEING & DESIGN Xavier de Souza Briggs, Senior Fellow, The Brookings Institution Katya Fels Smyth, Founder and CEO, Full Frame Initiative	20 minutes
	DISCUSSION	20 minutes
3:15 PM ET	EXERCISE 2: WHAT DOES JUST INVESTING LOOK LIKE? 1. What physical and social infrastructures are critical at this time to address your most pressing conditions of injustice? 2. Who are the conventional and non-conventional partners and allies you need to plan, design, and implement this work?	20 minutes
	REPORT-OUT	15 minutes
3:50 PM ET	COURSE OVERVIEW & RECAP	10 minutes
4:00 PM ET	SESSION ENDS	

WEEK 1 FEBRUARY 11

SPEAKERS



DANIEL D'OCA



XAVIER DE SOUZA BRIGGS



KATYA FELS SMYTH

Daniel D'Oca, Associate Professor in Practice, Harvard Graduate School of Design; Principal, Interboro Studio

Xavier de Souza Briggs, Senior Fellow, The Brookings Institution

Katya Fels Smyth, Founder and CEO, Full Frame Initiative

READINGS

Briggs, Xavier, Smyth, Katya, *The Infrastructure of Well-being*

Infrastructure Investment & Jobs Act: Federal Investment Guide for Local Leaders

Hess, Charlotte, *Mapping the New Commons*, July 14-18, 2008.

NOTES

THE JUST CITY MANIFESTO

JUST CITY MANIFESTO (PART 1)

During the introduction workshop sessions, mayors will use this Manifesto worksheet to reflect and record current city conditions and their aspirations for a more just city. In virtual breakout rooms, the mayors and their staff will document responses to specific questions asked during the workshop. Over the duration of the 11-week course, mayors will have the opportunity to revise and update their Manifesto as they acquire new information from each week's guest lecturer.

The final Mayor's Manifesto, combined with Mayor Assignments 1 and 2, will be part of each mayor's final presentation at the end of the semester, to be presented at the April 20-21 sessions at Harvard Graduate School of Design.

THE JUST CITY MAYORAL FELLOWSHIP

MY CITY IS

What makes my city
A JUST CITY is

I believe **A JUST CITY MUST HAVE**

**PHYSICAL
INFRASTRUCTURE**
NEEDED

**SOCIAL
INFRASTRUCTURE**
NEEDED

Our conditions of
INJUSTICE are

Our **PRIORITY PROJECT FOR A MORE JUST CITY**

Who are our **PARTNERS AND ALLIES**

PUBLIC

PRIVATE

COMMUNITY



We share...a desire
to **PUSH BACK**
on the standard
understanding of
THE COMMONS...
in a desire to
identify alternative
economic visions that
have the potential
to **ADDRESS**
HISTORIC levels
of **INEQUALITY**
and stratification,
particularly in cities.

Sheila Foster



MODULE 1

JUST INFRASTRUCTURES AS CIVIC COMMONS

Module 1 is designed to expand the traditional definitions of infrastructure as the physical systems of a city, including transportation, water, sewer, power, and telecommunications. Readings and lectures will introduce examples of how social infrastructures, including health, education, wellbeing, and social cohesion, are both connected to and affected by the quality of physical infrastructure. The module will also introduce the idea of the “civic commons” which suggests that our city infrastructures are shared assets for shared use, programming, governance, maintenance, and ownership.

Questions to consider throughout this module include:

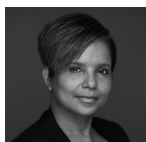
1. What are the critical physical and social infrastructures that can advance a more just city in your town?
2. What are the ways you might better integrate planning and investment in social and physical infrastructures to strengthen historically disinvested neighborhoods in your city?
3. What opportunities exist to create ‘civic commons’ in your city that allow for collective governance, care, and diverse inclusion of populations?
4. What values, indicators and metrics are most important to you in realizing a more just public realm in your city?

WEEK 2 FEBRUARY 16

DEFINING THE CIVIC COMMONS AND THE COLLECTIVE

Expanding our definition of infrastructure as well as looking to collective models of governance, development and care might offer greater opportunity to advance social and spatial justice in our cities. Additionally, we must further define the ways we measure the social and spatial justice impact of our investments in these critical city systems and supports. This week's lecturers will present research and a public space case study that illustrate the importance of collective action in producing a more inclusive public realm.

SPEAKERS



SHEILA FOSTER



SCOTT KRATZ

Sheila Foster, Professor of Law and Public Policy, Georgetown University

Scott Kratz, Vice President, Building Bridges Across the River; Director, 11th Street Bridge Park

READINGS

Foster, Sheila R., *Collective Action and the Urban Commons*, 2011.

Gehl Studio NY; J. Max Bond Center on Design for the Just City. *Public Life & Urban Justice in NYC's Plazas*. Nov 2015.

Treskon, Mark; Schilling, Joseph; Veasco, Gabriella; *Urban Institute; Civic Assets for More Equitable Cities*, 2020

WEEK 3 FEBRUARY 23

WHERE SPATIAL AND SOCIAL INFRASTRUCTURES MEET

Today's boldest infrastructure projects are multi-dimensional. This session will explore examples like the Brickline Greenway in St. Louis, MO, a 5-mile urban trail that aims to address concerns of mobility, economic disparity, sense of community, and physical and mental health. Additionally, the class will introduce a framework for how design and the measurement of its impact can facilitate more healthy and inclusive places through investments in both social and physical systems within the public realm that produce a more healthy and just public life.

SPEAKERS



CHRIS REED



JULIA D. DAY

Chris Reed, Professor in Practice in Landscape Architecture, Harvard Graduate School of Design; Principal, Stoss Landscape Urbanism

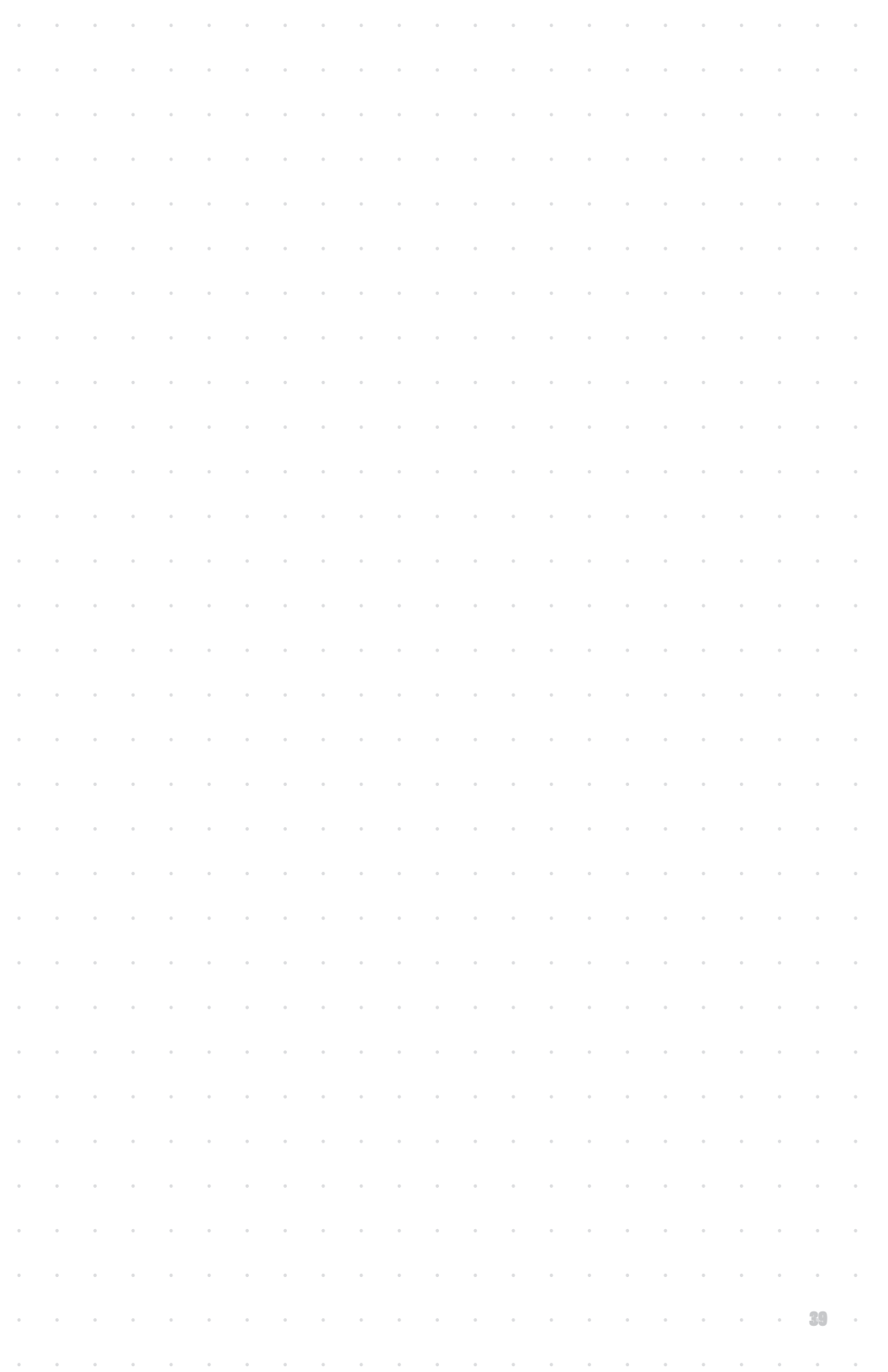
Julia D. Day, Team Director, Gehl Studios

READINGS

Martin, S. Atyia, *A framework to understand the relationship between social factors that reduce resilience in cities: Application to the City of Boston*, 2014

Gehl Institute, *Inclusive Healthy Places: A Guide to Inclusion & Health in Public Space: Learning Globally to Transform Locally*.

NOTES



INJUSTICE

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

MODULE 2

JUST INVESTMENTS & EQUITABLE OUTCOMES

When land is viewed as a civic commons, the opportunity to unlock the latent value of vacant land in disinvested neighborhoods can become a source of community wealth building and local ownership. This requires city leaders to examine how publicly owned land, economic development financing zones, social impact investing, creative planning and design, models of engagement, and land use practices can be activated concurrently to produce more equitable outcomes for local community members that lessens their vulnerabilities and accelerates their equity stake in the places they live and do business. Module 2 will introduce research and urban interventions that policy makers and designers are using to reverse the harms of extractive and discriminatory urban development policies and practices and to instead create deeper ownership, control, and participation by local community members.

Questions to consider throughout this module include:

1. What neighborhoods in your city suffer from the historic patterns of urban removal, disinvestment, where social and physical infrastructures are missing, outdated, and/or underutilized?
2. What are some of the successes and failures you have experienced when putting publicly owned land into community control?
3. How have you been able to access innovative public and private capital sources that help you create more just and equitable infrastructures and neighborhoods? What are the challenges to accessing social impact capital?
4. Are there greater opportunities for the municipal bond markets, specifically social impact bonds, to advance your spatial and social justice goals?

WEEK 4 MARCH 2

COMMUNITY OWNERSHIP AND WEALTH BUILDING

This session introduces nontraditional financial tools, showing mayors how lesser-known models of community investment and cooperative ownership can be used to repair the damage to the communities most affected by unjust policies. Lecturers will present a series of current case studies from communities who are implementing commercial retail and residential development using a range of different community investment vehicle structures.

SPEAKERS



ELWOOD HOPKINS



MARC NORMAN

Elwood Hopkins, Presidential Fellow, Kresge Foundation; Managing Director, Emerging Markets, Inc.

Marc Norman, Director, Weiser Center for Real Estate, University of Michigan; Principal, Ideas and Action

READINGS

Hopkins, Elwood M., *Building an American Ownership Society*, Stanford Social Innovation Review, Spring 2021

Healy, Thomas, *Soul City: Race, Equality and the Lost Dream of an American Utopia*, Metropolitan Books, 2021

WEEK 5 MARCH 9

MEASURING AND INVESTING IN EQUITABLE NEIGHBORHOODS

How cities scope, finance and design infrastructure and neighborhood projects has the potential to create more just and equitable outcomes, or deepen inequities through displacement, homogeneity, and a lack of affordability, diversity, and inclusion. Creative work is underway to explore how the life cycle of the municipal bond market from pre-issuance, issuance, and post-issuance, is producing the equity goals many cities are beginning to outline in their diversity, equity, and inclusion frameworks. Additionally, Black- and Latinx-led firms in the development, legal, finance, design, and construction sectors are developing bold approaches to neighborhood development that present a broader example of what equity looks like in the built environment.

SPEAKERS



LOURDES GERMAN



MODDIE TURAY

Lourdes German, Lecturer in Urban Planning and Design, Harvard Graduate School of Design; Executive Director, The Public Finance Initiative

Moddie Turay, Founder and CEO of City Growth Partners

READINGS

Aravind Boddupalli, Tracy Gordon, and Lourdes Germán, Urban Institute. ***More than Fines and Fees: Incorporating Equity into City Revenue Strategies***, December 2021

Zuk, M., Bierbaum, A. H., Chapple, K., Gorska, K., & Loukaitou-Sideris, A. ***Gentrification, displacement, and the role of public investment***, 2018

Alan Mallach, ***Managing Neighborhood Change: A Framework for Sustainable and Equitable Revitalization***, 2008



**Justice is WHAT
LOVE LOOKS
LIKE IN PUBLIC.**

Cornell West



WEEK 6 HOMEWORK

Mayors' Assignment 1:

MEASURING AND INVESTING IN EQUITABLE NEIGHBORHOODS

In this assignment, mayors and their staff will create a data-driven profile of the conditions of justice and injustice in their city, and for the neighborhood(s) affected by their proposed social and/or physical infrastructure project. It is important that the mayors select a project geography that includes vulnerable populations and places affected by low incomes, poverty, unemployment, cultural erasure, land vacancy, racial discrimination or spatial segregation.

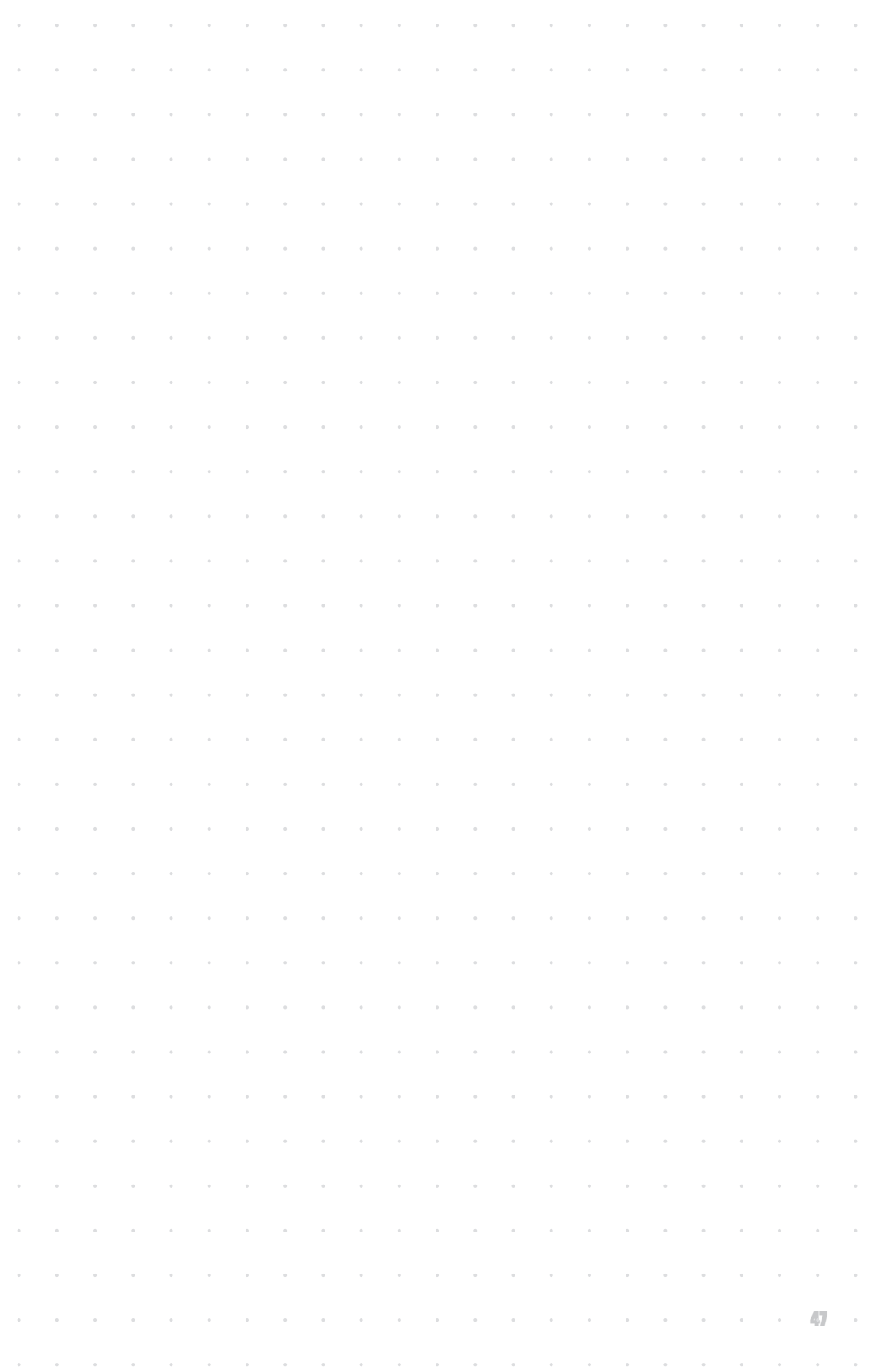
During this week, the mayors and their teams should collect baseline data including demographic, land use, cultural, economic, environmental, investments and capital improvements. The data should be compiled into a PowerPoint slide presentation (a template will be provided for guidance) that describes how the data is trending towards your vision of a just city as well as the areas of improvement needed to reach your equity goals.

A list of datasets (current and 5-10-year trend) to consider at the city and impacted neighborhood scale may include, but should not be limited to:

- Population – total, change and density
- Racial and ethnic composition and change
- Median income
- Poverty status
- Educational attainment
- Housing supply and production – sale, rents, composition by type
- Community, education, and cultural centers
- Public open spaces and natural features
- Transportation systems – systems, ridership, modal splits
- Utility infrastructures
- Major employers
- Crime
- Health – body and mental
- Environmental conditions
- Capital improvement projects
- Land use

Consultation with the Just City Fellowship curatorial team can be provided during the homework week to advise teams on this assignment upon request. **Mayors shall submit their presentation slides via email to jwalker@gsd.harvard.edu by March 30, 2022.**

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 3

JUST NEIGHBORHOODS, CONFLICT & COLLABORATION

The third and final module of the course introduces mayors to some of the reparative strategies designers are using to rebuild neighborhoods, infrastructure, and the public realm through new models of design prototyping, urban planning and civic engagement, cultural representation, regulation, and evaluation. Each of the remaining sessions will highlight the role of collaboration between different combinations of community sectors including city government, residents, neighborhood-based organizations, philanthropy, developers, businesses, and property owners.

Often the idea of bringing so many partners to the table raises fears about longer project timelines, more resources, and more conflict. But in fact, conflict should be understood as a necessary catalyst for pushing transformative change forward - and the work of disrupting conditions of injustice is a requirement for realizing just and transformative change. These sessions will provide examples of collaborations with conventional and unconventional partners to produce more just cities.

Questions to consider throughout this module include:

1. How can cities create value in the neighborhoods that need it most, while nurturing existing residents and protecting them from displacement?
2. What investments can be made in neighborhoods prior to gentrification that build community pride of place as well as social and economic equity for longstanding residents?
3. What collaborative tactics do you use to involve different community sectors in the transformative change work in your city?

WEEK 7 MARCH 23

PREPARING FOR NEIGHBORHOOD CHANGE

Neighborhood change is inevitable, but who benefits from change and who controls the rate and nature of change is not always viewed as equitable or just. Mayors can set the example and lead the way toward greater justice and equity. This session highlights formal and informal design and urban planning strategies used to enable community members to be active participants and creators of neighborhood change. Projects will emphasize approaches that mitigate against the negative impacts of rapid neighborhood change as well as approaches that create more economically equitable outcomes.

SPEAKERS



PAOLA AGUIRRE SERRANO



DANIEL HERNANDEZ

Paola Aguirre Serrano, Principal, Borderless Studio

Daniel Hernandez, Founder and Principal, Proyecto, LLC

READINGS

Neighborhood Planning Playbook, New York City Department of Housing Preservation, 2015

Celeste Pagano, *DIY Urbanism: Property and Process in Grassroots City Building*, 2013

WEEK 8 MARCH 30

PUBLIC STEWARDSHIP AND THE PUBLIC REALM

Intentional investments in the public realm, like parks and streets, can undo spatial injustices and build community through an engaged design process. But engagement is not enough. New models of stewardship that include funding, operational, programming, and maintenance management of the public realm outside of governmental agencies are being created. Additionally, funders are looking to hold these entities (and themselves) more accountable to the just and equitable outcome they cite as goals. And finally, how justice and equity are revealed through the design of the public realm requires us to consider the importance of specific race, gender, age, and ability, cultural histories, narratives and identities and the way they are represented in the process, production, and design of public space. Who designs our public realm is just as important as who uses our public spaces.

SPEAKERS



KAREN ABRAMS



SARA ZEWDE

Karen Abrams, nominee for Director of the Department of City Planning for the City of Pittsburgh

Sara Zewde, Assistant Professor in Practice of Landscape Architecture, Harvard Graduate School of Design; Principal, Studio Zewde

READINGS

The Heinz Endowments, *A Just Public Realm for Pittsburgh*, 2016

WEEK 9 APRIL 6

POWER, INCLUSION AND PARTNERSHIPS

The final session looks at effective ways to create collaboration and partnership to achieve more just and equitable outcomes. Lectures will inform mayors about ways to embrace conflict and utilize a more diverse set of approaches for engaging a diverse set of actors in public policy decision-making. Lessons from how effective grassroots advocacy, philanthropy and nonprofits groups use different approaches to agitate, collaborate, partner, and lead transformative change will be shared and discussed.

SPEAKERS



DIANE DAVIS



LIZ OGBU

Diane Davis, Charles Dyer Norton Professor of Regional Planning and Urbanism, Harvard Graduate School of Design

Liz Ogbu, Principal, Studio O

READINGS

Davis, Diane, Verloo, Nanke, *The Phenomenology of Change: How Conflict Drives Urban Transformation*, Spring, 2021

Liz Ogbu, *Reframing Practice: Identifying a Framework for Social Impact Design*, 2012

Griffin, Toni L., Cramer, Dan, Powers, Megan, *Detroit Works Long-Term Planning Project: Engagement Strategies for Blending Community and Technical Expertise*, 2014.

WEEK 10 HOMEWORK

Mayors' Assignment 2:

JUST CITY PROJECT SCOPE

The final assignment asks the mayors and their teams to elaborate on the infrastructure or neighborhood project identified at the beginning of the course. Using the provided PowerPoint slide template, the mayors should add to their descriptions a rationale for why the project is needed (referencing any data compiled in Assignment 1), how the project might correct for the conditions of injustice, and advance their stated values for their just city. Presentation slides should include maps, photographs, diagrams, charts, and any other graphics that help to understand and visualize the project.

NOTES



It is **IMPERATIVE**
that each city and
community decide
for **ITSELF** what
values it should
assign to become a
more **JUST CITY**.

Toni L. Griffin



CLOSING WORKSHOP SESSIONS 1-3

CLOSING WORKSHOP: MAYOR PRESENTATIONS, RESOURCE TEAM

The course will end at Harvard Graduate School of Design in the tradition of the Mayors' Institute on City Design format. Each mayor will deliver a presentation of their city and just city project, followed by critical review from design experts in the field. Eight lecturers from the course will join the mayors for these in-person sessions.

Each mayor will present the assignments generated over the semester and discuss with the group ways to further develop these ideas into projects that elevate design excellence and accelerate justice, equity, and inclusion.

Following the fellowship, each mayor will also be invited to participate in a 6–8-week technical assistance initiative. **MICD Alumni Technical Assistance (ATA)** brings the spirit of MICD – candid, concrete, expert advice in a trusted setting – to a more in-depth engagement. This program matches selected alumni mayors with two or three Resource Team alumni, working with the mayor, city staff, and stakeholders to develop concrete solutions to the city's challenges.

THE WORKSHOP AGENDA

SESSION 1 APRIL 20

Time	Agenda	Duration
Morning	Mayors arrive; Check in at Charles Hotel	
12:00 PM ET	WELCOME LUNCHEON National Endowment for the Arts The United States Conference of Mayors Mayors' Institute on City Design Harvard Graduate School of Design The Just City Lab LUNCHEON KEYNOTE ADDRESS TBD CLOSING & SESSION OVERVIEW	2 hours
2:00 PM ET	MAYORS' PRESENTATION 1 TBD	1 hour
3:00 PM ET	BREAK	15 minutes
3:15 PM ET	MAYORS' PRESENTATION 2 TBD	1 hour
4:15 PM ET	BREAK	15 minutes
4:30 PM ET	RESOURCE TEAM MEMBER ROUNDTABLE 1 A facilitated discussion sharing insights and final feedback on mayors' presentations, issues of injustices and ideas for designing justice	45 minutes
5:15 PM ET	END OF DAY BREAK	
6:30 PM ET	MAYORS' DINNER	

SESSION 2 APRIL 21

Time	Agenda	Duration
Morning	BREAKFAST ON YOUR OWN	
9:00 AM ET	MAYORS' PRESENTATION 3 TBD	1 hour
10:00 AM ET	BREAK	15 minutes
10:15 AM ET	MAYORS' PRESENTATION 4 TBD	1 hour
11:15 AM ET	BREAK	15 minutes
11:30 AM ET	RESOURCE TEAM MEMBER ROUNDTABLE 2 A facilitated discussion sharing insights and final feedback on Mayors' presentations, issues of injustices and ideas for designing justice	45 minutes
12:15 PM ET	LUNCH BREAK	
2:00 PM ET	MAYORS' PRESENTATION 5 TBD	1 hour
3:00 PM ET	BREAK	15 minutes
3:15 PM ET	MAYORS' PRESENTATION 6 TBD	1 hour
4:15 PM ET	BREAK	15 minutes
4:30 PM ET	RESOURCE TEAM MEMBER ROUNDTABLE 3 A facilitated discussion sharing insights and final feedback on Mayors' presentations, issues of injustices and ideas for designing justice	45 minutes
5:30 PM ET	MAYORS' GSD RECEPTION Meet-and-Greet with invited GSD faculty and students	1 hour
7:00 PM ET	MAYORS' DINNER	

SESSION 3 APRIL 22

Time	Agenda	Duration
7:30 AM ET	Breakfast Available	
8:00 AM ET	MAYORS' PRESENTATION 7 TBD	1 hour
9:00 AM ET	BREAK	15 minutes
9:15 AM ET	MAYORS' PRESENTATION 8 TBD	1 hour
10:15 AM ET	BREAK	15 minutes
10:30 AM ET	RESOURCE TEAM MEMBER ROUNDTABLE 4 A facilitated discussion sharing insights and final feedback on Mayors' presentations, issues of injustices and ideas for designing justice	45 minutes
11:15 AM ET	LUNCH BREAK with CLOSING AND PUBLIC PROGRAM PREP	
1:00 PM ET	MAYORS' PUBLIC PROGRAM TBD	3 hours
4:00PM ET	SESSION ENDS	



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

Angela Davis



NOTES

NOTES

THE SPEAKERS



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.



ANNE PRICE

Anne Price is the first woman President of the Insight Center for Community Economic Development. She previously served as Director of the Closing the Racial Wealth Gap Initiative at Insight from 2011 to 2016. Anne was one of the first national thought leaders to examine and push for narrative change in addressing race, gender and wealth inequality. She was also was one of the first experts to make the connection between criminal/civil legal system debt and racial wealth inequality by focusing on state-sponsored child support debt.



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.



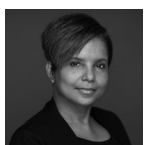
XAVIER DE SOUZA BRIGGS

Xavier (Xav) de Souza Briggs is a senior fellow at Brookings Metro as well as a senior adviser shaping and implementing the team's strategy for impact from the federal to the local level, and aligning public and private action, including business and philanthropy, for an inclusive and climate-smart recovery. Briggs also serves as a senior adviser at Freedman Consulting, LLC, and for the 2021-2022 academic year, he is a visiting fellow at the SNF Agora Institute on democracy at Johns Hopkins University. Known for his wide range of interests and track record of building and reshaping fields, Briggs is an expert on economic opportunity and inclusive growth, racial equity and pluralism, housing, urban and regional development, and democratic governance in the U.S. and abroad.



KATYA FELS SMYTH

Katya grew up in New Jersey and went to high school in Massachusetts, where she volunteered at one of the state's first shelters for homeless families. While getting a degree in biology from Harvard, Katya continued working with people who are homeless, eventually becoming co-director of one of Cambridge, MA's first emergency shelters. In 2007, Katya left to work on what would become the Full Frame Initiative. A former Research Affiliate with MIT's Community Innovators Lab, Research Fellow at the Malcolm Wiener Center for Social Policy at Harvard's Kennedy School of Government, Echoing Green Fellow and Claneil Foundation Emerging Leaders Fellow, Katya speaks, publishes and advocates nationally for addressing poverty, violence, trauma and oppression by removing barriers to wellbeing.



SHEILA FOSTER

Sheila Foster is a Professor of Law and Public Policy (joint appointment with the McCourt School). Prior to joining Georgetown, she was a University Professor and the Albert A. Walsh Professor of Real Estate, Land Use and Property Law at Fordham University. She also co-directed the Fordham Urban Law Center and was a founder of the Fordham University Urban Consortium. She served as Associate Dean and then Vice Dean at Fordham Law School from 2008-2014. Prior to joining Fordham, she was a Professor of Law at the Rutgers University in Camden, New Jersey. Professor Foster writes in the areas of environmental law and justice, urban land use law and policy, and state and local government.



SCOTT KRATZ

For the last nine years, Scott Kratz has been working with the Ward 8 non-profit Building Bridges Across the River and District agencies to transform an old freeway bridge into a park above the Anacostia River. He has worked in the education field for over twenty years and began his career teaching at Kidspace, a children's museum in Pasadena, California and later as the Associate Director of the Institute for the Study of the American West at the Autry National Center in Los Angeles, CA. Most recently, he was the Vice President for Education at the National Building Museum in Washington D.C. He served on the board of the United Planning Organization and currently sits on boards of the Anacostia Coordinating Council's board and the Anacostia Business Improvement District and serves on the High Line Network's Steering Committee.



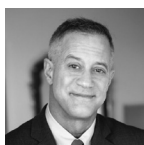
CHRIS REED

Chris Reed is Professor in Practice of Landscape Architecture and Co-Director of the Master of Landscape Architecture in Urban Design Program at the Harvard University Graduate School of Design. He is also Founding Director of Stoss Landscape Urbanism. He is recognized internationally as a leading voice in the transformation of landscapes and cities, and he works alternately as a researcher, strategist, teacher, designer, and advisor. Reed is particularly interested in the relationships between landscape and ecology, infrastructure, social spaces, and cities. Reed received a Master in Landscape Architecture from the University of Pennsylvania and an AB in Urban Studies from Harvard College.



JULIA D. DAY

Julia has focused her experience on developing projects across design, policy and advocacy to demonstrate streets as public spaces and engage people in the planning process. For eight years, Julia has worked with city agencies and community leaders in New York and London to implement Public Space Public Life studies, to repurpose streets as play spaces in communities lacking open space, to develop neighborhood design plans that support better walking and biking, and to collect new data decision makers can use to lead policy and design change in their cities. As a Team Director, Julia facilitates projects where urban leaders from multiple sectors can collaborate to improve quality of life.



ELWOOD HOPKINS

Elwood holds a bachelors degree from Harvard University, where he graduated magna cum laude, and a masters in urban planning from the UCLA Luskin School of Public Affairs, where he was valedictorian. He is studying in the Real Estate Investment Programme at Oxford's Said School of Business. He has held a number of short-term visiting research posts at urban research centers and policy institutes around the world, including in Bangkok, Bombay, Cairo, Calcutta, Delhi, Istanbul, Jakarta, Lagos, Mexico City, Nairobi, Rio de Janeiro, and Tokyo. Elwood is currently Presidential Fellow of the Kresge Foundation in Troy, Michigan and a senior advisor to a number of institutions including the USC Center on Philanthropy & Public Policy.



MARC NORMAN

Marc Norman is the founder of the consulting firm “Ideas and Action” and an Associate Professor of Practice at the University of Michigan, Taubman College of Architecture and Urban Planning, and the Faculty Director of the Weiser Center for Real Estate at the University of Michigan, Ross School of Business. Marc is an internationally recognized expert on policy and finance for affordable housing and community development. Trained as an urban planner, he has worked in the field of community development and finance for over 25 years. With degrees in political economics (University of California Berkeley, Bachelors of Art, 1989) and urban planning (University of California Los Angeles, Master of Art, 1992), Norman has worked collaboratively to develop or finance over 2,000 units totaling more than \$400 million in total development costs.



LOURDES GERMAN

Lourdes German is serving in her 6th year as the appointed Chair by the Governor of Massachusetts of the Massachusetts State Finance and Governance Board, as the lead public finance expert to the Governor of the Commonwealth. Lourdes also directs The Public Finance Initiative, a fiscally sponsored project of Third Sector New England, which works with communities, foundations, and other stakeholders to develop research, education, and technical assistance programs that center the values of equity, sustainability, and inclusive growth in the domain of public finance. She is currently developing the first public finance course for urban planners at the Harvard Graduate School of Design and previously served on the faculty at the Boston College Carroll School of Management, Boston University, Northeastern University School of Law, and helped co-create the first certificate program in municipal finance at the University of Chicago Harris School for Policy.



MODDIE TURAY

Moddie Turay is an accomplished real estate and economic development executive passionate about creating projects that are socially, economically, and architecturally significant. Moddie is the Founder and CEO of City Growth Partners (CGP), a Detroit based real estate development company focused on advancing catalytic projects. CGP is currently working on mixed-use projects in the greater downtown area of Detroit, together comprising 635 apartments, including 127 affordable housing units, and 35k square feet of retail. Moddie has over 17 years in the public and private sector, including serving as the Executive Vice President of Real Estate and Finance at the Detroit Economic Growth Corporation. In this role, he was the chief deal maker and oversaw all commercial, industrial, and retail development and led over \$2 billion in economic development initiatives for the city of Detroit.



PAOLA AGUIRRE SERRANO

Paola Aguirre Serrano is founder of BORDERLESS Studio | Workshop— Chicago-based urban design and research practice focused on collaborative and interdisciplinary projects. With emphasis on exchange and communication across disciplines, Borderless explores creative city design and civic engagement proposals that address the complexity of urban systems and social equity by looking at intersections between architecture, urban design, infrastructure, landscape, planning, and participatory processes. Paola's professional experience includes working with government agencies, non-profit organizations, universities and architecture/urban design offices in Mexico and the United States in projects at various scales—from regions to neighborhoods.



DANIEL HERNANDEZ

Daniel Hernandez is a real estate developer, planner, and project manager and founder of PROYECTO. With over 25 years of experience, Daniel's portfolio includes a broad range of project types in urban places from San Francisco to New York City, and more recently in Santa Fe. He has been in leadership positions throughout his career, and managed all phases of project development, from programming and planning, analysis and financing, through construction and asset management. Daniel has worked in the for-profit, non-profit, and public sectors. He is committed to building the civic infrastructure that make for strong neighborhoods and cities, and his work builds on place-based assets to create value and place-making solutions.



KAREN ABRAMS

Karen Abrams, recently nominated as Director of the Department of City Planning for the City of Pittsburgh, will oversee the City's efforts to establish and sustain a consistent approach to land use that incorporates sustainability, city design, resilience, equity and opportunity. Abrams previously served as program officer for equitable development for The Heinz Endowments, a role that focused on infusing equity into the foundation's redevelopment funding initiatives in the Pittsburgh region. Her work involved helping the Endowments develop and implement a range of grantmaking that supported sustainable investments in neighborhood-level projects as well as city and region-wide initiatives. Before joining the Endowments, Karen was the community and diversity affairs manager at the Urban Redevelopment Authority of Pittsburgh.



SARA ZEWDÉ

Sara Zewde is founding principal of Studio Zewde, a design firm practicing landscape architecture, urbanism, and public art. Recent and ongoing projects of the firm include the Mander Recreation Center Campus (Philadelphia, PA), the Midtown Activation Project (Seattle, WA), and Graffiti Pier (Philadelphia, PA). Zewde's practice and research start from her contention that the discipline of landscape architecture is tightly bound by precedents and typologies rooted in specific traditions that must be challenged. Her projects exemplify how sensitivities to culture, ecology, and craft can serve as creative departures for expanding design traditions.



DIANE DAVIS

Diane E. Davis is the Charles Dyer Norton Professor of Regional Planning and Urbanism at Harvard's Graduate School of Design. Before moving to the GSD in 2011, Davis served as the head of the International Development Group in the Department of Urban Studies and Planning at MIT, where she also had a term as Associate Dean of the School of Architecture and Planning. Trained as a sociologist, Davis's research interests include the relations between urbanization and national development, comparative urban governance, socio-spatial practice in conflict cities, urban violence, and new territorial manifestations of sovereignty.



LIZ OGBU

A designer, urbanist, and spatial justice activist, Liz is an expert on engaging and transforming unjust urban environments. Her multidisciplinary design and innovation practice, Studio O, operates at the intersection of racial and spatial justice. She collaborates with/in communities in need to leverage design to catalyze sustained social impact. From designing shelters for immigrant day laborers in the U.S. to a water and health social enterprise for low-income Kenyans to developing a Social Impact Protocol for housing with university researchers and LISC. Liz has a long history of working on and advocating for issues of spacial and racial justice.

THE APPENDIX

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

