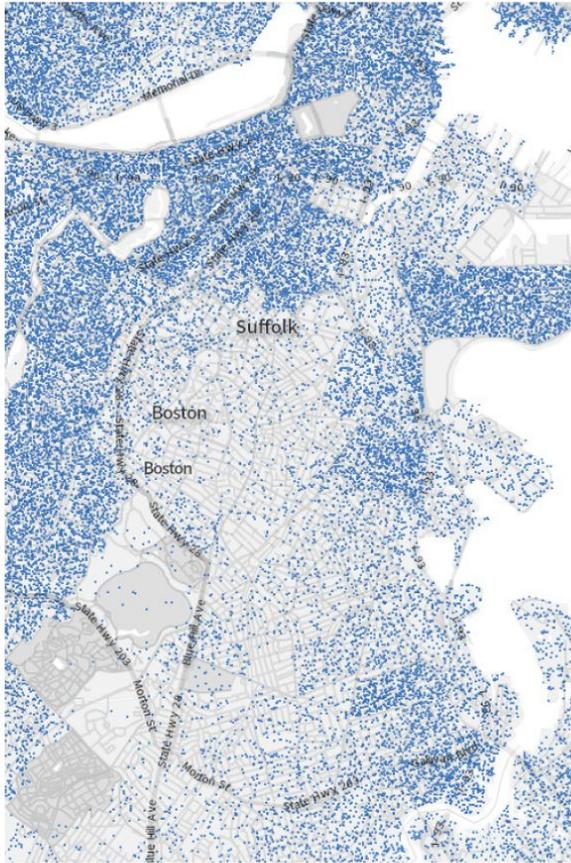


Balancing Interests & Sharing Power

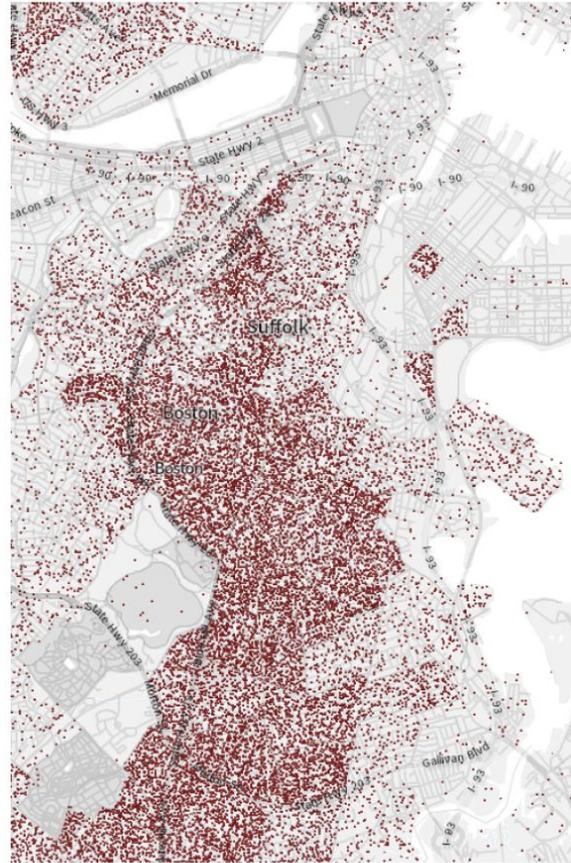
MICD Just City Mayoral Fellowship 3/6/2025

Stephen Gray, Harvard GSD | Grayscale Collaborative

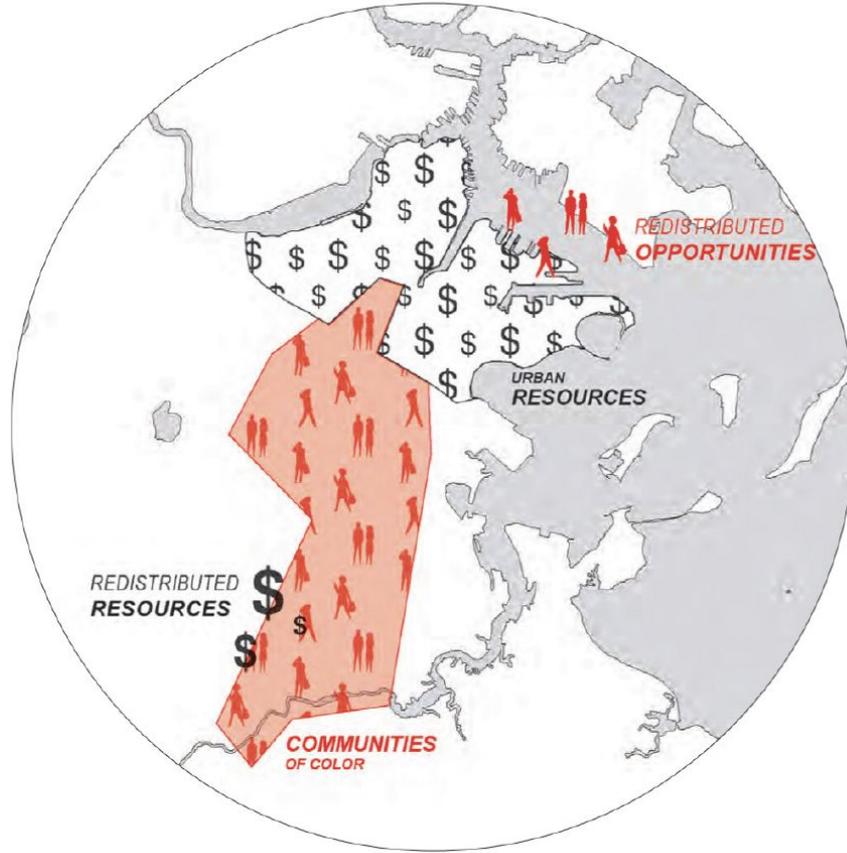


White

Boston, USA



Black



Boston, USA



Boston, USA

- 1- Define what we mean by “success”**
- 2- Evaluate the benefits and tradeoffs**
- 3- Consider the options**
- 4- Act NOW, and plan for later**

Define what we mean by “success”



6 INSTITUTIONS
6 NEIGHBORHOODS
9 MONTHS

UNANIMOUS
PLANNING COMMISSION APPROVAL

COLLABORATIVE
NEW & STRONG WORKING RELATIONSHIPS

A photograph showing a group of four people in a meeting room. They are gathered around a large table, looking at a large-scale map or plan. One woman is pointing at a specific area on the map. The room has a modern, professional feel with a round table and chairs.

Evaluate the benefits and tradeoffs



Group Exercise

Instructions (20 min)

- Working in small groups of three, use the cards from each group member's collection to identify a prioritized "sustainably implemented" and "building" goal.
- As a group, select "sustainably implemented" goals and "building" goals for placement on your group's model urban grid, and work together to arrange them on the map.
- As a group, draw one scenario card into the map.
- With the help of your facilitator, arrange your model through time from the other group's urban grids. Discuss each other's choices. "Building Resilient" and "Sustainably Implemented"

NOTE: The four goals for "sustainably implemented" are "building" goals on their own. Consider: Can you build for more "sustainably implemented" goals than "building" goals? How many? How many "sustainably implemented" goals can you "build"?

1	2	3	4
10 x <input type="checkbox"/>	60 x <input type="checkbox"/>	120 x <input type="checkbox"/>	2 x <input type="checkbox"/>

1	2	3	4
80 x <input type="checkbox"/>	3 x <input type="checkbox"/>	1 x <input type="checkbox"/>	25 x <input type="checkbox"/>

Values & Goals

Instructions (5 min)

Place the goals for each challenge below from 1-4, the most important to your community's values.

First Name: Age: Gender:

Resilience

- Building resilient infrastructure is prioritized
- Existing resources or infrastructure are preserved and enhanced
- Public Development offers a diverse mix of programming types
- Provision of essential housing programs is ensured

Jobs & Economy

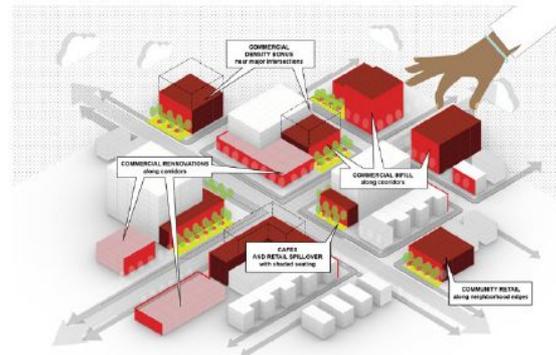
- The number of needed small businesses grows
- Existing commercial and business assets are preserved and enhanced
- Increased businesses that are supported by childcare availability and stability
- Increased access to jobs outside of and employment opportunities within the neighborhood

Mobility

- Number of cars and equity vehicles decreases
- Transitability with access to open transit, historical and outdoor recreation
- Control and ownership of infrastructure systems are more under neighborhood control
- Commute time is greatly mitigated by job centers outside of the neighborhood is decreased

Equity & Inclusion

- Quality and diversity of public spaces, outdoor spaces and provides opportunities for people to gather
- Access to educational, social and open spaces is increased
- Provision and ownership for existing public and community
- Quality and reputation of existing spaces to mitigate community needs



Individual Exercise

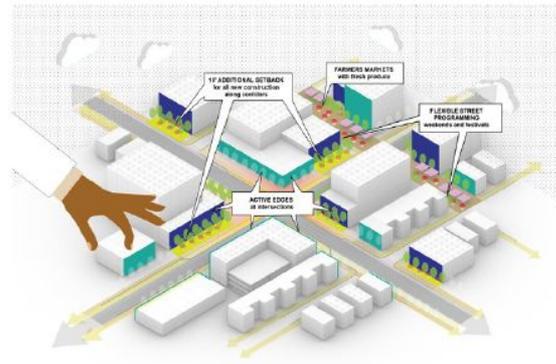
Instructions (15 min)

- Select two "sustainably implemented" and one "building" goal to use along major corridors as a result of development in Midtown.
- Place two "building" and one "sustainably implemented" goal along major corridors in Midtown.
- Place your model goals for "sustainably implemented" and "building" goals around the grid to represent how you believe the neighborhood would be brought most.

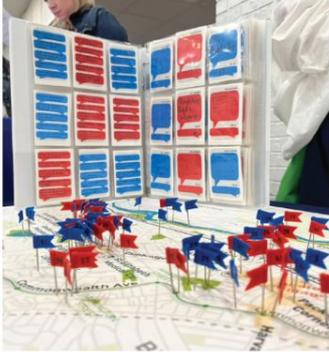
NOTE: Higher densities have higher "Spill-over" and/or "get you out of the "sustainably implemented" that you want, plus parking, affordable housing, convenience store space, improved transit, and overall etc.

1	2	3	4
10 x <input type="checkbox"/>	60 x <input type="checkbox"/>	120 x <input type="checkbox"/>	2 x <input type="checkbox"/>

1	2	3	4
60 x <input type="checkbox"/>	3 x <input type="checkbox"/>	1 x <input type="checkbox"/>	20 x <input type="checkbox"/>



Evaluate the benefits and tradeoffs



COMPARING POSSIBLE FUTURES FOR... NEW HOUSING AND BUSINESSES

1 A Hop, Skip, and a Jump

LEGEND

- Mostly 4-6 story buildings
- Mostly 6+ story buildings
- Academic & Medical Institutions

Big Squares
Allow additional large-scale (6+ story) housing in areas that already have similar scale buildings such as squares, along main streets, and in areas of high development activity today.

Tall Buildings
Expand a few existing mixed-use districts to allow taller buildings as well as promoting large, culturally diverse grocery stores (especially ones that you move away from these districts).

Mixed-Use
Concentrate large scale (6+ story) mixed-use business centers with galleries, small businesses, or other public amenities on the first foot.

Ana
I'm excited to get going on green, blue buildings. I'd love to see the neighborhood have more of these buildings on Neponset Ave. They're so close to new job hubs.

Li
I love to live in the Allston. I'd love to see more of these buildings and job opportunities.

Marcus
I've been seeing first time home buyers in the big neighborhood. They're looking for more affordable options in the neighborhood. They're looking for more affordable options in the neighborhood. They're looking for more affordable options in the neighborhood.

2 Just Around the Corner

LEGEND

- Mostly 4-6 story buildings
- Mostly 6+ story buildings
- Possible accessory dwelling units, pods
- Academic & Medical Institutions

Small Scale
Expand housing while retaining existing neighborhood character and scale by limiting renovations to single family and duplex houses with 1) smaller housing unit additions (accessory dwelling units, or 2) renovations that result in 3 or 4 units.

Corner Stores
Encourage more corner stores, small markets, and cafes in the residential areas by providing support for small businesses and entrepreneurs.

Small Businesses
Identify a few 4-6 story buildings with small businesses on the ground floor and work space for specific communities, the artists or students.

Ana
I'd love to see more of these buildings and job opportunities. I'd love to see more of these buildings and job opportunities. I'd love to see more of these buildings and job opportunities.

Li
I love on Commonwealth Ave. I'd love to see more of these buildings and job opportunities. I'd love to see more of these buildings and job opportunities.

Marcus
I'd love to see more of these buildings and job opportunities. I'd love to see more of these buildings and job opportunities. I'd love to see more of these buildings and job opportunities.

COMPARING POSSIBLE FUTURES FOR... OPEN SPACE AND MOBILITY

1 A Hop, Skip, and a Jump

LEGEND

- Mostly 4-6 story buildings
- Mostly 6+ story buildings
- Academic & Medical Institutions

Urban Squares
Allow additional large-scale (6+ story) housing in areas that already have similar scale buildings such as squares, along main streets, and in areas of high development activity today.

Urban Parks
Expand a few existing mixed-use districts to allow taller buildings as well as promoting large, culturally diverse grocery stores (especially ones that you move away from these districts).

Urban Streets
Concentrate large scale (6+ story) mixed-use business centers with galleries, small businesses, or other public amenities on the first foot.

Li
I'm excited to get going on green, blue buildings. I'd love to see the neighborhood have more of these buildings on Neponset Ave. They're so close to new job hubs.

Alia
I love to live in the Allston. I'd love to see more of these buildings and job opportunities.

Diana
I've been seeing first time home buyers in the big neighborhood. They're looking for more affordable options in the neighborhood. They're looking for more affordable options in the neighborhood.

2 Just Around the Corner

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Alia
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Diana
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COMPARING POSSIBLE FUTURES FOR... ARTS, CULTURE, AND SERVICES

1 A Hop, Skip, and a Jump

LEGEND

- Mostly 4-6 story buildings
- Mostly 6+ story buildings
- Academic & Medical Institutions

Urban Squares
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Alia
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Alia
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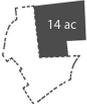
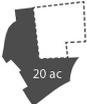
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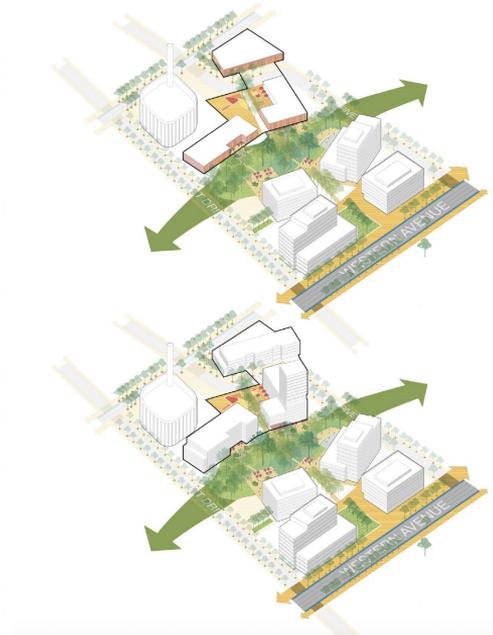
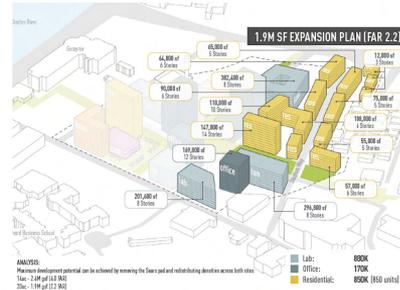
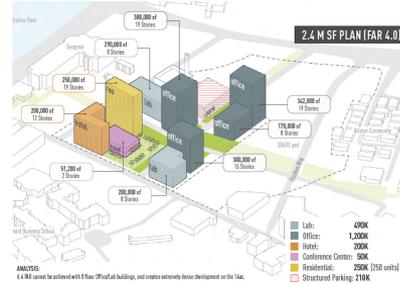
Alia
I've been seeing first time home buyers in the big neighborhood. They're looking for more affordable options in the neighborhood. They're looking for more affordable options in the neighborhood.

Consider the options



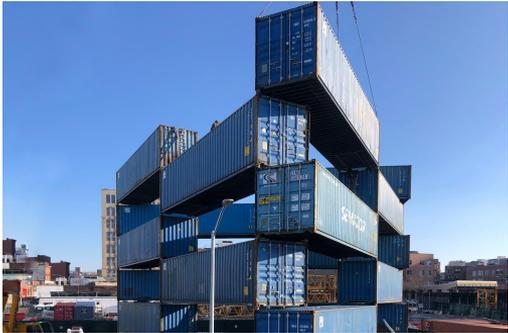
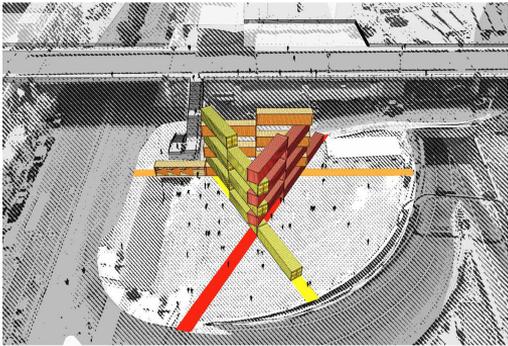
		MIN. DEVELOPMENT	MID. DEVELOPMENT	MAX. DEVELOPMENT
 14 ac	FAR	2.3	2.7	4.0
	Lab/Office	400K	950K	1,690K
	Hotel	200K	200K	200K
	Conference	50K	50K	50K
	Residential	250K (250 Units)	250K (250 Units)	290K (290 Units)
	Structured Parking	N/A	210K	210K
TOTAL	900K	1.7M	2.4M	
 20 ac	FAR	1.2	---	2.2
	SEARS Pad	With	---	Without
	Lab	660K	---	880K
	Office	170K	---	170K
	Residential	170K (170 Units)	---	850K (850 Units)
	Structured Parking	N/A	---	N/A
TOTAL	1.0M	---	1.9M	
 14 ac 20 ac	TOTAL	1.9M	2.7M	4.3M

NOTE: Modest amount of retail storefronts and other ground floor activation not included in calculations.



Near-term Activation and Long-term Development

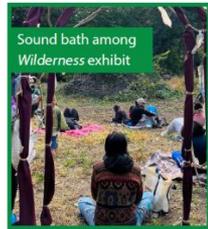
Act NOW, and plan for later



Act NOW, and plan for later



Taiko and the Parks finale



Sound bath among Wilderness exhibit



Mishoon burning



Music session at Boston Liberation Center anniversary



Hudson Street Stoop



Onstage at Dia de los Muertos celebration

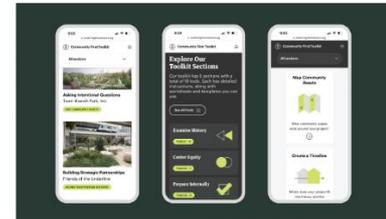
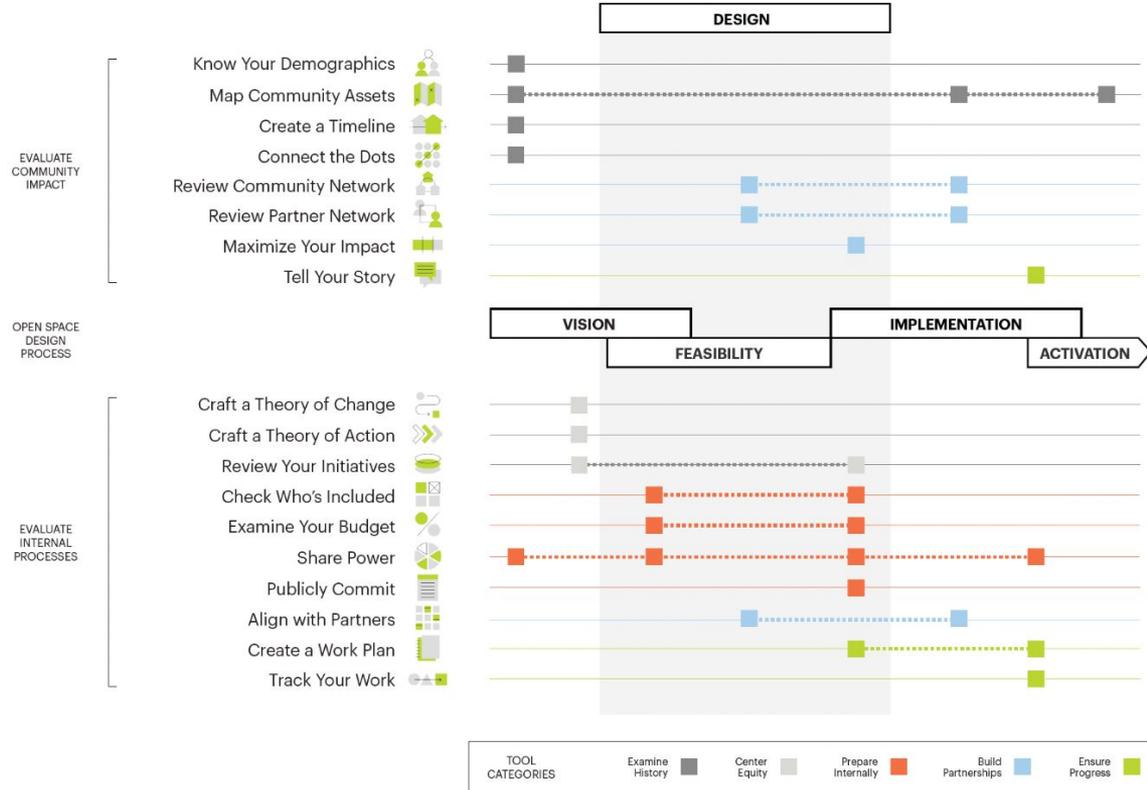


HSTF Jóvenes en Acción youth



Princess Moon performance

Center Equity at Every Step



Browse tools by section

All sections

Examine History Center Equity Prepare Internally Build Partnerships Ensure Progress 

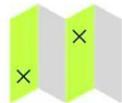
Tools are sectioned into the above equity goals. Begin where appropriate for your organization and revisit tools as needed.

Know Your Demographics



①

Map Community Assets



②

Create a Timeline



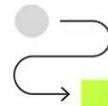
③

Connect the Dots



④

Craft a Theory of Change



⑤