



# RESILIENT BOSTON

AN EQUITABLE AND CONNECTED CITY



BY THE  
ER FOUNDATION

100

RESILIENT CITIES



MAYOR'S OFFICE OF  
**RESILIENCE &  
RACIAL EQUITY**  
—MARTIN J. WALSH, MAYOR—





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Friends,

There are few things that make me more proud than being mayor of this great city. With that pride comes a deep sense of history, responsibility, and awareness that we must work collectively to ensure that our future is a resilient one. Our task is to confront our deepest challenges, find opportunity in them, and strengthen Boston for all Bostonians.

With Resilient Boston, we have an opportunity to do just that. Through the dedicated work of Chief Resilience Officer Dr. Atyia Martin and the rest of our team, we have already begun to make great strides in making Boston stronger. We are addressing our most serious shocks, such as extreme weather events, and our chronic stresses, such as economic inequality and aging infrastructure.

However, what sets our strategy apart is our commitment to view urban resilience through the lens of racial equity. Our engagement with race can no longer be isolated from our decisions and actions regarding other issues. In addressing the divisions of race in our city, we will be leveraging our diversity as a resource to strengthen our city as a whole. To that end, we are creating an open, honest, and continual dialogue. This is important now more than ever.

Rather than merely a symbolic gesture, or words printed on a page, only this kind of dialogue, with deep and searching honesty, can help the city develop meaningful resilience amid its many current and future challenges. Dr. Martin worked tirelessly to ensure that the voices and concerns of all Bostonians are reflected in our vision for the future.

In the coming decades, Boston's population could well exceed 800,000 people. The planning and policy decisions that shape the city's future will be made over the next several years. As Resilient Boston makes clear, race is central to the success of nearly every issue the city encounters in this important and ongoing work.

A truly resilient city is one that works to achieve equity: ensuring that vital services reach all residents, including the most vulnerable; providing access to opportunity for all; and actively fostering cohesive communities. Today, Boston is taking a major step toward achieving what is possible when we truly recognize and confront our deepest challenges. While we celebrate this seminal achievement, we also acknowledge that now begins the hard work of making resilience a reality. I invite you to join us in this work.

Sincerely,

A handwritten signature in black ink, appearing to read 'Martin J. Walsh'. The signature is fluid and cursive, with a long horizontal line extending to the right.

Martin J. Walsh  
Mayor  
City of Boston





On behalf of the entire 100 Resilient Cities family, I want to congratulate Mayor Walsh and the city of Boston on the release of *Resilient Boston*. This is a major milestone for our partnership, and for a city doing some of the most pioneering work in the United States, our network, and beyond.

The cradle of American democracy, with a rich history of progressive social programs and civic activism, Boston is continuing its long tradition of addressing inequity. Central to *Resilient Boston*, the City's framework for a resilient future, is racial equity. Rather than an isolated aspiration amid many others, racial equity guides other resilience initiatives, making Boston a true leader that other cities can emulate.

Building on *The Blueprint*—the first building block of the City's Strategy released last fall—Boston continues the bold work of reflecting on systemic racial inequity as an urgent and defining problem. With this as its foundation, the Strategy connects the issue of race with other challenges the City faces due to urbanization, globalization, and climate change. As the City prepares for major shocks, such as extreme weather events, and addresses ongoing stresses like economic inequality and aging and inequitable transportation infrastructure, the lens of racial equity helps integrate these complex and interrelated issues in order to make the city stronger for all residents.

Thanks to the tireless work of Boston's Chief Resilience Officer, Dr. Atyia Martin, the Strategy reflects the concerns of Bostonians. Through open and honest dialogues across the city, Dr. Martin and her team engaged with over 11,000 Bostonians, and this engagement with all of Boston's communities guided the development of the Strategy and the City's priorities. The resulting Strategy is a true collaboration between the city's leadership and Bostonians.

This kind of engagement has led to some of the most innovative initiatives we have seen in our global network. For example, *Resilient Boston* describes efforts to address mental health and trauma in communities across Boston, engage with all Bostonians—particularly the most vulnerable—in new ways, pilot and scale new economic mobility programs, and advance key transit improvements to promote equity.

From the beginning, Mayor Walsh's bold commitment to honest introspection about racial equity and its role in shaping Boston's future set the tone for the development of *Resilient Boston*. While the hard work is only now beginning, we are confident that the commitment of the Mayor, Dr. Martin, and the thousands of Bostonians already invested in the process will ensure its success.

We look forward to our continuing partnership, and to seeing Boston lead by example as a city that acknowledges and learns from its most difficult problems in order to build a future in which the city not only survives but thrives.

Sincerely,

A stylized, handwritten signature in black ink, consisting of a large, bold 'M' followed by a horizontal line that tapers to the right.

Michael Berkowitz  
President  
100 Resilient Cities



# EXECUTIVE SUMMARY

As one of America's oldest cities, Boston has long been a beacon for those who stand strong in the face of adversity: from the first Freedom Fighters paving the way for American independence to our collective response in the face of terrorism. Our thriving city reflects the best of a diversifying country—home to a highly educated, multicultural, and skilled population, a healthy economy, a high-functioning government, and world-class universities and nonprofit institutions. And we are driven by the belief that all Bostonians, even our most vulnerable, can stand strong in the face of any challenge to live, work, raise families, and thrive in Boston throughout their lifetime.

Under Mayor Martin Walsh's leadership, our city has already taken great strides in addressing some of our most intractable challenges—from issuing Boston's first comprehensive citywide plan in more than 50 years, *Imagine Boston 2030*, to developing an action plan for carbon neutrality. Now, with Boston's first Resilience Strategy, the City is advancing a comprehensive action roadmap that builds upon these and other efforts to ensure that integrated solutions maximize benefits for all Bostonians.

In Boston, achieving citywide resilience means addressing racial equity along with the physical, environmental, and economic threats facing our city. We are developing robust systems and policies that ensure that we all rise together and leave no one behind. Only when every resident is able to

reach their full potential, regardless of their background, will we be a truly resilient city.

In 2014, the City of Boston was selected for inclusion in 100 Resilient Cities—Pioneered by The Rockefeller Foundation, a global network that helps member cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the twenty-first century. Through the program, Boston hired its first Chief Resilience Officer in September 2015. Since then, the City of Boston, Dr. Atyia Martin, and her team have worked with more than 11,000 Bostonians to develop *Resilient Boston*. This document articulates our collective aspirations for our city and our future, and the resources needed to get there.



Our Strategy is organized into four long-term Visions for Boston, each of which has a corresponding set of Goals and Initiatives. On their own, these Visions support Bostonians' aspirations for a city that can withstand and surmount the impacts of every unexpected shock and stress, and where all Bostonians have the capacity to do the same in their own personal lives and communities. Taken together, these actions will make Boston a model for cities confronting the complex threats to their resilience.

- **Reflective City, Stronger People:** We envision a city where our government leads by example to proactively institutionalize racial equity within its programs and policies, while encouraging other organizations to do the same; where Bostonians engage with each other to heal and strengthen our connections; and where communities are trained and equipped to support each other and partner with government, businesses, and community organizations in the face of shocks and stresses.
- **Collaborative, Proactive Governance:** We envision a city that prioritizes community-led processes and community partnerships, where City services are delivered equitably to people and communities, and City government reflects the diverse culture and people it serves.

- **Equitable Economic Opportunity:** We envision a city in which intergenerational wealth-building opportunities are accessible to every Bostonian, no family lives in perpetual fear of displacement, and all children benefit from educational opportunities that prepare them for postsecondary education and careers.
- **Connected, Adaptive City:** We envision a Boston where all residents are connected to each other and to their city through resilient infrastructure and systems that meet the needs of all families. These connected communities will be prepared for and can adapt to the urgent threat of climate change.

**Resilient Boston is ambitious: it reflects a cross-collaborative, nontraditional, and inclusive approach to developing solutions.** It breaks down typical City silos, uses data to inform decision-making, and ensures that programs and policies are developed using a racial equity lens. This Strategy builds upon existing plans and brings together Bostonians' collective goals.

**This is an exciting and critical time for the City of Boston, and transforming our systems and institutions to meet the needs of all Bostonians can only be achieved with your help.** Please join us in strengthening Boston's resilience by participating in this conversation. Your continued collaboration will help us create a more equitable and resilient Boston for all.

Please check our website for updates, events, and opportunities related to *Resilient Boston*: [www.Boston.gov/Resilience](http://www.Boston.gov/Resilience).

A photograph showing a man in a grey sweater smiling and interacting with a young child in a grey hoodie. They are surrounded by other children and adults in a large room, some holding trophies. The scene is brightly lit and appears to be an awards ceremony or a community event.

# THE FOUNDATION FOR BUILDING RESILIENCE

## ENVISIONING OUR FULL POTENTIAL IN BOSTON

The City of Boston is growing—more and more people are choosing to live and work here each year. We are projected to number 724,000 by 2030 and surpass our 1950 peak population of 801,000 by 2050.<sup>1</sup> Since the recession, the economy has bounced back, unemployment reached its lowest recorded level,<sup>2,3</sup> and we are in the midst of the third major building boom in the city's modern history.<sup>4</sup> However, not every resident has been able to share in this recent prosperity. Many Bostonians are facing daily and compounded pressures of financial insecurity and lack of affordable housing. In addition, our aging transportation system does not serve all residents equally, and health outcomes continue to vary by neighborhood.<sup>5</sup> The achievement gap in education is a persistent and vexing challenge, and climate change and extreme weather events pose increasing threats to our communities and infrastructure, with the

greatest impacts often felt by our already most vulnerable residents.<sup>6</sup> These challenges are further compounded by systemic racial inequity and the resulting harm it inflicts upon our communities and families.

As Boston continues to grow, we must ensure that the benefits of that growth reach all of our residents. We have both the opportunity and the obligation to ensure that our growth benefits all, regardless of their race, class, or neighborhood. In today's national political climate, this work is more important than ever.

We believe that the only way to foster citywide resilience is to address racial equity along with the physical, environmental, and economic threats facing our city. In this spirit, we present *Resilient Boston*. This Strategy strives to ensure that all

Bostonians have the resources they need to overcome obstacles and thrive throughout their lifetimes. Only when every resident is able to reach their full potential, regardless of their background, will we be a truly resilient city.



*Resilient Boston* is the result of input from more than 11,000 Bostonians. It reflects a collaborative and inclusive approach to developing solutions to address racial equity and resilience challenges. It seeks to break down typical City silos, use data to inform decision-making, and ensure that programs and policies are developed using a racial equity lens.



## RACIAL EQUITY VS. EQUALITY

Racial equity means “closing the gaps” so that race does not predict one’s success, while also improving outcomes for all. Equity is distinct from equality in that it aspires to achieve fair outcomes and considers history and implicit bias, rather than simply providing “equal opportunity” for everyone. Racial equity is not just the absence of overt racial discrimination; it is also the presence of deliberate policies and practices that provide everyone with the support they need to improve the quality of their lives.<sup>7</sup>

This Strategy also relies on cross-collaborative, nontraditional partnerships both within our government and with our community, regional, national, and international partners in order to tackle complex resilience issues. These partnerships are critical to developing innovative ways to leverage investment across physical, social, and economic realms.



*Resilient Boston* aims to be comprehensive and encompasses both existing and proposed initiatives. It builds upon existing plans, such as *Imagine Boston 2030*, the city’s first comprehensive plan in more than 50 years, in addition to other issue-specific plans focused on climate, transportation, education, and other policy areas. We are integrating long-term resilience goals and policies into all of our plans, indicating the City’s commitment to carrying out this important work.

## WHAT IS RESILIENCE?

Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and thrive—no matter what kinds of chronic stresses and acute shocks they experience.<sup>8</sup>

# BOSTON HISTORY AND CONTEXT TIMELINE

RESILIENT BOSTON: INTRODUCTION

From its founding in 1630 to the present day, Boston’s history has been shaped in almost equal parts by decisions made at the national level and local responses to those national policies. Our specific history of racism, discrimination, and social cohesion is no exception. Despite the city’s deep involvement with the abolitionist movement of the nineteenth century,<sup>9</sup> generations of Bostonians have experienced implicit and explicit bias in all aspects of life—from interpersonal relationships to housing policy to educational opportunity—and continue to do so today.

Historically, national economic policies that were meant to address the needs of working class Americans have largely excluded people of color.<sup>10</sup> For example, in the wake of the Great Depression: the National Recovery Administration offered more jobs and paid higher wages to White work-

ers;<sup>11</sup> the Federal Housing Authority (FHA) wouldn’t insure mortgages in neighborhoods that were home to communities of color,<sup>12</sup> nor in “White” neighborhoods that did not incorporate racially restrictive covenants; and Social Security didn’t cover agricultural or domestic workers, who were

1832:

**Beacon Hill** emerges as a prominent African American community in Boston, home to the first public school for Black children in the country (the **Abiel Smith School**),<sup>25</sup> the African Meeting House, and the Hayden House, a prominent stop on the **Underground Railroad**.<sup>26</sup>

1848:

A series of local and federal rulings reinforce the institution of slavery, including the decision in **Roberts v. City of Boston** (1848) that maintained school segregation, the **Fugitive Slave Act** (1850), and the **Dred Scott decision** (1857).<sup>28</sup>

1882:

**The Chinese Exclusion Act** bars Chinese immigrants from entering the United States and requires Chinese residents already residing in the U.S. to register with the federal government.<sup>30</sup>

1843:



**Personal Liberty Act (MA)** (known as the **Latimer Law**): Activism in support of **George Latimer**, an escaped, formerly enslaved person, results in a new law prohibiting state officials from aiding in the return or detention of formerly enslaved individuals.<sup>27</sup>

1863:

**The Earle Report** recommends that Massachusetts Native Americans be considered citizens with full voting rights.<sup>29</sup>

## 19TH CENTURY

largely people of color.<sup>13</sup> Many of these programs provided a foundation upon which White families could build wealth, but did no such thing for families of color. In Boston, FHA policies allowed bankers to devise a plan to provide low-interest loans to homebuyers of color<sup>14</sup> but restrict them to Mattapan and parts of Dorchester, neighborhoods that remain majority of color today.<sup>15</sup>

Boston's physical and social history was greatly impacted by several national policies that were enacted during the 1940s and 1950s. The Federal Housing Act of 1949 established the program of Urban Renewal, providing cities with funding to acquire parcels of land that were considered "blighted."<sup>16</sup> Cities used the legal tool of eminent domain to take privately owned land from residents, so long as it was put to "public use" and the government provided "just compensation."<sup>17</sup> However, in many instances, including in Boston, residents were not duly compensated for their property,<sup>18</sup> and those familiar with the process have argued

that the term "blight" was infused with racial prejudice.<sup>19</sup> Using "blight" to describe neighborhoods with higher concentrations of people of color allowed governments to "relocate minority populations and entrench racial segregation."<sup>20</sup> In Boston, the impact of these policies led to large-scale displacement as the West End, a neighborhood of mostly working-class western European immigrants, gave way to Government Center,<sup>21</sup> and Chinatown ceded 1,200 units of housing to make way for a highway and other development.<sup>22</sup> In 2015, Boston Planning and Development Agency (BPDA) Director Brian Golden acknowledged the trauma caused by Urban Renewal and apologized to former residents of the West End on behalf of the City.<sup>23</sup>

The 1960s saw federal action on civil rights, with legislation prohibiting discrimination in employment, voting, and housing.<sup>24</sup> Influenced by the tireless efforts of civil rights advocates, the Civil Rights Act of 1964 contained provisions that laid

1933:

**The New Deal** ushers in reforms and policies designed to help struggling Americans during the Depression. However, many of these programs exclude people of color, exacerbating racial inequity and segregation.<sup>33</sup>



Photo Credit: Hyperallergic<sup>34</sup>

1963:

National civil rights activism is echoed locally with the **Boston School Stay Out**, the founding of **Freedom Schools**, and the **Ruth Batson**-led effort to charge Boston Public Schools with discrimination, along with countless public demonstrations.<sup>36</sup>



Photo Credit: Northeastern University

1920s:

**The Great Migration** begins.<sup>31</sup> Over the course of several decades, 6 million African Americans move from the rural South to the urban Northeast, Midwest, and Western United States.<sup>32</sup>

1952:

**The Federal Urban Renewal Program** reaches Boston, facilitating the demolition of buildings and residential displacement across the city, including in Chinatown, the West End, and the South End.<sup>35</sup>



Photo Credit: City of Boston

the groundwork for establishing affirmative action programs and codifying a proactive and holistic approach to civil rights for the first time. President Lyndon Johnson himself acknowledged that there was work to be done beyond the signing of these laws when he articulated in a speech to Howard University the principle of affirmative action: “You do not take a person who, for years, has been hobbled by chains and liberate him, bring him up to the starting line of a race and then say, ‘you are free to compete with all the others,’ and still just believe that you have been completely fair.”<sup>37</sup>

In the 1960s, Johnson also initiated the War on Crime, a set of policies that made the control of crime a federal priority, giving the federal government a role in local police operations.<sup>38</sup> In the 1970s, President Nixon declared a War on Drugs, which over the course of a few decades has led to mandatory minimum sentencing and higher incarceration rates, with people of color being incarcerated at a disproportionately high rate.<sup>39</sup>

According to the NAACP, African Americans are incarcerated at nearly six times the rate of White Americans, and one in six Black men had been incarcerated as of 2001.<sup>40</sup> Though Massachusetts has a lower incarceration rate than other states,<sup>41</sup> recent high-profile instances of police brutality in Florida, Missouri, New York, Louisiana, Minnesota, Maryland, and elsewhere have inflamed racial tensions and sparked nationwide protests. In Boston, protesters have recently taken to the streets on numerous occasions, including a January 2015 demonstration that shut down Interstate Highway 93 during the morning rush hour.<sup>42</sup>

Perhaps no single event encapsulates Boston’s fraught history with racism more than the city’s experience with the desegregation of its public schools in the 1970s. In 1974, Boston was a largely segregated city in which children of color did not have access to quality schools.<sup>43</sup> With Boston unable or unwilling to address its disparity and segregation problems on its own, parents of Black

1964:



Photo Credit: Phillips Academy Archives and Special Collections

Nationwide popular activism spurs sweeping federal civil rights legislation, including the Civil Rights Act (1964), the Voting Rights Act (1965), The Great Society (1965), and the Fair Housing Act (1968).<sup>52</sup>

1967:



**New community-based organizations** emerge across Boston to address challenges surrounding community housing, health, and education.<sup>53</sup>

1968:

**James Brown concert** at the Boston Garden is televised live throughout the city, easing tensions in the wake of the assassination of Dr. Martin Luther King Jr.<sup>54</sup>

1974:

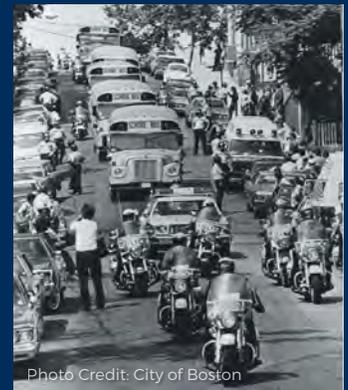


Photo Credit: City of Boston

Boston attempts to desegregate city schools by means of forced busing, sparking an intense backlash and a long and traumatic conflict.<sup>55</sup>

LATE 20TH CENTURY

Boston Public Schools students brought the issue to the judicial system. That year, Federal Judge W. Arthur Garrity found that Boston's school committee "knowingly carried out a systematic program of segregation affecting all the city's students" and ordered schools to be desegregated by means of busing.<sup>44</sup> While Boston had deep racial tensions before busing, the implementation of this order magnified these tensions. The mandate was met with intense backlash by some White residents and set off a violent and traumatic conflict that gained national notoriety.<sup>45</sup> While low-income White students were generally subject to limited educational opportunities that mirrored those of young Black Bostonians,<sup>46</sup> many White families with the means to leave the Boston Public Schools (BPS) system either fled the city or enrolled their children in private and parochial schools.<sup>47</sup> Within a year, nearly a third of the White students had been taken out of the school system, and overall enrollment had dropped by almost 20 percent.<sup>48</sup>

Overall, the second half of the twentieth century saw Boston's population fall steeply from its 1950 peak of 801,000 to just under 563,000 in 1980. Boston has seen continuous growth since then, and the city's accelerated growth since 2010 means that Boston's population is expected to again match its peak in the year 2050.<sup>49</sup>

Since 1970, the population of Boston has become more racially and ethnically diverse, and in 2010, people of color made up 53 percent of the population.<sup>50</sup> Despite the increasing diversity, however, neighborhoods still remain largely segregated. In fact, according to 2010 Census data, Boston remains one of the most residentially segregated large metropolitan regions in the country.<sup>51</sup> In light of Boston's history of racism and discrimination, it will take a concerted and significant amount of effort to bridge divides that exist in our city in order to ensure that we grow in a way that fosters opportunity for all.

**1983:** Local activist and former state representative **Mel King** embarks on a mayoral campaign that gains widespread support and recognition. While he ultimately loses the election to Raymond Flynn, he is the first Black candidate to win a preliminary election in the city of Boston.<sup>56</sup>

**1994:** "Tough on crime" legislation is enacted at the federal level in the form of "Three-strike" Laws,<sup>57</sup> and at the local level two years later with "Operation Ceasefire." These programs disproportionately target young people of color<sup>58</sup> and contribute to growing mass incarceration.

**2000:**

**Boston becomes a majority people of color city.<sup>59</sup>**

**2012:** **Black Lives Matter** is founded as a national network in response to recurring instances of police brutality across the United States.<sup>61</sup>



Photo Credit: Flickr user Tim Pierce

**2013:** Two homemade bombs are detonated near the finish line of the Boston Marathon, resulting in multiple deaths, hundreds of injuries, and a comprehensive coordinated effort to apprehend the perpetrators.<sup>60</sup>

**2015:** Boston receives its largest snowfall on record, crippling the transportation system and causing disruptions to daily life that have major economic and social impacts, especially for vulnerable Bostonians.<sup>62</sup>

LATE 20TH CENTURY

21ST CENTURY

# 100 RESILIENT CITIES

100 Resilient Cities—Pioneered by The Rockefeller Foundation (100RC) helps cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the twenty-first century. 100RC provides this assistance through: funding for a Chief Resilience Officer in each member city who will lead the resilience efforts; resources for drafting a Resilience Strategy; access to private sector, public sector, academic, and NGO resilience tools; and membership in a global network of peer cities to share best practices and challenges.

Boston joined the 100RC network as part of the second wave of cities selected in 2014, and through its participation, is committed to demonstrating global leadership in resilience and taking advantage of membership resources and opportunities.

100RC supports the adoption and incorporation of a view of resilience that includes not just **shocks**—such as floods, nor'easters, and other acute events—

but also **stresses** that weaken the fabric of a city on a day-to-day or cyclical basis, such as economic hardship or social inequality. By addressing both shocks and stresses in a holistic manner, a city becomes more able to respond to adverse events and is better able to deliver basic functions in both good times and bad.



Photo Credit: City of Boston



Photo Credit: City of Boston

## THE RESILIENCE DIVIDEND

By investing in resilience-building actions and initiatives, cities stand to reduce the impact of acute shocks and chronic stresses—including those that cannot easily be predicted today. As cities continue to invest in resilience and implement integrated resilience-building actions, they will improve outcomes for individuals, the physical environment, and the economy for future residents to enjoy.

Building resilience starts by **identifying our most important problems first** and figuring out the best ways to tackle them together. For example, solutions that make **healthcare** more accessible can also keep our communities safer from **crime** and better prepared to handle **emergencies**. By considering how one policy can benefit the most people, resilience **helps everyone in the city, not just the wealthy and powerful**, and ensures our city **grows stronger, not just bigger**.

## Adapting 100RC for Boston: The story of why we applied

In recognizing that Boston still has not fully healed from the fight over school desegregation, we knew we needed to take deliberate steps to address the issues that this era revealed. People who don't live here might think this is a conflict with a natural expiration date, but we believe that even people who weren't alive or here in the 1970s bear the burden of what happened then. This lingering trauma is an immediate impediment to our resilience. Our fractured foundation means that we lack the shared ability to implement the boldest ideas—those ideas that take the greatest popular will and are necessary to address the biggest challenges Boston faces.

Today, Boston has incredible potential to be the place that solves the country's most intractable problems. We have a highly educated, diverse, and skilled population, a healthy economy, a high-functioning government, and world-class universities and nonprofit institutions. However, our history with systemic racism stifles the potential of these assets. We must acknowledge our history, heal our collective trauma, and advance racial equity, social justice, and social cohesion if we are to move forward as a truly resilient city.



Photo Credit: Christian Merfeld

# DEVELOPING RESILIENT BOSTON

From September 2015 to December 2016, Boston's Chief Resilience Officer and her team worked with more than 11,000 stakeholders, including residents, community leaders, and City government employees across many departments. The process involved careful analysis of quantitative trends and data, internal City coordination across different planning processes, community meetings, and working group convenings in order to develop clear, actionable initiatives that best articulate many Bostonians' aspirations for their city.

*Resilient Boston* was developed in close partnership with the Boston Resilience Collaborative (BRC), created as an advisory body to the process. The BRC includes more than 100 local experts in fields such as racial equity, climate change, the built environment, transportation, and public health, and will aid in implementation of the Strategy.

In order to introduce racial equity as a central component of *Resilient Boston*, Mayor Walsh convened more than 1,000 Bostonians for the first in a series of public conversations about race, and issued *The Blueprint: A Preview of the Principles & Framework for Boston's Resilience Strategy* in November 2016.

Residents and stakeholders who engaged in the process consistently expressed concerns that reinforced Boston's identified shocks and stresses. We found that many Bostonians are eager for the opportunity to change the culture and conversation around race in Boston. Many also find that they don't have the resources they need to achieve financial security and are even at risk of being dis-

## BY THE NUMBERS

<b>11,700</b>	People Engaged
<b>167</b>	Meetings with community members
<b>25</b>	Presentations
<b>18</b>	Workshops
<b>12</b>	Research and Evaluation Collaborative sessions and presentations
<b>35</b>	Other events

placed from their current neighborhoods. A large portion of residents feel that City programs and planning are complicated and inaccessible, and it is unclear how these programs support local communities. Boston’s most vulnerable residents and communities often suffer unrecognized and profound impacts from trauma. Lastly, many residents are worried that Boston is not adequately prepared to meet future infrastructure challenges.

The Visions, Goals, and Initiatives that form the basis of *Resilient Boston* are informed by our historical perspective, the analysis of current conditions, and the feedback of these stakeholders. The Strategy’s implementation must be shared by all stakeholders, including City government, community partners, institutions, and individual residents.



Photo Credit: Christian Merfeld

This Strategy is grounded in equity and can be used by stakeholders to trigger action, investment, and support to facilitate change, both from within City government and more broadly throughout Boston. This has been and will continue to be an –inclusive process that needs participation and ownership from all partners.



**OUR IDENTIFIED SHOCKS AND STRESSES**

# BOSTON'S RESILIENCE CHALLENGES

RESILIENT BOSTON: INTRODUCTION

**ECONOMIC INEQUALITY**



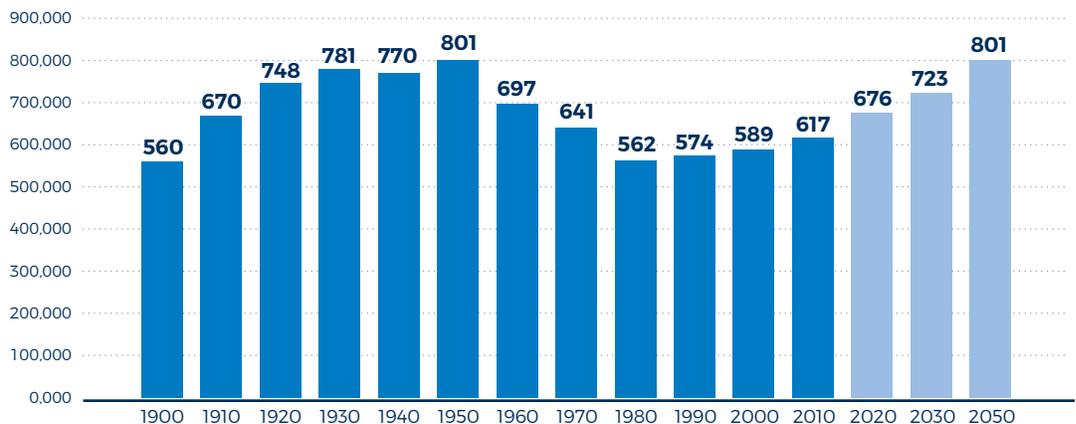
The historic growth in population that Boston is currently experiencing has brought about a wave of investment and opportunity; cranes are in the sky, our core sectors of education and healthcare are growing, and new businesses, small and large, are opening across the city. The benefits of this growth, however, have not been shared by all.

While our city enjoys a strong economy overall, one in five Bostonians—and nearly one in three children under 18—live in poverty.<sup>63</sup> This disparity falls largely along lines of race. Median household (family and non-family) earnings for non-Latinx/Hispanic White Bostonians (\$79,802) continue to outpace those of Black (\$38,454), Latinx/Hispanic (\$30,883), and Asian (\$38,802) residents.<sup>64</sup> An analysis of total wealth, rather than wages alone, reveals even starker disparities. A 2015 study by the Federal Reserve Bank of Boston revealed that White households in greater Boston have a median net wealth (total assets minus debt) of \$247,500, while African Americans have a median net wealth of just \$8.<sup>65</sup> Increasing homeownership among Bostonians of color can help close this gap, as homes are typically the largest asset that contributes to a household's overall wealth.<sup>66</sup> However, people of color in Boston face significant barriers to entering the city's homeownership market. In 2015, Black Boston residents were denied a home-purchase loan at a rate 3.2 times as high as their White counterparts, and Latinx/Hispanic

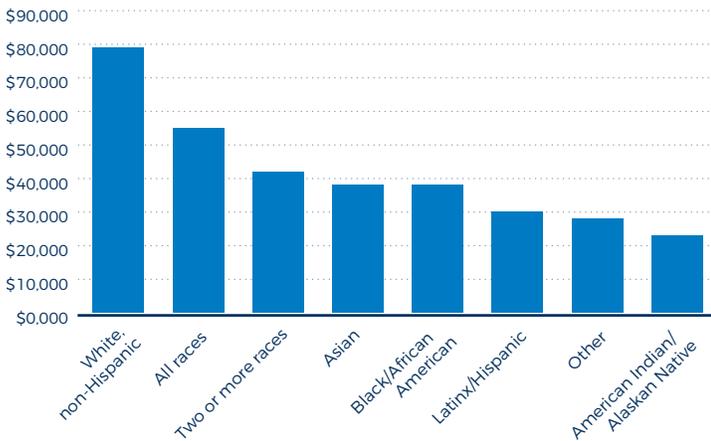


**BOSTON POPULATION GROWTH OVER TIME**

■ Boston Population<sup>67</sup>  
 ■ Projected Boston Population<sup>68</sup>



**2015 BOSTON MEDIAN HOUSEHOLD INCOMES (FAMILY AND NON-FAMILY)<sup>69</sup>**

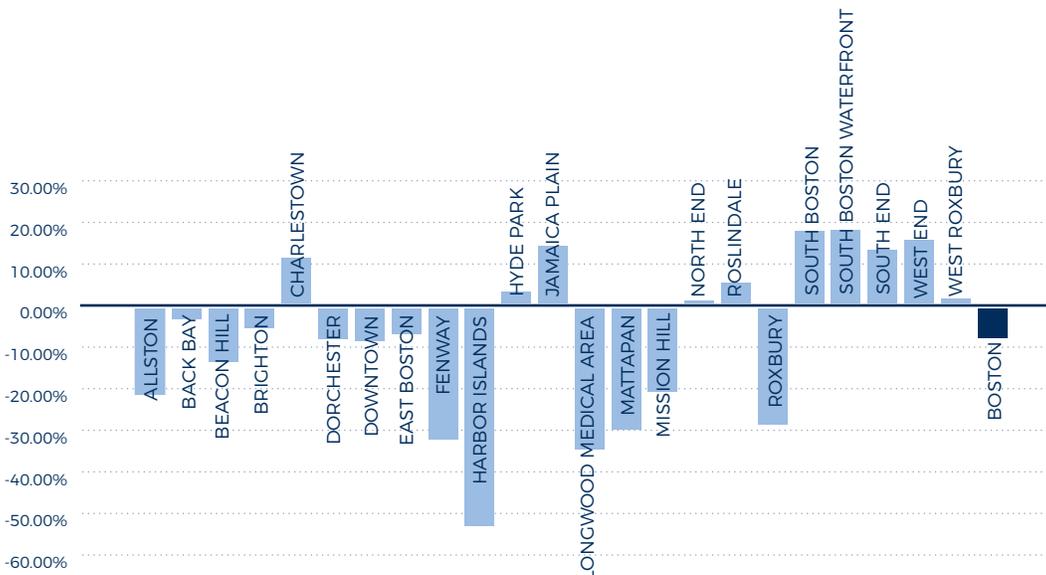


residents were denied twice as often as White residents.<sup>70</sup> These racial differences underscore the vulnerability that people of color in Boston face in times of financial shocks and stresses.

From 2010 to 2014, the number of jobs in Boston grew by more than 60,000 to 719,000.<sup>71</sup> Unemployment has decreased since the Great Recession at a rate faster than both the state and the nation. A large part of this overall growth can be explained by Boston's emergence as one of the foremost knowledge-driven cities in the country,<sup>72</sup> with large anchor institutions such as universities and hospitals making up a large percentage of our workforce and the booming tech and life sciences sectors accounting for many new jobs.<sup>73</sup> While



Boston has recovered well from the 2008 recession, the benefits of this recovery have not been shared by all. For instance, while these growing sectors are great assets to our economy, many of the new jobs that they offer are out of reach for many Bostonians due to their high education and training requirements.<sup>74</sup> The unemployment rate among African Americans is 1.72 times higher than the city average, and the Latinx/Hispanic unemployment rate is 1.38 times higher.<sup>75</sup> Of particular concern is the fact that Boston's economic growth has been disproportionately enjoyed by non-Boston residents who work in Boston. The earnings of Boston residents lag significantly behind non-residents, even when accounting for educational attainment.<sup>76</sup>



**CHANGE IN INCOME FROM 2000-2014 (2014 DOLLARS)<sup>77</sup>**



Photo Credit: Flickr user NorthEndWaterfront.com

**CLIMATE CHANGE & ENVIRONMENTAL STRESSES**



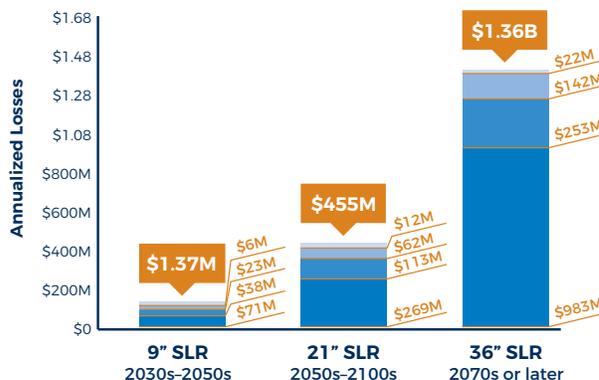
The effects of climate change also present significant shocks and stresses for Boston. As a coastal city, Boston is at particular risk of flood or other damage associated with sea level rise. In 2013, the Organization for Economic Co-operation and Development (OECD) ranked Boston the eighth-highest metropolitan area worldwide in expected annual economic losses due to coastal flooding.<sup>78</sup> The effects of rising sea levels could devastate our region, including impacts on critical infrastructure such as Logan International Airport, North and South Stations, the Boston Convention and Exhibition Center, and the Seaport World Trade Center. In addition, critical City assets such as Boston's primary data center, central fleet maintenance, six of Boston's neighborhood emergency shelters, and Boston Police Department's telephone and computer communications are all in areas susceptible to flooding.<sup>79</sup>

The increase in extreme weather events also presents a challenge for Boston. Since 1991, Boston has experienced 21 weather-related events that triggered federal or state disaster declarations.<sup>80</sup> Had Superstorm Sandy hit Boston in 2012 during high tide, six percent of Boston's landmass would have been flooded, including portions of every coastal neighborhood.<sup>81</sup>

Severe snowstorms in recent years have highlighted the inability of regional transportation systems to adequately serve all residents. During the winter of 2014-15, a record amount of snow fell in Boston, crippling the Massachusetts Bay Transportation Authority

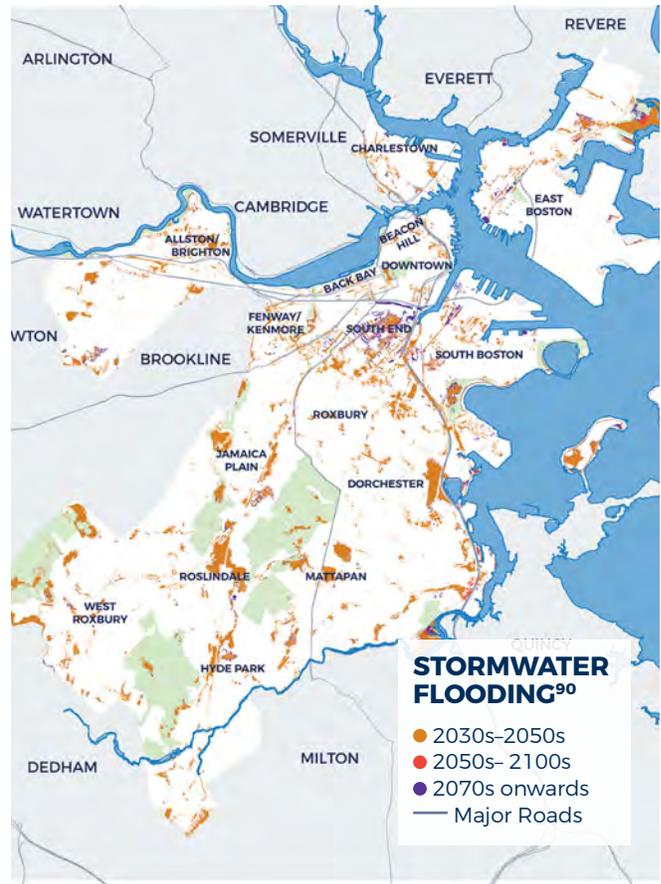
**ANNUALIZED LOSSES WILL INCREASE WITH SEA LEVEL RISE<sup>82</sup>**

- 0.1% flood
- 1.0% flood
- 2.0% flood
- 10.0% flood



(MBTA), the region's transit network and the fifth-largest mass transit system in the country.<sup>83</sup> During that record-breaking winter, the MBTA completely shut down on three occasions, and the entire system faced "lingering, widespread, systemwide interruptions" for several months after the snow had fallen.<sup>84</sup> While economic impacts of the storms were widespread—estimated at nearly \$2 billion in lost profits and wages throughout the region over a one-month period—hourly wage workers were particularly hard-hit.<sup>85</sup> Many of Boston's most vulnerable workers had to endure days without pay when either their place of employment was closed due to snow or they were physically unable to get to work because the transit system had shut down. Boston Public Schools also closed for nine days, further compounding the problem for low-wage workers who also had to worry about childcare.<sup>86</sup>

In addition to sea level rise and extreme weather events, climate change will lead to increased average temperatures in Boston, as well as localized urban heat island effects.<sup>87</sup> Rising temperatures and increased instances of extreme heat can cause negative health impacts, including direct loss of life, increases in respiratory and cardiovascular disease, and challenges to mental health.<sup>88</sup>



These issues are more likely to negatively impact children, older adults, and people with disabilities, among other vulnerable populations.

## VULNERABLE POPULATIONS<sup>89</sup>

When we talk about “vulnerable” populations throughout this document, we want to make sure to not project a general victimhood on these residents. Bostonians are strong and capable, and these populations are no exception. However, it is also important to acknowledge that these residents are subject to inequities not faced by more privileged Bostonians, including historical and systemic discrimination, exclusion, marginalization, exploitation, and underrepresentation. Nothing about someone’s race, national origin, age, etc., makes them inherently vulnerable; we see acknowledging vulnerability as an assessment of the system’s deficiencies, rather than a judgment of Boston residents.

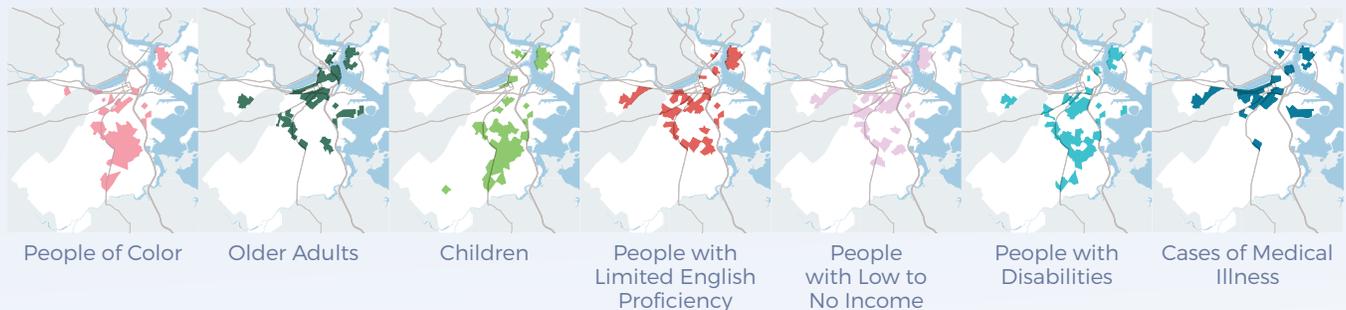




Photo Credit: City of Boston

## TERRORISM



Just as we are preparing for natural disasters, Boston must also prepare for terrorism threats in an increasingly volatile geopolitical landscape.<sup>91</sup> As the response to the 2013 Boston Marathon bombing demonstrated, effective partnerships between municipal, state, and federal actors are crucial in extreme situations. Because of these strong partnerships, all people with serious injuries were evacuated within 22 minutes of the explosions.<sup>92</sup> In the following days, the Boston Police Department worked closely with surrounding municipalities, the U.S. Attorney's Office, and the FBI to investigate the circumstances of the bombing. For months after the attack, the City worked to provide services for victims and their families, such as a family assistance center, housing accessibility modifications, and support groups to help address collective trauma.<sup>93</sup>

Since the 2013 Marathon, Boston has increased its capacity to respond to acts of terrorism. In the year following the bombing, Boston received an \$18 million grant from FEMA through the Urban Area Security Initiative program and used those funds to invest in: specialized equipment for police, such as bomb-sniffing dogs and command vehicles; new fire detection equipment; and greater investments in communications interoperability so that first responders can communicate with each other.<sup>94</sup>



Photo Credit: City of Boston

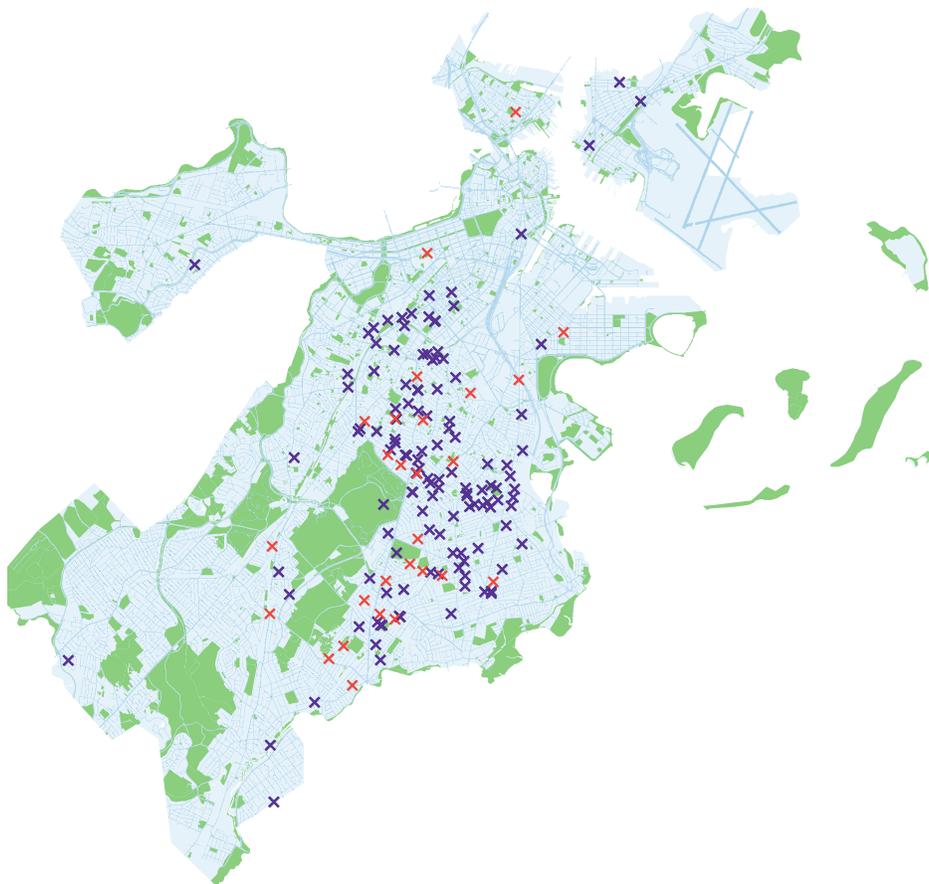
**COMMUNITY TRAUMA**



The coordinated reaction to the Marathon bombing, often viewed as a successful example of immediate disaster response,<sup>95</sup> was not without criticism. At the same time that many Boston residents united with supporters across the country and around the world under the slogan “One Boston,” others—predominantly residents of color in neighborhoods that experience higher rates of chronic violence—felt disconnected from the city’s perceived unity. Community groups contrasted the attention paid to the bombing with the lack of attention paid to more frequent instances of community violence. One community group, Blackstonian.org, launched a website keeping a running count of shootings in Boston following the bombings, highlighting the need for more coordinated interventions in the face of individual acts of violence and trauma.<sup>97</sup>

This map identifies the lethal and nonlethal shootings that occurred in Boston during the year following the 2013 Marathon bombing. Data collected by [blackstonian.org](http://blackstonian.org).<sup>96</sup>

- × Lethal shootings
- × Nonlethal shootings



In order to build resilience and racial equity in Boston, we must come together to heal our collective trauma and protect ourselves from the impacts of future instances of violence and trauma. Until we can heal together, the unresolved trauma experienced by our communities will continue to erode social cohesion, perpetuate ongoing problems, and undermine our efforts to prevent and prepare for future traumatic events.<sup>98</sup>





Photo Credit: City of Boston



Photo Credit: City of Boston



Photo Credit: City of Boston

## HEALTH INEQUITIES



Boston's healthcare sector has long been a source of pride. We are home to some of the world's leading hospitals and medical research institutions, and we opened the nation's

first community health center in 1965, a model that has since been expanded across the state and now provides medical care to one in seven Massachusetts residents.<sup>99</sup> The 2006 Massachusetts healthcare reform, which served as a model for the Affordable Care Act, has driven the rate of insured Bostonians up to 94 percent as of 2013.<sup>100</sup>

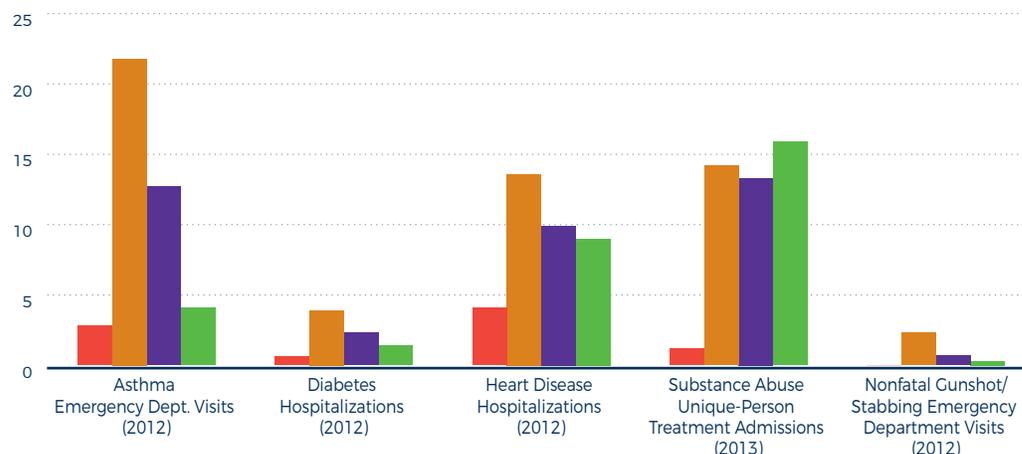
Despite the overall strength of healthcare in Boston, residents experience stark disparities in health outcomes. Average life expectancies range from a high of 87.2 years for Asian residents to a low of 77 years for Black residents.<sup>101</sup> Black and Latinx/

Hispanic residents experience higher rates of hospitalization due to asthma, heart disease, diabetes, and nonfatal gunshot/stabbing incidents than White residents.<sup>102</sup> These disparities are even more pronounced at the neighborhood level, where premature mortality rates in Dorchester are nearly twice as high as in West Roxbury (249 and 136 per 100,000 residents under 65, respectively).<sup>103</sup>

Substance abuse, particularly opioid addiction, is a growing problem in Boston. Between 2012 and 2015, the number of opioid overdose deaths more than doubled, from 64 to 141.<sup>104</sup> Overall, hospitalizations for substance abuse have also increased significantly, from 48.9 hospitalizations per 1,000 residents in 2008 to 54.8 hospitalizations per 1,000 residents in 2012.<sup>105</sup> While opioid-related overdoses are significantly higher for White residents than for Black and Latinx/Hispanic residents, cocaine overdoses are significantly higher for Black residents.<sup>106</sup>

### HOSPITALIZATIONS PER 1,000 BOSTON RESIDENTS<sup>107</sup>

- Asian
- Black
- Latinx/Hispanic
- White







## EDUCATIONAL OPPORTUNITY AND ACHIEVEMENT GAPS



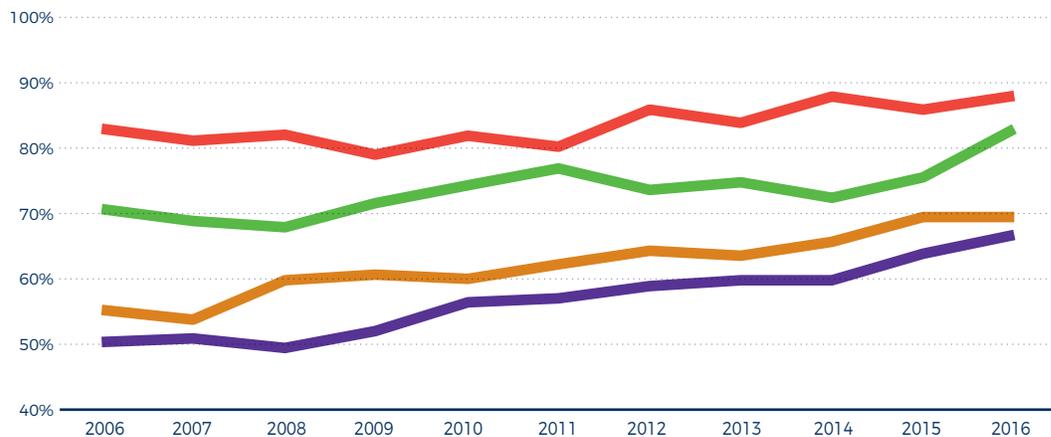
Boston has long been a center of education. The nation's first public school was founded in Boston in 1635, and Harvard College, the first college in America, was founded a year later just across the river.<sup>108</sup> We are also home to the first large free municipal library in the United States.<sup>109</sup> Students come to Boston from all over the world to train at our numerous institutions of higher learning.

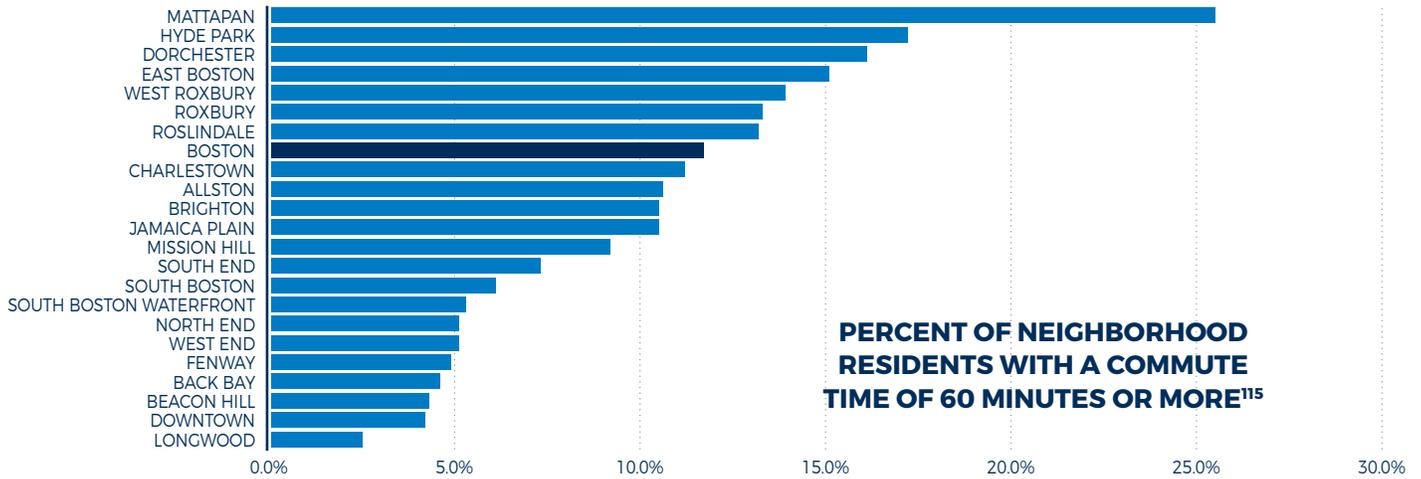
Although we are seen as a hub of learning, Boston residents experience significant and persistent achievement gaps along racial lines. In 2015, White fourth-graders scored 27 points (13 percent) higher on the National Assessment of Educational Progress reading scale than their Black and Latinx/Hispanic peers, a gap that has only grown in the past 12 years.<sup>110</sup> The Boston Public Schools high school graduation rate reached an all-time high of 72.4 percent in 2016, but White and Asian students still graduate at a significantly higher rate (82.5 percent and 88.2 percent, respectively) than their Black and Latinx/Hispanic peers (69.3 percent and 67.1 percent, respectively).<sup>111</sup> Black and Latinx/Hispanic students are also disciplined at a higher rate than their White and Asian peers. In the 2015–16 school year, Black and Latinx/Hispanic students received out-of-school suspensions at rates of 7.5 percent and 4.3 percent, respectively, while only 1.3 percent of White students and 0.8 percent of Asian students received out-of-school suspensions.<sup>112</sup>

We know that early childhood education can be the key to closing these gaps. While Boston has enough Pre-K seats citywide to meet overall demand, only 75 percent of Boston's four-year-olds have access to a high-quality seat, and those seats are not evenly distributed across neighborhoods.<sup>113</sup>

### BOSTON PUBLIC SCHOOLS GRADUATION RATES BY RACE<sup>114</sup>

- Asian
- Black
- Latinx/Hispanic
- White





**AGING AND INEQUITABLE TRANSPORTATION INFRASTRUCTURE**



Boston, home to the nation’s first subway tunnel to use electric traction exclusively,<sup>116</sup> is served by the MBTA, the country’s fifth-largest mass transit system. While many residents rely on the MBTA to commute on a daily basis, with the network serving 1.3 million passengers on an average weekday,<sup>117</sup> the system is aging and not consistently reliable. A 2014 report from the National Transit Database stated that the MBTA had the greatest number of mechanical failures of any major transit system in the country.<sup>118</sup> The complete shutdown of the system on numerous occasions during the 2014–15 winter sheds further light on the system’s overall vulnerabilities (see “Climate Change and Environmental Stresses” section on pg. 20).

In addition to Boston’s systemwide transportation challenges, residents also experience disparate access to fast and reliable transportation options. While 41 percent of residents live within a ten-minute walk of a rail station or key bus route, Hubway station, and carshare, commute times vary widely by neighborhood. Communities of color, in particular, face significantly higher commute times and less reliable transit options. For example, nearly one in four residents of Mattapan, a neighborhood whose population is more than 90 percent people of color, spend more than an hour commuting to work each way, and there are limited reliable transit links between the neighborhood and employment centers like the Financial District or the Longwood Medical Area.<sup>119</sup>



Photo Credit: Go Boston 2030

Photo Credit: Go Boston 2030

**SYSTEMIC RACISM**

A common theme among the resilience challenges discussed in this chapter is that they all disproportionately impact Boston's communities of color. This becomes an even greater issue when we look at how Boston has grown and what our current demographics are. As Boston has grown in recent decades, we have become increasingly more racially diverse with Boston's population becoming predominantly people of color in 2000, despite only five percent of residents being people of color in 1950.<sup>120</sup>

Viewing our challenges in light of our current demographics, it becomes clear that our greatest challenge to resilience is the chronic statistical inequity observed between communities of color and non-Latinx/Hispanic White residents. This inequity leads to significant disparities in economic and quality of life outcomes, and disproportionate impacts after disasters. Furthermore, immigrants, people with disabilities, children, and older adults are concentrated in neighborhoods with higher percentages of people of color,<sup>121</sup> creating a multidimensional challenge.<sup>122</sup>

Evidence of systemic racism is visible throughout Boston. Significant opportunity and achievement gaps persist along racial and socioeconomic lines, and Boston is one of the most residentially segregated metropolitan regions in the country,<sup>123</sup> resulting in pockets of the city where cycles of poverty and lack of opportunity seem intractable. If Boston fails to address racial inequity, then a growing population of people of color means a growing number of residents will face unnecessary barriers to success. This scenario will inhibit economic growth and prosperity for all.<sup>124</sup>

**SYSTEMIC RACISM**

Systemic racism is the result of overlapping policies, programs, practices, institutions, and people who exhibit racial bias. These entities can hold various forms of power, and they can wield it to disadvantage people of color, either intentionally or unintentionally. While not insignificant on their own, these entities, when combined, result in a distinct cumulative oppression that comprehensively restricts the opportunities of people of color and ultimately leads to the disparate outcomes we see today.<sup>125</sup>

Oftentimes, systemic racism persists even without obvious signs of interpersonal racism. In her 2009 book *The New Jim Crow: Mass Incarceration in the Age of Colorblindness*, Michelle Alexander writes that visible instances of interpersonal racism "make it easy to forget that many wonderful, good-hearted White people... nevertheless went to the polls and voted for racial segregation... Our understanding of racism is therefore shaped by the most extreme expressions of individual bigotry, not by the way in which it functions naturally, almost invisibly (and sometimes with genuinely benign intent), when it is embedded in the structure of a social system."<sup>126</sup>

# How can approaching resilience with a racial equity lens benefit all Bostonians if it focuses on people of color?

The Initiatives that are part of *Resilient Boston* are designed to improve the lives of all Bostonians. We recognize that people of color often face additional barriers resulting from systemic racism, but that improvements to different systems within the city will benefit all residents.<sup>127</sup> We aim to improve the lives of all residents, while making a deliberate effort to reduce disparities between White residents and residents of color.<sup>128</sup>

Healing racial divisions will provide multiple benefits to all Boston residents. Racism has historically divided us, preventing us from collectively working toward goals and policies that benefit us all, such as income and wealth equity, social services, affordable housing, and quality public education.<sup>129</sup> Beyond policy changes, racism keeps us isolated and in homogenous social networks, preventing us from connecting with the diverse cultures, ideas, and friendships offered by our neighbors.<sup>130</sup> Negative images of other racial and ethnic groups have created feelings of fear and anger toward those we do not know, clouding our judgment and creating unnecessary stress.<sup>131</sup> *Resilient Boston* provides Bostonians with the tools to address their own racial biases and improve outcomes for all residents.

Racial equity will also help improve the local economy for everyone. People of color make up

an increasingly large share of Boston's workforce. Removing oppressive economic barriers that they face will lead to a stronger overall workforce, a more competitive local economy, and greater community wealth.<sup>132</sup> Decades of research suggest that social diversity makes us more creative, diligent, and innovative, and makes us better at working toward consensus.<sup>133</sup> Recent research also indicates that as cities grow more diverse as a result of immigration, wages tend to increase for all workers, regardless of income bracket.<sup>134</sup>

By confronting racial divisions and bias, we can build resilience for all Bostonians. We can improve the economy, the systems that we rely on, and our collective well-being. Beyond these benefits, advancing racial equity is fair, just, and our responsibility as a city. *Resilient Boston* provides concrete actions to advance racial equity across the city and improve the lives of all Bostonians.

# SHARED INSPIRATION FROM THE 100RC NETWORK

As a member of the 100RC Network, Boston is exchanging ideas with cities worldwide about the most effective ways to build resilience. Here are some examples of how Boston has engaged and shared goals with other 100RC cities during the development of actions in *Resilient Boston*.

RESILIENT BOSTON: INTRODUCTION

**BOULDER** is creating Community Resilience Centers that integrate renewable energy assets, with a focus on ensuring continuity of critical services for vulnerable populations.



**INITIATIVE 19** ▶ Expand Distributed Energy to Vulnerable Communities



**OAKLAND** is improving its use of metrics to promote equitable outcomes through City policies and identify areas where new efforts are needed.

**INITIATIVE 9** ▶ Leverage City Data to Advance Equity

Through its Welcome Table **NEW ORLEANS**, the City is convening residents for discussions to build relationships and work toward racial reconciliation.



**INITIATIVE 3** ▶ Connect Bostonians to Reflect and Confront Racial Inequity

**MEDELLIN** is advancing various educational and extracurricular activities to build social and emotional wellness among youth.



**INITIATIVE 15** ▶ Prepare all Students for Equitable Postsecondary Education and Career Opportunities

**NEW YORK CITY** is expanding access to mental health services, particularly for vulnerable populations.



**INITIATIVE 4** ▶ Increase Access to Mental Health and Trauma Resources

**PITTSBURGH** is implementing policies to increase access to affordable housing, with a focus on promoting equitable development that addresses inequities for communities of color.



**INITIATIVE 12** ▶ Keep Bostonians in Boston: Addressing Housing Challenges

**DAKAR** is developing trainings for City staff to build knowledge and technical expertise to integrate resilience throughout City services.

**INITIATIVE 1** ▶ Launch Racism, Equity, and Leadership (REAL) Resilience Program

**RIO DE JANEIRO** is addressing the effects of extreme heat by increasing tree density in public squares and integrating risk maps to model climate risks.

**INITIATIVE 20** ▶ Mitigate the Effects of Extreme Heat on Vulnerable Populations

PIONEERED BY THE  
ROCKEFELLER FOUNDATION

100 RESILIENT CITIES



**ROTTERDAM** is improving digital platforms to share information, incorporate residents' ideas to build resilience, and engage with Rotterdammers.

**INITIATIVE 7** Pioneer Interactive Resilience Strategy



**THESSALONIKI** is launching an awareness campaign and conducting workshops to empower and engage residents, while promoting participatory governance.

**INITIATIVE 6** Drive Innovation in Community Engagement



**DA NANG** is creating a labor market database that connects employers with job seekers to promote alignment of job supply and demand, while providing resources on training and recruitment.

**INITIATIVE 10** Link Bostonians to Jobs, Entrepreneurship, and Financial Empowerment Tools



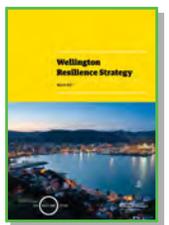
**SURAT** is promoting women entrepreneurs by connecting them to training opportunities and sources of financing.

**INITIATIVE 11** Remove Barriers Facing Small Businesses and Entrepreneurs



**WELLINGTON** is scaling up community-driven programs that increase preparedness, while strengthening social cohesion.

**INITIATIVE 22** Empower Collaborative, Resilient Response to Disruptions



**MELBOURNE** is preparing for and mitigating the effects of flooding through a targeted local flood management plan that is driven by community engagement, particularly of marginalized populations.

**INITIATIVE 21** Protect Vulnerable Communities from Impact of Flooding



# EMBEDDING RESILIENCE AND RACIAL EQUITY ACROSS PLANS

A major goal of *Resilient Boston* is to bring together other major Boston planning efforts into one coordinated strategy to leverage investment, maximize benefits, streamline efficiencies across implementation agencies, and embed racial equity and social justice.

**IMAGINE BOSTON 2030**, Boston's first comprehensive citywide plan in 50 years, creates a framework to preserve and enhance Boston, while embracing growth as a means to address our challenges and make the city stronger and more inclusive.

**1. AGE-FRIENDLY BOSTON** challenges the city's public agencies, community groups, businesses, and cultural, educational, and religious institutions to consider how changes to policy and practice can enhance the quality of life for Boston's aging residents.

**2. BOSTON CREATES** calls for an "arts and culture renaissance" in Boston—weaving arts, culture, and creativity into the whole fabric of city life.

**3. BOSTON'S WORKFORCE: An Assessment of Labor Market Outcomes and Opportunities** takes stock of the current and projected labor market conditions facing Boston residents, and underscores the pressing need for education and job training resources for residents.

**4. BUILD BPS** provides a strategic framework for facilities investments, as well as curriculum and instruction reforms that are aligned with the district's educational vision. BuildBPS establishes a \$1 billion commitment over 10 years of investments, more than double the capital spending on BPS facilities over the last decade.

**5. CITY OF BOSTON SMALL BUSINESS PLAN** is a road map that will guide the City's approach to supporting small businesses as they start and grow in Boston. The plan reflects the commitment to understanding the needs of Boston's small business community and streamlining small business services.

**6. CLIMATE READY BOSTON** is an initiative to develop climate-resilient solutions that will prepare our city for climate change.

**7. ECONOMIC INCLUSION AND EQUITY AGENDA** seeks to harness growth to create a Boston that is inclusive and provides ladders of opportunity for all—women, minorities, veterans, new Bostonians, children, individuals with disabilities, and seniors in every Boston neighborhood.

**8. GO BOSTON 2030** is a City of Boston initiative to envision a bold transportation future for Boston for the next five, ten, and 15 years.

**9. HOUSING A CHANGING CITY: BOSTON 2030** outlines a plan to produce 53,000 units of housing to accommodate population growth and create a city where all Bostonians, regardless of race, age, economic status, or physical ability, can find a place to call home.

**10. OPEN SPACE AND RECREATION PLAN, 2015-2021** presents the process, analysis, plan goals, and objectives for improving and protecting open space in Boston.

# COMPREHENSIVE CITYWIDE PLAN IMAGINE BOSTON 2030

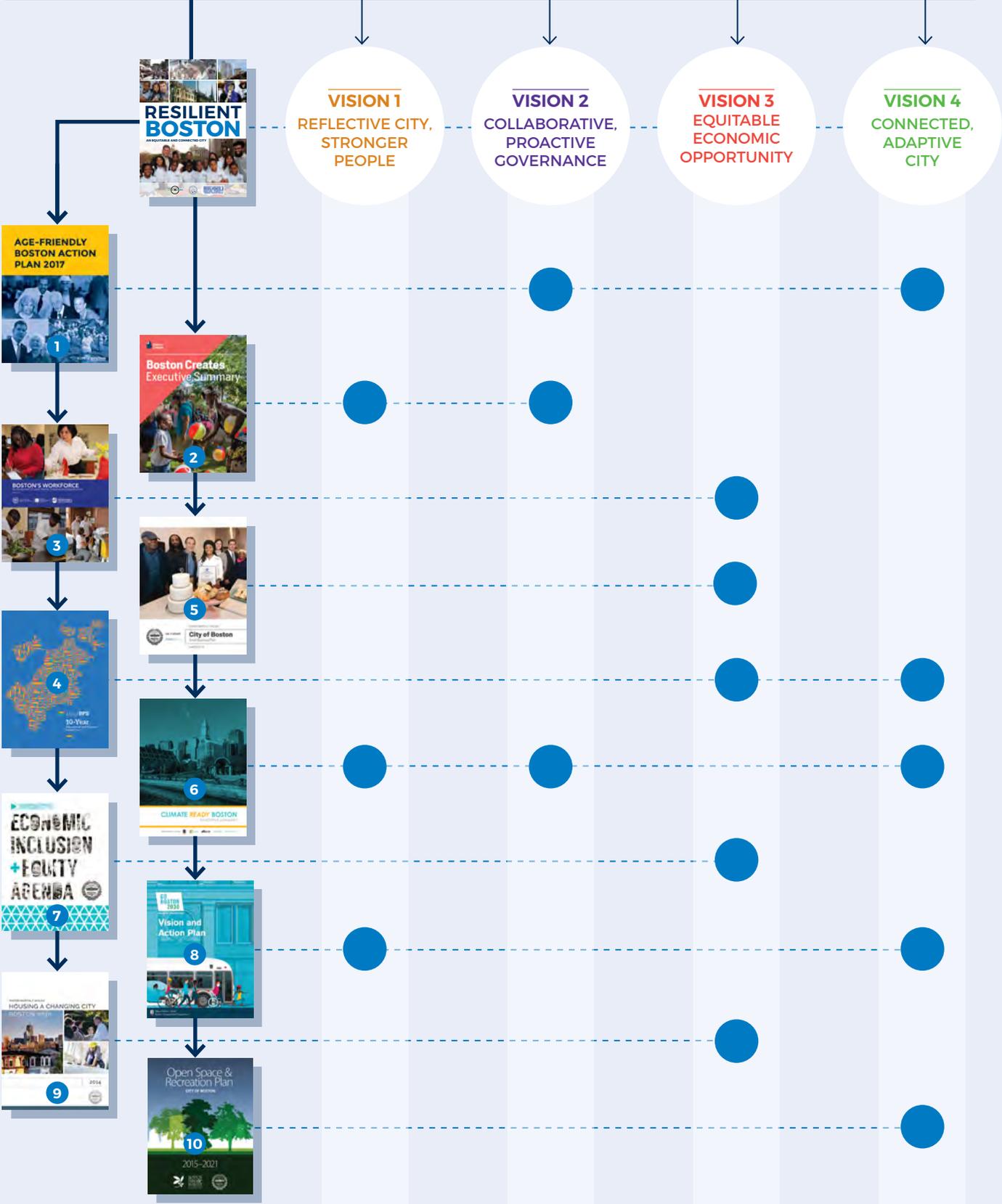




Photo Credit: Dr. Atyia Martin

# RESILIENCE AND RACIAL EQUITY LENS

Boston's Resilience and Racial Equity Lens is an approach to looking at policies and programs to understand: how they may be able to maximize resilience investments; how they may be inadvertently increasing racial inequities and social injustices; and how we can intentionally take action to address these challenges.

For *Resilient Boston*, we focus on assessing a policy's or practice's resilience value based on the multiple benefits that can be achieved if we con-

sciously ask key questions about maximizing investments that strengthen our resilience.

We have elevated equity as the core imperative to achieve citywide resilience, and we are committed to deliberately measuring the resilience and racial equity values of our initiatives. The National Academy of Public Administration has created a framework for evaluating equity, which we will employ, using the four distinct categories listed on the facing page.<sup>135</sup>

**RESILIENCE AND RACIAL EQUITY LENS**

**RESILIENCE**

**MULTIPLE BENEFITS**

How can this initiative support existing Initiatives?  
 How can we include additional co-benefits beyond the primary problem we are trying to solve?

REFER TO RESILIENCE STRATEGY

**RACIAL EQUITY**

**OUTCOMES**

Do policies and programs have the same impact for all groups?  
 Group differences in outcomes are usually a signal that there are shortcomings in procedures, access, or quality, which are oftentimes experienced by many groups.

IF ANSWER IS NO, THEN ASK FOR WHOM IS THERE A DIFFERENCE, WHY, AND HOW?

**PROCEDURES**

Are all groups provided the same rights, treatment, and eligibility requirements?

**ACCESS**

Do all groups have access to and receive the same services?

**QUALITY**

Do all groups consistently receive the same quality of services?

**ACTION**

**REMOVE OR CHANGE**

What will be removed or changed to address procedural access or quality issues?

**INCLUSIVE DECISION-MAKING**

How will we engage and partner with groups and communities most impacted by the initiative?

**MEASURE PROGRESS**

How will we measure and report progress? How will we monitor benefits?

REMAIN VIGILANT

**OUTCOMES:** Examination of whether policies and programs have the same impact for all groups and individuals served. This is different from the criteria below: It is a focus on outputs and results versus procedures and inputs.

**PROCEDURES:** Examination of questions of fairness within existing policies and programs related to: procedural rights (due process), treatment (equal protection), and application of eligibility requirements or criteria (equal rights). This includes fairness in management practices such as hiring, promotion, and awarding of contracts.

**ACCESS:** Review of current policies, services, and practices to determine the level of access to services/benefits and analysis of reasons for unequal access.

**QUALITY:** Review of the level of consistency in the quality of existing services delivered to groups and individuals.

**WHO IS DISPROPORTIONATELY BURDENED?**

*Resilient Boston* is focused on advancing racial equity, but it also recognizes the intersectionality of people of color with other groups experiencing social injustices. The Resilience and Racial Equity Lens asks for whom there are differences. We begin with race, but the question is also an opportunity to look at other categories of people facing persistent inequities.



## RESILIENCE AND RACIAL EQUITY VALUE

Each initiative within *Resilient Boston* will contribute to both resilience and racial equity within our city, often at multiple scales. We describe these contributions as “resilience and racial equity values.” The chart below describes how the resilience and racial equity value contributes to the impact of each initiative within *Resilient Boston*, at levels ranging from the individual to citywide. In addition, each initiative throughout this Strategy highlights these values graphically, noting how the initiative contributes to resilience and racial equity at the various scales. For more detail, please refer to the Summary of Initiatives located in the Appendix on page 136.

RESILIENCE VALUE	IMPACT LEVEL	RACIAL EQUITY VALUE
The Initiative...		The Initiative...
Provides knowledge, skills, and resources to manage ourselves to weather shocks and stresses, and creates resilience-building environments that foster our individual capacity.	<b>INDIVIDUAL</b>	Addresses internalized racism (oppression and dominance) and implicit racial bias, which creates a barrier in day-to-day life as well as emergencies.
Fosters social cohesion among Boston residents by connecting us with one another to learn and help each other thrive.	<b>INTERPERSONAL</b>	Creates a shared understanding of racism, racial implicit racial bias, and how they impact the way we engage with one another.
Builds capacity for organizations to develop people, systems, and a culture that can withstand stresses and shocks, and establishes cross-sector partnerships and solutions with multiple benefits.	<b>ORGANIZATION</b>	Increases understanding of how racism and implicit racial bias impacts organizations and stakeholders and/or builds capacity to analyze outcomes by race, internally and externally, to adjust an organization’s policies and practices.*
Strengthens community connections and capacity to collectively understand and pursue positive social, economic, infrastructure, and mental and physical health outcomes.	<b>COMMUNITY</b>	Increases understanding of community-level impacts of racism and improves outcomes for people of color within specific communities or neighborhoods.
Enables Boston to withstand large-scale shocks and stresses that threaten large numbers of residents, infrastructure, the economy, and/or the environment.	<b>CITYWIDE</b>	Establishes a shared understanding of how people, organizations, and infrastructure reinforce the system of racism and/or improve outcomes for people of color citywide by developing fair processes, equal access, and consistent quality regardless of race.

\*See Resilience and Racial Equity Lens on pages 34–35.



M.L. KING BLVD



HUMBOLDT AVE

# HOW THE RESILIENCE STRATEGY IS STRUCTURED

**GUIDING PRINCIPLE:** The only way to create citywide resilience is to embed racial equity, social justice, and social cohesion within infrastructure, environmental, social, and economic aspects of resilience. We are putting people first.

Historically, acute shocks and chronic stresses have disproportionately affected low-income communities of color.<sup>135</sup> The Strategy development process revealed the need for a framework within which opportunities for advancing equity Goals could be identified and prioritized. This means that policies must be analyzed for their impact on historically vulnerable and under-resourced populations.

*Resilient Boston* calls for the evaluation of the effect of all policies and practices on communities of color and other vulnerable populations. Boston is committed to being intentional in implementing this principle. We hope that by leading this work in municipal government, other sectors will follow. We will support residents and



organizations to connect in a way that fosters social cohesion so we can draw on each other's strengths in circumstances both ordinary and extraordinary.

We envision one Boston where race and class do not determine our residents' ability to thrive, heal, and connect in daily life or during emergencies.



Photo Credit: City of Boston



Photo Credit: City of Boston

**GUIDING PRINCIPLE**  
(The Blueprint, 2016)

**RESILIENCE, RACIAL EQUITY, AND SOCIAL COHESION**



RESILIENCE VISIONS (Strategy, 2017)

RESILIENCE GOALS (Strategy, 2017)

**VISION 1**



**REFLECTIVE CITY, STRONGER PEOPLE**

A Boston that reflects upon its history and confronts present realities of racism in daily life and during emergencies to learn and reduce the impact of trauma on individual and community health and well-being.

**GOAL 1.1:** Advance the ongoing development of community training for healing, well-being, and preparedness in the face of chronic stresses and traumatic events.

**GOAL 1.2:** Facilitate an open, ongoing dialogue for healing, learning, and action to address racism and strengthen social cohesion in communities.

**GOAL 1.3:** Acknowledge the damage that systemic racism continues to inflict on our communities and develop deliberate institutional approaches to achieve and sustain racial equity in Boston policies, practices, and culture.

**VISION 2**



**COLLABORATIVE, PROACTIVE GOVERNANCE**

An inclusive and collaborative City government culture that offers residents a meaningful role in decision-making processes and facilitates cross-departmental partnership.

**GOAL 2.1:** Ensure employment equity and better serve all Bostonians by increasing the representation of the city's diverse population in City government.

**GOAL 2.2:** Enhance decision-making capacity in City government by bringing together our residents' and our government representatives' knowledge and skills to better develop policies, practices, and processes.

**GOAL 2.3:** Improve the collaboration, evaluation, and delivery of City services to better meet the needs of all Boston residents.

**VISION 3**



**EQUITABLE ECONOMIC OPPORTUNITY**

Access to economic and social pathways that support closing the wealth gap to ensure our quality of life is not determined by our race or ethnicity.

**GOAL 3.1:** Increase access to good-paying jobs, entrepreneurial opportunities, and asset-building strategies.

**GOAL 3.2:** Ensure safe, affordable, stable housing for all Bostonians.

**GOAL 3.3:** Enhance digital equity by increasing access to technology tools, computers, and the Internet.

**GOAL 3.4:** Prioritize equitable education opportunities to close the gap for young people of color.

**VISION 4**



**CONNECTED, ADAPTIVE CITY**

Increased connectivity of communities of color, while adequately preparing for threats to infrastructure used by all Bostonians.

**GOAL 4.1:** Develop a redundant and reliable public transportation network to provide equitable accessibility for all Bostonians.

**GOAL 4.2:** Prepare for the impacts of climate change and other threats, while accelerating sustainable infrastructure, environment, and communities.

**GOAL 4.3:** Improve the collaboration of partners working in Boston communities to address climate change and other emergencies.

# A GUIDE TO THE RESILIENCE STRATEGY

*Resilient Boston* is an integrated set of collaboratively developed Visions, Goals, and Initiatives that collectively position Boston to create sustainable change and deliver equitable results to strengthen our citywide resilience. The following are descriptions of each part of the Strategy:

**Visions:** Aspirational views of the future that we believe will lead to an equitable and *Resilient Boston*.

**Goals:** Proposed ways of achieving the Visions based on the highest-priority needs identified in the community engagement process.

**Initiatives:** Policies, programs, or practices that the City and partners will implement to help reach the Goals.

**Actions:** Concrete steps that illustrate how we plan to advance each initiative.

**Targets:** Measures for tracking progress toward achieving the Visions, Goals, and Initiatives within the Resilience Strategy. These targets are meant to be starting points to help us establish pathways for measuring the achievements of our Goals moving forward.

**Timeframe:** The general amount of time required to implement an action. These timeframes include:

- **Short term:** Within one year
- **Midterm:** Within two to three years
- **Long term:** Within four to five years

## RESILIENCE QUALITIES

Resilient systems withstand, respond to, and adapt more readily to shocks and stresses to bounce back stronger after tough times, and live better in good times. Extensive research has shown that resilient cities demonstrate seven qualities that *Resilient Boston* is incorporating to advance resilience and racial equity within the city.

Throughout this document, these icons will be used to illustrate the qualities of resilience present in our Initiatives.

Boston will reflect upon its history and confront present realities of racism in daily life and during emergencies. Additionally, we will increase the ability of all residents, especially historically marginalized communities, to act and partner with each other, government, and private and nonprofit organizations during good times and crisis.



**REFLECTIVE**  
utilizing past experience to inform future decisions



**INCLUSIVE**  
prioritize broad consultation to create a sense of shared ownership in decision-making

Relevant Graphic or Image

Initiative Title  
 What  
 Why

Partners  
 Resilience Qualities  
 Timeframe  
 Resilience and Racial Equity Value\*  
 Actions

\*Please see pg. 36 for more detail.

Boston will create a shared sense of ownership across residents, community organizations, and businesses by including them throughout the Strategy development process. This approach integrates racial equity and social justice across all aspects of resilience and City of Boston plans and strategies.

Boston will enhance infrastructure to withstand shocks and stresses, while including the needs and strengths of marginalized communities. We will adapt to changing circumstances and emergencies by facilitating rapid recovery that (1) doesn't worsen existing inequities and (2) proactively advances racial equity, social justice, and social cohesion.

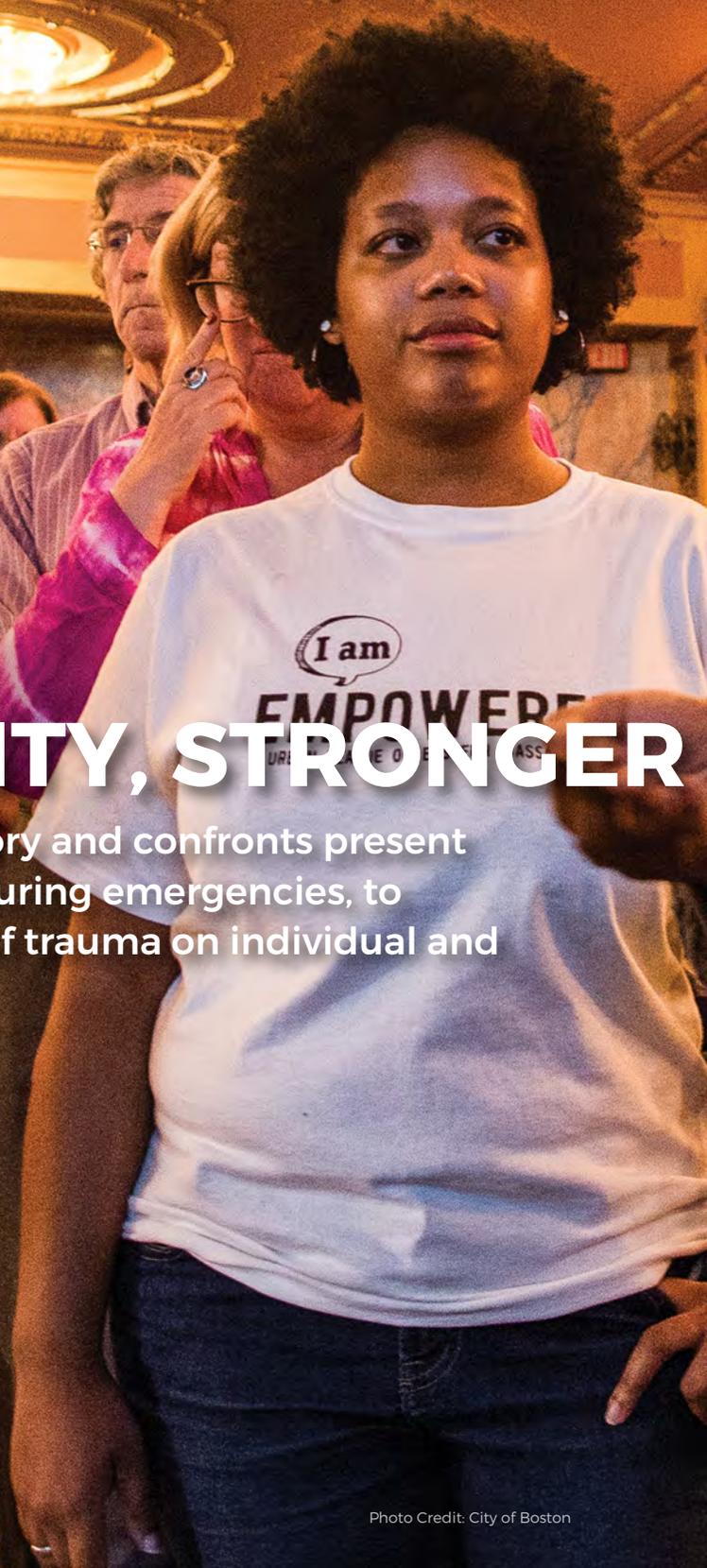


VISION



# REFLECTIVE CITY, STRONGER

A Boston that reflects upon its history and confronts present realities of racism in daily life and during emergencies, to learn from and reduce the impact of trauma on individual and community health and well-being.



# PEOPLE

*“ Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you ought to be. This is the interrelated structure of reality.”*

**-Martin Luther King, Jr.,  
Civil Rights Leader**

## VISION



## 1

# REFLECTIVE CITY, STRONGER PEOPLE

We envision a city where our government leads by example to proactively institutionalize racial equity within its programs and policies, while encouraging other organizations to do the same; where Bostonians engage with each other to heal and strengthen our connections; and where communities are trained and equipped to support each other and partner with government, businesses, and community organizations in the face of shocks and stresses.

**GOAL 1.1:** Acknowledge the damage that systemic racism continues to inflict on our communities and develop deliberate institutional approaches to achieve and sustain racial equity in Boston policies, practices, and culture.

**GOAL 1.2:** Facilitate an open, ongoing dialogue for healing, learning, and action to address racism and strengthen social cohesion in communities.

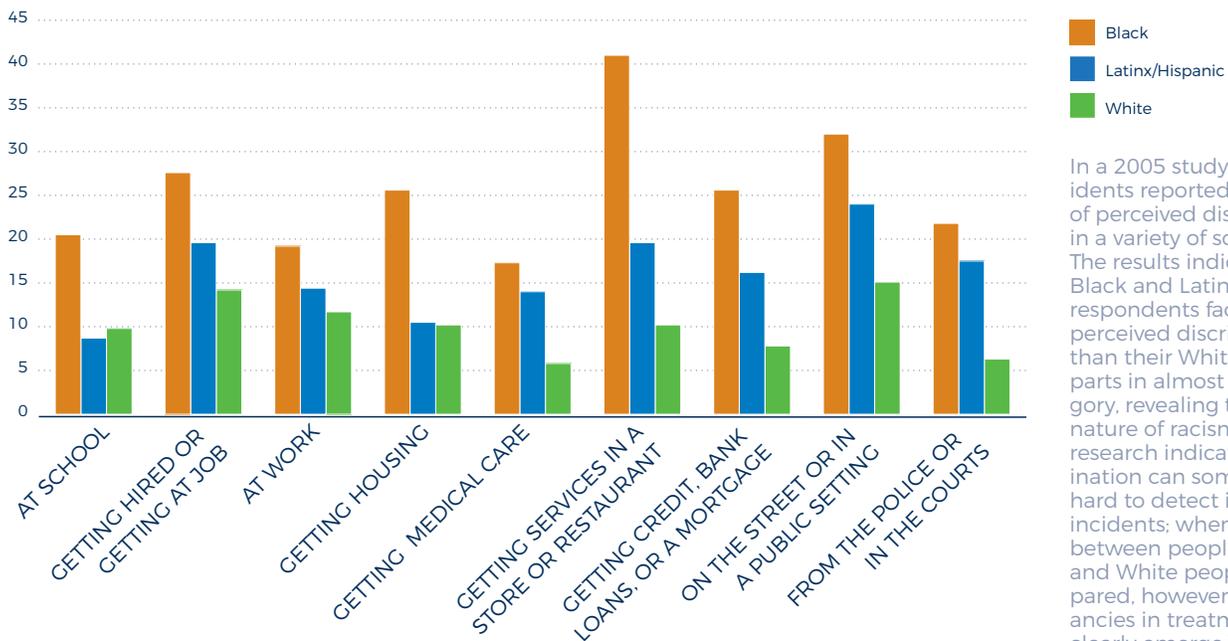
**GOAL 1.3** Advance the ongoing development of community training for healing, well-being, and preparedness in the face of chronic stresses and traumatic events.

Racial inequity is a multilayered problem facing Boston. The effects of racism limit opportunities for residents of color, create unnecessary barriers across races, and prevent social cohesion. By not tackling the effects of racism at an institutional level, we miss opportunities for collective action across shared struggles and hinder our citywide resilience. Creating a **reflective city** with **stronger people** means providing Bostonians with opportunities to understand and address the root causes and effects of racism and trauma. It means creating a shared community understanding of how racism operates in its many forms, to combat the traumatic impacts of persistent systemic racism



and social injustices that disproportionately burden communities of color.<sup>1</sup> With this shared understanding, Bostonians will be able to address our own implicit racial bias and shift our thinking and actions to promote racial equity. By offering residents the tools needed to reflect upon, address, and heal from the residual effects of policies and practices that have institutionalized inequity, we will grow stronger together as people and as a city.

**PERCENTAGE OF BOSTON RESPONDENTS WHO REPORTED DISCRIMINATION IN DIFFERENT SITUATIONS<sup>2</sup>**



In a 2005 study, Boston residents reported their levels of perceived discrimination in a variety of social settings. The results indicate that Black and Latinx/Hispanic respondents faced greater perceived discrimination than their White counterparts in almost every category, revealing the persistent nature of racism. Additional research indicates discrimination can sometimes be hard to detect in isolated incidents; when experiences between people of color and White people are compared, however, discrepancies in treatment more clearly emerge.<sup>3</sup>

# GOAL 1.1 Acknowledge the damage that systemic racism continues to inflict on our communities and develop deliberate institutional approaches to achieve and sustain racial equity in Boston policies, practices, and culture.



Photo Credit: Teen Empowerment

Advancing resilience and racial equity will require a citywide effort to acknowledge the extent to which racism has become entrenched in Boston’s institutions—public and private—over generations. Recently on the national stage, highly visible instances of police brutality committed against unarmed people of color have shed light on one specific way in which implicit racial bias and institutional racism impact people of color.

What are not often reported and discussed, however, are the less obvious but pervasive, everyday ways in which racism operates. For instance, implicit racial bias and discrimination influence policies and practices in a way that contributes to inequitable outcomes for Bostonians of color, including higher levels of stress,<sup>4</sup> residential segregation,<sup>5</sup> greater difficulty in finding employment,<sup>6</sup> and harsher treatment by the criminal justice system.<sup>7</sup> The City is leading by example by acknowledging the effects of entrenched racism and developing policies, programs, and practices that promote and advance racial equity. We will partner with private and nonprofit organizations to support their own efforts to do the same.

## TARGETS

- **Achieve** 100 percent representation of City departments and agencies in Racism, Equity, and Leadership (REAL) Resilience learning series
- **Increase** the number of departments that report the application of resilience and racial equity lens in City policies and programs
- **Achieve** internal City progress towards racial equity priorities as measured in annual surveys and reporting
- **Establish** a baseline of experienced instances of racism described by Bostonians in citywide survey conducted by Boston University and measure progress

## SHOCKS AND STRESSES



## IMPLICIT RACIAL BIAS

Implicit racial bias describes unconscious attitudes and stereotypes about different racial groups. These attitudes unintentionally affect our understanding, actions, and decisions in ways that negatively impact people of color. While these biases may not necessarily always align with our declared beliefs or values, they develop in our subconscious impulses over our lives, beginning at a very early age, through direct and indirect messages. By addressing our implicit racial bias, we can take the necessary steps to ensure our actions are not perpetuating inequity.



"The Soiling of Old Glory." This iconic photo captures an infamous moment of violent resistance to desegregation efforts, in which Boston civil rights attorney Ted Landsmark was attacked with an American flag. Today, Landsmark serves on the board of the Boston Planning and Development Agency. [stanleyformanphotos.com](http://stanleyformanphotos.com). Pulitzer Prize 1977.

## GOAL 1.2 Facilitate an open, ongoing dialogue for healing, learning, and action to address racism and strengthen social cohesion in communities.

Beyond acknowledging past trauma, Bostonians will be made stronger by engaging in an honest and transparent dialogue about tackling systemic racism at a personal, community, and citywide level. One of the most famous and visible catalysts of racial trauma in Boston's recent past was the volatile response to the court's efforts to desegregate Boston Public Schools in the 1970s. This trauma has been internalized by many residents who haven't been given the tools to process these events and their long-term impacts. Given the opportunity to understand, reflect upon, and cope with this type of trauma, Bostonians will be equipped to eliminate their own prejudices over the longer term. Once every Bostonian has the capacity to understand, reflect upon, and cope with the trauma resulting from both past and ongoing impacts of systemic racism, we will be a much more resilient city. We will provide Bostonians with opportunities to collectively confront racism and heal from its impacts by hosting community conversations about Bostonians' everyday experiences with racism and strategies for action.

### TARGETS

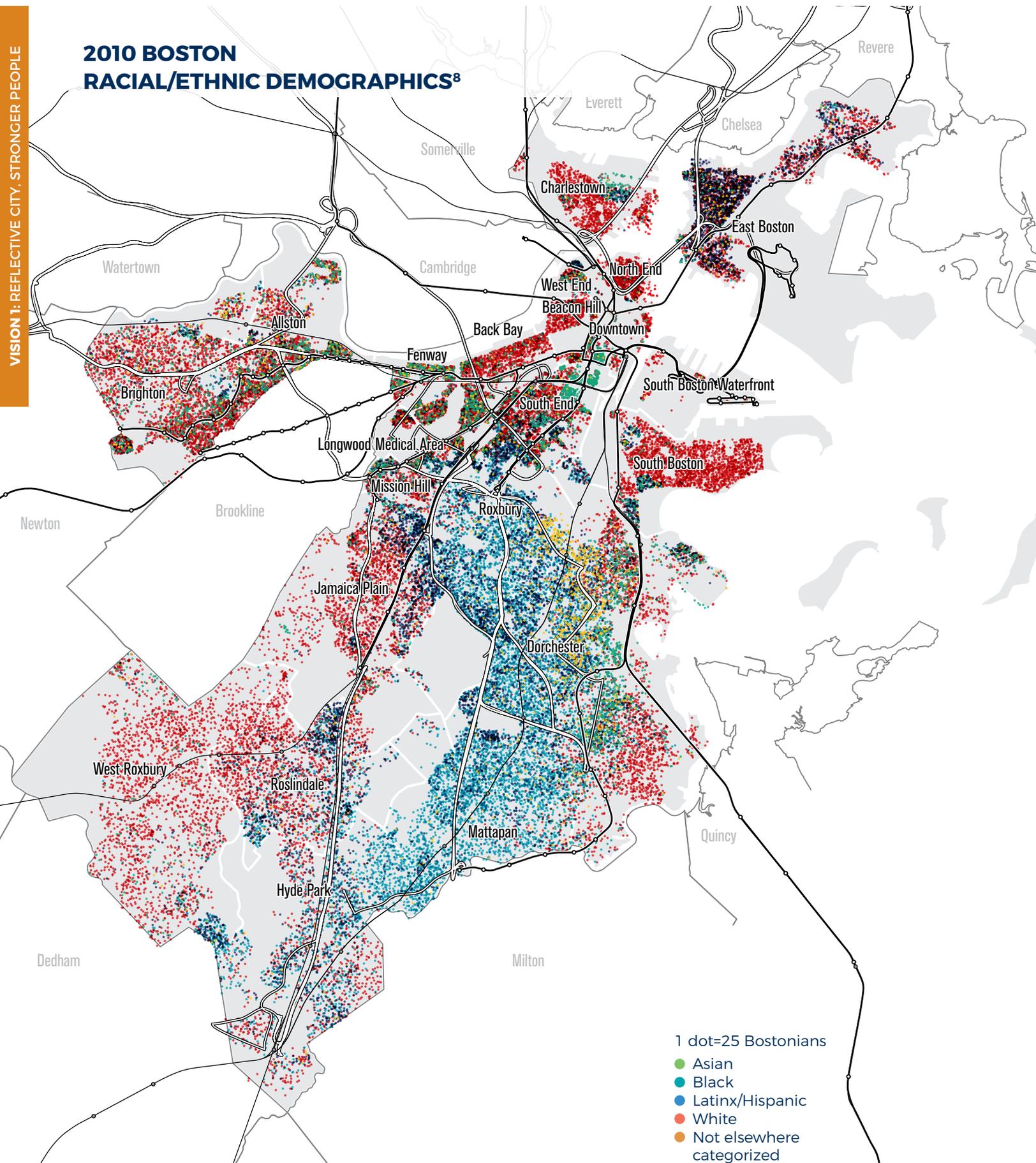
- **Establish** a baseline number of partnerships with private, nonprofit, and public institutions to address racial inequities and increase partnerships over time
- **Achieve** 100 percent representation of all neighborhoods in #IAmBoston Storytelling Initiative
- **Facilitate** citywide learning series about racism to reach 10 percent of Bostonians by the end of 2030

### SHOCKS AND STRESSES



# 2010 BOSTON RACIAL/ETHNIC DEMOGRAPHICS<sup>3</sup>

VISION 1: REFLECTIVE CITY, STRONGER PEOPLE



## GOAL 1.3 Advance the ongoing development of community training for healing, well-being, and preparedness in the face of chronic stresses and traumatic events.

Equipping Bostonians with the tools that they need to heal from chronic stresses and traumatic events will make our families and communities more resilient. Often, the most immediate, accessible, and impactful support to individuals comes from their closest neighbors and immediate social networks. Community leaders, such as school principals, clergy members, and sports coaches, are often best positioned to identify those who require trauma-related health interventions. While resources to support such interventions have typically been focused on community response to emergency events, trauma also arises from long-term community stresses—such as long-term poverty and neighborhood violence—but often goes unaddressed.<sup>10</sup> We will bolster community-based interventions<sup>9</sup> that support overall mental health and well-being in the face of chronic stresses and trauma, especially those faced by children and youth, by building an ongoing trauma-response infrastructure at the neighborhood level.<sup>11</sup>

### TARGETS

- **Double** the number of BPHC Neighborhood Trauma Teams by 2030
- **Ensure** that all neighborhoods have local community partners equipped to offer trauma-related mental health services
- **Reduce** mental health hospitalizations by 20 percent by 2030

### SHOCKS AND STRESSES



### PSYCHOLOGICAL IMPACT

When traumatic events occur in our neighborhoods, the impacts extend far beyond the persons immediately affected by those events.<sup>12</sup> This graphic illustrates that the impacts of trauma can affect nearby witnesses, friends and family, and the community as a whole. Estimates show that for every person immediately injured or impacted by a traumatic event, four to ten secondary victims suffer from psychological stress as a result. Recent studies show that trauma can even be passed down through new generations.<sup>13</sup>

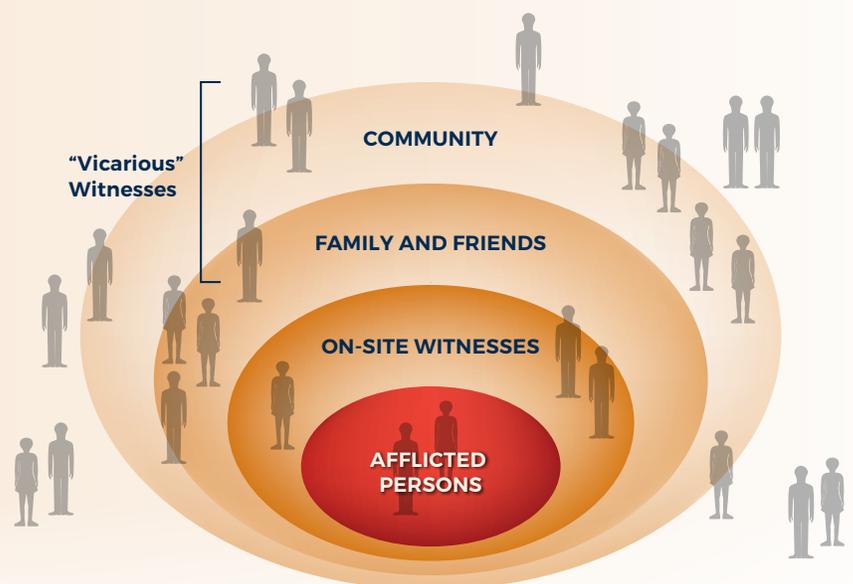




Photo Credit: Dudley Street Neighborhood Initiative

# Launch Racism, Equity, and Leadership (REAL) Resilience Program

**WHAT** Incorporate resilience and racial equity into City policies and processes through a resilience program that includes trainings, data collection, monitoring, and sharing. In an effort to understand the full impacts of our policies, programs, and practices on communities of color, the Mayor’s Office of Resilience and Racial Equity (MORRE) will convene an internal group of cross-departmental representatives to guide the program’s implementation.

**WHY** Throughout American history, public policies have largely reinforced systemic racism and resulted in disproportionately negative impacts on people of color, both intentionally<sup>14</sup> and unintentionally.<sup>15</sup> In order to effectively combat the legacy of inequity resulting from these policies in Boston, we are committed to developing innovative approaches to public policy that proactively advance racial equity. Regular internal City government training opportunities will reinforce the City’s commitment to resilience and racial equity goals and ensure that all facets of decision-making, from daily policing of our communities to long-term housing decisions, consistently move us closer to racial equity.

**RESILIENCE QUALITIES**

**RESILIENCE VALUE**

██████████	CITYWIDE	██████████
██████████	COMMUNITY	██████████
██████████	ORGANIZATION	██████████
██████████	INTERPERSONAL	██████████
██████████	INDIVIDUAL	██████████
RESILIENCE		RACIAL EQUITY

**TIMEFRAME** Short Term

**IMPLEMENTATION PARTNERS**

**City:** Human Resources, Office of Diversity, Boston Public Health Commission, Fair Housing and Equity, Mayor’s Office for Immigrant Advancement, Commission for Persons with Disabilities, Mayor’s Office for Women’s Advancement, Elderly Commission

**ACTION****Develop Resilience and Racial Equity Toolkit**

Coordinate with City departments and agencies to provide employees with the skills, tools, and support that they need to make conscious policy and process choices that move Boston toward achieving racial equity—both at the individual level and the organizational level.

**ACTION****City Employee Survey**

Work in partnership with the City's Diversity Office to inform their annual internal City employee survey designed to measure a range of employee access issues and ascertain the baseline and subsequent progress of racial equity considerations and perceptions within city government.

**ACTION****Sharing Best Practices for Advancing Racial Equity**

Develop a learning community through which its departments will be able to share best practices for advancing racial equity through policy.

**ACTION****Resilience and Racial Equity Progress**

Track progress on the targets and initiatives laid out in *Resilient Boston* in order to ensure a system of accountability and transparency across City departments. This progress will be shared publicly to ensure continued collaboration.

## EMBEDDING THE RESILIENCE AND RACIAL EQUITY LENS WITHIN *IMAGINE BOSTON 2030*



Photo Credit: Krista Aspiras/Emzingo

Throughout the development of *Imagine Boston 2030* (IB2030), the City worked to incorporate the principles of *Resilient Boston* into the planning process. Specifically, we made sure that the following principles and questions were being addressed in the IB2030 plan:

1. What was the impetus for this policy, program, or practice, and what gaps or unmet needs does it fill?
2. Where will the effects of this action be most felt, and what is the rationale for the selection of these geographies?
3. Which communities will likely be most impacted by this policy, program, or practice, both intentionally and unintentionally, and how have these groups been engaged in its development?
4. How will this action be monitored over time and responsive to changing community needs?

MORRE will continue to partner with other City agencies and departments to leverage the Resilience and Racial Equity Lens throughout the implementation of IB2030 initiatives.



# Partner with Boston Organizations to Advance Racial Equity

**WHAT** Engage businesses and nonprofit partners to join the City in advancing racial equity by addressing inequities within their organizations and industries, and share best practices.

**WHY** The public sector alone cannot bring about racial equity. Since organizations across all sectors are impacted by implicit racial bias, they unintentionally contribute to the pervasiveness of the problem. Collective efforts across public, private, and nonprofit organizations throughout Boston are needed. We all have the opportunity to learn from both experts and each other to address this challenge and create collective change in our city. While the City is leading by example by prioritizing resilience and racial equity, it is equally important for Boston’s non-government partners to also embrace these principles to truly create systemic change.

## A TRANSFORMATIONAL APPROACH

Targeting racial inequity at a systemic level requires a comprehensive approach. Beyond working to change individual policies and practices, we must also transform our entire systems of thinking and acting so that racial equity is deliberately embedded into every facet of our collective decision-making. Adopting this transformational approach is no simple task; changing Boston’s decision-making culture will take time and effort, but the impacts of this approach will be much more significant than those that may result from smaller-scale interventions.

### RESILIENCE QUALITIES



### RESILIENCE VALUE



**TIMEFRAME** Short Term

### IMPLEMENTATION PARTNERS

**City:** Mayor’s Office of New Urban Mechanics, Mayor’s Office of Economic Development, Boston Public Health Commission

**Community/Private Sector:** Greater Boston Chamber of Commerce, Boston Society of Architects, Enterprise Community Partners, Design for Equity, Massachusetts League of Community Health Centers



**ACTION**

**Racial Equity in the Private Sector**

Partner with the Greater Boston Chamber of Commerce to identify shared actions that organizations can take to advance racial equity in Boston. We will provide private entities with tools to help them frame racism, establish more productive conversations, and do their part in advancing equity citywide.

**ACTION**

**Inclusive Growth and Equitable Development**

Reconvene participants from the November 2016 Design for Equity summit to develop a guide to help the City and private entities pursue the equitable development of housing, commercial buildings, and other elements of the built environment.



**ACTION**

**Community Equity Catalysts**

Partner with community-based organizations that are driving racial equity to compile their best practices and share solutions. The first phase of this work will be a partnership with the Massachusetts League of Community Health Centers, designed to help Boston community health centers explore their role in advancing racial equity.



Photo Credit: Flickr user James Walsh  
Artist Credit: Os Gemeos, Institute of Contemporary Art

# How the Private Sector Can Lead: PricewaterhouseCoopers Case Study

In the summer of 2016, our country was concerned, saddened, and anxious following shootings in Dallas, Baton Rouge, and St. Paul. PricewaterhouseCoopers (PwC) U.S. Senior Partner Tim Ryan wrote his staff to check in, and messages poured back from employees emotionally affected by the series of violent and divisive events.

What he heard was how much people wanted to connect with others to process what was happening. So Tim invited everyone to a firmwide, ongoing, and candid conversation on race called ColorBrave. The conversations were not always easy and were sometimes uncomfortable. However, they better equipped partners and employees with greater insight as they worked together, talked with their families, and interacted with others in the communities. Tim has noted, “I’m talking with other business leaders because no single organization can solve these issues alone.” He has communicated with other business leaders, including those from the World Economic Forum (WEF), an international annual meeting for global political and business elites.

PwC didn’t stop there. As of last fall, as part of the firm’s commitment to develop inclusive leaders, all newly hired or promotion-eligible employees are now required to take Blindspots training, which helps staff learn about potential unconscious bias so they can be even more effective coaches and leaders.

Additionally, John Farina, PwC Boston’s market managing partner, recently hosted a standing-room-only ColorBrave discussion at PwC Boston with Boston’s Chief Resilience Officer Dr. Atyia Martin as the guest speaker. He reminded all those attending that “at PwC no one stands alone—we are in this together.” John also commented that “this dialogue on race has opened up new perspectives by helping us see these issues through the eyes of others. It requires trust to feel you can bring your authentic self to work. Having these conversations is helping us feel more comfortable with doing that.” He added, “It doesn’t happen overnight, but I think we are making progress in talking about race and how it impacts our employees, clients, their families, and the community. Our people of all races, colors, and genders are feeling stronger for it.”



# Connect Bostonians to Reflect and Confront Racial Inequity

**WHAT** Create opportunities for Bostonians to reflect on the city’s history of racism, inequity, and community strength to confront racism and build stronger relationships with each other. Identify and implement new and creative opportunities for the City and residents to learn from one another, including through community workshops and digital storytelling in partnership with community groups, businesses, and arts and cultural organizations

**WHY** Understanding how implicit racial bias and racism negatively affect people’s lives can prepare Bostonians to address their own internal biases and work toward solutions that can help dismantle systemic racism. Similarly, developing a shared understanding of the city’s history as it relates to racism will encourage Bostonians to confront today’s inequities and build upon past efforts by other Boston residents to build a more racially equitable city.

**RESILIENCE QUALITIES**



**RESILIENCE VALUE**

█	CITYWIDE	█
█	COMMUNITY	█
█	ORGANIZATION	█
█	INTERPERSONAL	█
█	INDIVIDUAL	█
RESILIENCE		RACIAL EQUITY

**TIMEFRAME** Short Term

**IMPLEMENTATION PARTNERS**

**City:** Mayor’s Office of New Urban Mechanics

**Community/Private Sector:** Northeastern University, Everyday Boston, Outside the Box Agency, Boston Justice History Group, Teen Empowerment, Research and Evaluation Collaborative, Strategic Decisions LLC, Boston University

**ACTION**

**Dialogue for Reflection & Solutions**

Build a learning series to engage residents and organizations in more productive conversations to acknowledge and understand racism, develop a shared language around racial bias, and take steps to advance racial equity. Events and actions will be co-hosted with community partners to maximize their impact.



**ACTION**

**History for Today**

Northeastern University will develop a dynamic, interactive timeline with academic, community, and institutional partners that identifies key moments in history that have led to widespread racial inequities today, as well as examples of community action to confront those moments in history.



Photo Credit: Dr. Atyia Martin

**ACTION**

**Citywide Storytelling**

Launch #IAmBoston, a citywide digital storytelling initiative, to document the rich diversity and shared hopes of Bostonians.



Photo Credit: Emily Bozentka

**ACTION**

**Citywide Community Survey**

Boston University will conduct a citywide Community Resilience & Racial Equity Survey to understand baseline knowledge, experiences, and perceptions about resilience and racial equity today, opportunities for improvement, and ideas for moving forward.



Photo Credit: City of Boston

# Increase Access to Mental Health and Trauma Resources

**WHAT** Expand and build upon community mental health services, including supporting neighborhood trauma response teams, hosting educational events on topics related to mental health and trauma, and helping residents, particularly children and youth, find resources to address individual mental health needs.

**WHY** Bostonians face many forms of trauma, as a result of both unexpected shocks and chronic conditions, such as neighborhood violence, evictions, and systemic racism. While shock events, such as a sudden act of terrorism or a storm, typically trigger large-scale emergency responses that may incorporate trauma resources, trauma generated by long-term stresses often goes unaddressed—particularly among Bostonians who do not benefit from access to private trauma-based care. By providing both preventative and response-based trauma resources, we will ensure that our children, families, and communities are stronger and better able to recover when faced with larger disasters.

**RESILIENCE QUALITIES**



**RESILIENCE VALUE**



**TIMEFRAME** Short Term

**IMPLEMENTATION PARTNERS**

**City:** Boston Public Health Commission  
**Community:** Vital Healing Project, The Guild



Photo Credit: Boston Public Health Commission

**ACTION**

**Neighborhood Trauma Teams**

Support the work of the Boston Public Health Commission (BPHC) to lead the expansion of the five existing Neighborhood Trauma Teams<sup>16</sup> across the city to respond to community violence.

**ACTION**

**Disaster Behavioral Health Network**

Coordinate a Disaster Behavioral Health network within the BPHC Office of Public Health Preparedness' Boston Medical Reserve Corps volunteer program to increase the City's capacity to support recovery efforts.

**ACTION**

**Community Access to Mental Health & Wellness**

Host educational events that bring mental health experts and resources to communities and explore mental health, well-being, racism, and institutional cultural competency. Partnerships with community groups such as the Vital Healing Project and the Guild will be leveraged to host these events.



Photo Credit: Boston Public Health Commission



## Boston Public Health Commission

The Boston Public Health Commission (BPHC) is an example of a City agency making strides toward advancing racial equity. The Racial Justice and Health Equity Initiative (RJHEI) is BPHC's organizational transformation process that began in 2011, following years of work focused on overcoming health disparities in Boston. It aims to integrate racial justice and health equity principles into all operations—aligning practices, policies, processes, systems, and structures to measurably reduce health inequities in Boston. The RJHEI cuts across all BPHC programs and activities and focuses on five areas: racial justice, community engagement, equitable policy and practice, quality improvement, and racially explicit and data-driven health equity.

To achieve this, BPHC designed a comprehensive learning and practice program known as the RJHEI Professional Development Series (PDS). The series includes a required 14-hour Core Workshop, a minimum of eight hours of advanced Practice Workshops, coaching and consulting upon request, and ongoing staff dialogues. The Core Workshop, offered over two full days, provides foundational learning on health equity, racism, and racial justice by exploring Boston neighborhood health data, national and local policies, and examples of progressive action at the individual, community, and governmental levels. Advanced Practice Workshops and consulting support staff capacity to integrate this learning into everyday work, while staff dialogues extend learning opportunities to less formal, ongoing sessions among staff and ensure the sustainability of the ongoing transformation.

BPHC created and trained an internal facilitation team to implement these strategies, engaging staff from across the commission as workshop facilitators and coaches in a diverse co-facilitation model. This approach allows participants to work with experienced practitioners in a dynamic and safe environment that supports open conversation and exploration of the impacts of racism on health, policy, and practice. Ninety-five percent of BPHC's current workforce has participated in the Core Workshop and other elements of PDS.



**Utilize a “Health in All Policies” approach to address the social determinants of health with strategic support from governmental agencies and community partners**



**Build community leadership and capacity to guide BPHC decisions, both process and outcomes**



**Systematically engage the entire BPHC to continuously improve our effectiveness in achieving health equity goals**

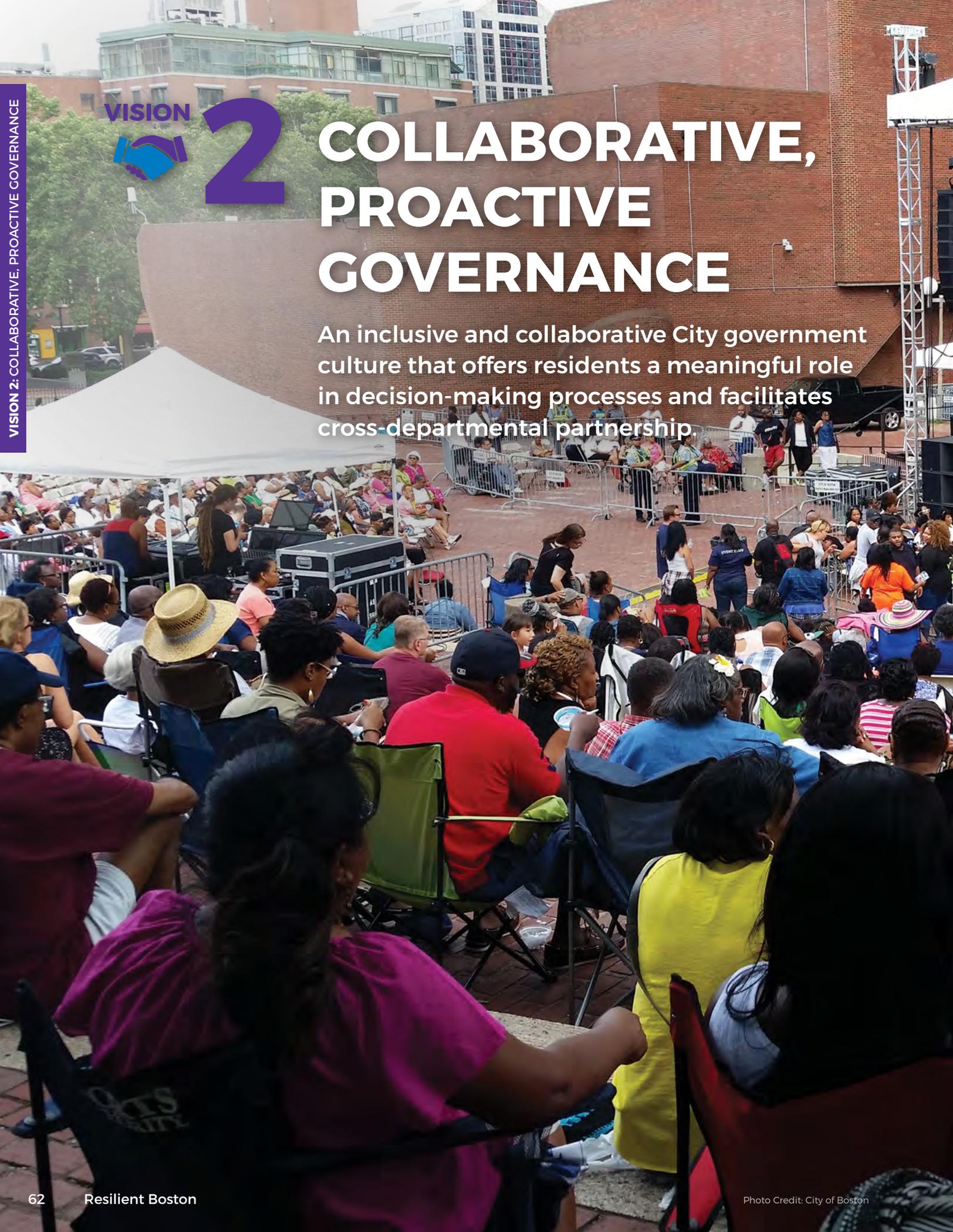
VISION



# 2

# COLLABORATIVE, PROACTIVE GOVERNANCE

An inclusive and collaborative City government culture that offers residents a meaningful role in decision-making processes and facilitates cross-departmental partnership.





**“Democracy exists when people who are interdependent struggle with values, aspirations, and traditions that bind them and the interests that separate them—so that they can realize a future that is an equitable and just improvement on the past.”**

**— Ceasar McDowell, Professor, MIT**



# 2

## COLLABORATIVE, PROACTIVE GOVERNANCE

We envision a city that prioritizes community-led processes and community partnerships, where City services are delivered equitably to people and communities, and City government reflects the diverse culture and people it serves.

**GOAL 2.1:** Ensure employment equity and better serve all Bostonians by increasing the representation of the city’s diverse population in City government.

**GOAL 2.2:** Enhance decision-making capacity in City government by bringing together our residents’ and our government representatives’ knowledge and skills to better develop policies, practices, and processes.

**GOAL 2.3:** Improve the collaboration, evaluation, and delivery of City services to better meet the needs of all Boston residents.



Photo Credit: City of Boston



Photo Credit: City of Boston



Photo Credit: Flickr User hissingteakettle

The effectiveness of City government hinges upon the strength of its partnerships and connections with those affected by its decision-making. Fostering truly inclusive and accessible governance means making a concerted effort to partner with diverse communities citywide. We are creating a culture of **collaborative, proactive governance** to ensure that our City government reflects Boston's diverse population and facilitates authentic interactions between Bostonians and City representatives. Doing so will require promoting greater transparency in policymaking by investing in data collection and regularly reporting on our progress toward achieving our resilience and racial equity goals. We are building a culture that prioritizes the needs of every Bostonian, values inclusive community engagement, and embraces race-conscious data collection and analysis. This culture shift puts us on a pathway to achieving collaborative, transparent, and proactive governance in Boston.



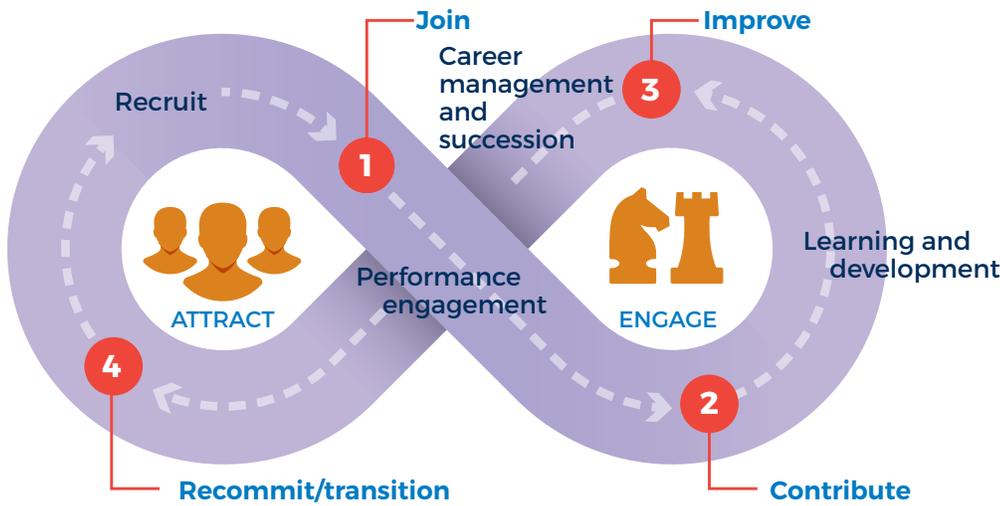
Photo Credit: Flickr User Andrew Watson



Photo Credit: City of Boston

## Resilient City Government

Effective City response to shocks and stresses relies upon close collaboration and coordination across its departments and agencies. When a broad spectrum of City resources and actors are brought together, the City is able to cast a wide net to support Bostonians and, crucially, coordinate with other jurisdictions in times of need. Boston's response to the 2013 Boston Marathon bombings, for instance, demonstrated a well-integrated local, state, and federal emergency response system made possible through close internal coordination.<sup>1</sup> In the long term, Boston's resilience will depend on its ability to generate and sustain this degree of internal government cohesion. Vision 2 frames the City's approach to improving collaboration between departments and agencies to maximize its ability to partner with Bostonians.



**MODIFIED EMPLOYEE CAREER MODEL**

Treating employees as customers reframes the employee career model designed to attract and engage (rather than manage) employees by focusing on employee decisions (instead of HR processes) that form a continuous series of journeys (instead of a single career or role-based life cycle).

## GOAL 2.1 Ensure employment equity and better serve all Bostonians by increasing the representation of the city’s diverse population in City government.

Historically, Boston’s City government has suffered from a lack of diversity, resulting in a staff that has not matched the racial, ethnic, and cultural makeup of Boston at large.<sup>3</sup> By increasing the representation of the city’s diverse population in City government, we will foster more robust understanding and connections between the City and its residents. The quality of these relationships is critical to improving the delivery of government services in partnership with our communities. The Walsh administration has taken deliberate steps to prioritize diversity in government appointments and recruitment: the City’s cabinet is currently composed of 50 percent people of color,<sup>4</sup> and 44 percent of full-time hires since January 2014 have been people of color. In 2015, Boston Police Department’s (BPD) new recruits were composed of 36 percent women, and BPD’s share of recruits who were Black and Latinx/Hispanic was representative of their citywide populations.<sup>1</sup> Despite these efforts, people of color are still underrepresented across various City job types and salary ranges.<sup>5</sup> Through initiatives in Vision 1: Reflective City, Stronger People and this Vision, Collaborative, Proactive Governance, we will support new and existing initiatives being advanced by the Human Resources Department and Mayor’s Office of Diversity. These initiatives are designed to improve human resources processes from recruitment to separation to more intentionally engage employees and Bostonians of color. We will also invest in new programs to increase the retention of existing employees of color.



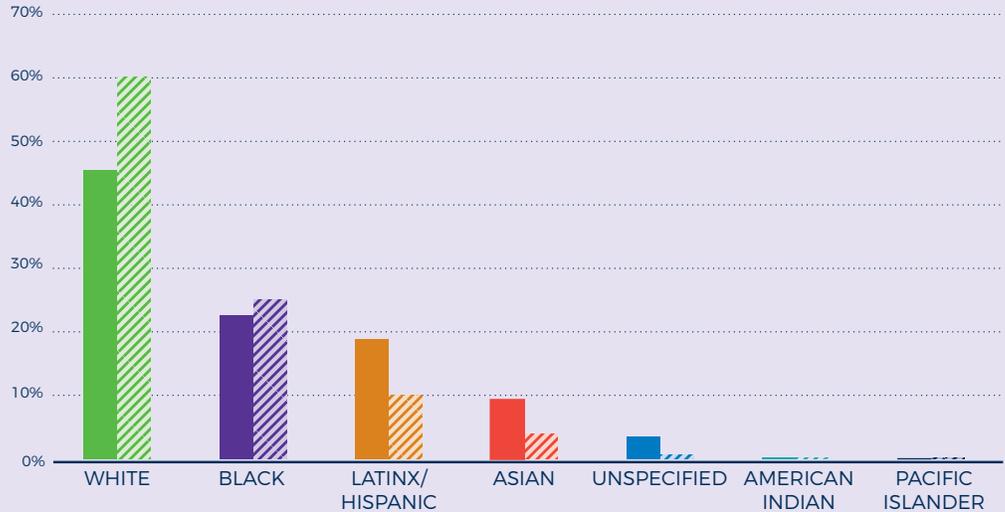
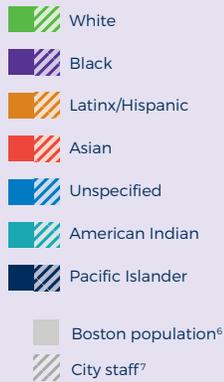
**TARGETS**

- **Increase** racial diversity of City employees across departments to better align with the racial diversity of city residents
- **Increase** the racial diversity of City employees across job types and salary ranges
- **Increase** City departments’ use of reporting on diversity in hiring
- **Improve** retention rates of City employees of color

**SHOCKS AND STRESSES**



### REPRESENTATION OF BOSTON'S POPULATION IN CITY STAFF



### RACIAL REPRESENTATION WITHIN CITY GOVERNMENT BY SALARY RANGE<sup>8</sup>



The City's **Diversity Dashboard**, an online platform released in May 2016, allows Bostonians to track the City's efforts to diversify its staff along racial and gender lines. Using this metric, City staff (not including Boston Public Schools) loosely mirrors Boston's population as a whole, but a close look at staff salary ranges reveals wide discrepancies between employees across race and gender. For instance, people of color are severely underrepresented in positions earning more than \$60,000 per year. Explore the dashboard further at [www.cityofboston.gov/diversity/](http://www.cityofboston.gov/diversity/).



## GOAL 2.2 Enhance decision-making capacity in City government by bringing together our residents' and our government representatives' knowledge and skills to better develop policies, practices, and processes.

Bringing more voices into the decision-making process will help us better understand and address the needs of all Bostonians. Recent citywide public engagement efforts, such as those deployed through *Go Boston 2030* and *Imagine Boston 2030*, have successfully engaged Bostonians in physical and digital spaces through various interactive mediums, and have favored continued engagement over one-time interactions. We will establish resources for City agencies to learn from and build upon these and other successful models of community partnership from Boston and around the world. We will also launch a multimedia platform to facilitate interactive engagement with *Resilient Boston* and the sharing of relevant readings, videos, and other resources.



Photo Credit: City of Boston

### TARGETS

- **Achieve** 100 percent participation in community engagement training among City cabinets with community engagement roles
- **Achieve** 50 percent of City cabinets contributing to community engagement lessons learned and best practices by 2020
- **Increase** the number of joint community meetings hosted by multiple City departments

### SHOCKS AND STRESSES





Photo Credit: City of Boston



Photo Credit: City of Boston



Photo Credit: City of Boston



Photo Credit: City of Boston



Photo Credit: City of Boston

## GOAL 2.3 Improve the collaboration, evaluation, and delivery of City services to better meet the needs of all Boston residents.

Proactive governance necessitates the ongoing, transparent tracking of key performance indicators. Tracking these indicators enables the government and public to mutually identify unaddressed needs and collaborate on solutions, while holding the City accountable to its own goals. The City currently publishes information on its service delivery performance using an online metrics aggregator called CityScore ([boston.gov/cityscore](http://boston.gov/cityscore)). While this data is useful in keeping government accountable for its citywide performance, the information provided by the platform is limited by its broad scope—there is no mechanism by which Bostonians can track City service delivery in their own neighborhoods, for instance. We commit to improving transparency and promoting greater accountability by expanding this platform to include neighborhood-level data.

### TARGETS

- **Increase** City department use of data to understand and address inequities in service delivery
- **Provide** neighborhood-level 311 utilization data by 2018
- **Increase** 311 usage across all neighborhoods

### SHOCKS AND STRESSES





Photo Credit: City of Boston

# Improve City Employment Equity

**WHAT** Adjust City Human Resources practices to maintain and expand diversity. HR approaches that support diversity include better engaging under-represented communities in recruitment efforts, increasing accessibility to City jobs, and providing support for existing employees.

**WHY** Organizations that intentionally recruit diverse employees and establish a culture that embraces diversity tend to be more innovative and better equipped to serve diverse communities than their less diverse peers—they also enjoy higher returns on investment.<sup>9</sup> The City has an opportunity to build upon existing efforts, including the Office of Diversity’s regularly updated Diversity Dashboard, to attract a more diverse workforce and transparently report on its progress in doing so.

**RESILIENCE QUALITIES**

**RESILIENCE VALUE**

■	CITYWIDE	■
■	COMMUNITY	■
■	ORGANIZATION	■
■	INTERPERSONAL	■
■	INDIVIDUAL	■
■	RESILIENCE	■ RACIAL EQUITY

**TIMEFRAME**  
Short Term to Midterm

**IMPLEMENTATION PARTNERS**  
**City:** Office of Diversity, Human Resources, Human Services Cabinet



Photo Credit: City of Boston

**ACTION**

**Targeted Outreach**

Develop an outreach and advocacy strategy to more aggressively engage communities of color for City hiring and civil service testing. Tactics will include proactively emailing City job listings to residents who have applied for similar positions in the past or have previously expressed interest.



Photo Credit: City of Boston

**ACTION**

**Hiring Toolkit and Employee Support**

Pilot and deploy a toolkit to guide staff across all City departments through thoughtful and proactive recruitment, screening, and hiring practices. This toolkit will build upon the efforts of the Human Services Cabinet to ensure that talented Boston residents of underrepresented communities are afforded the opportunity to be considered for positions and advancement within City of Boston departments. Maintaining a diverse applicant pool and providing staff with resources and support needed for success are ways we can improve the representation of our diverse population.



Photo Credit: City of Boston

**ACTION**

**Mayor's Diversity Taskforce**

Re-establish the Mayor's Diversity Taskforce, which has been inactive since 2016. A high-level external advisory group, whose composition will be recommended by the mayor and his cabinet, will support the Mayor's Office of Diversity in embedding diversity and inclusion into City hiring practices and policies.



Photo Credit: Go Boston 2030

# Drive Innovation in Community Engagement

**WHAT** Provide comprehensive and informed training and resources to City agencies and community members in order to help the City engage with Bostonians more effectively. We will reframe community engagement in a way that fosters constructive long-term relationships; facilitates healthy conflict resolution between residents and government in an open, honest, and equitable manner; and utilizes research, best practices, and community guidance to drive optimal results.

**WHY** Some Bostonians have expressed that they do not feel their voices inform decisions that affect their own neighborhoods. When developed inclusively, community engagement practices can create opportunities for all Bostonians to have a stronger voice in how their city functions. By creating these opportunities, the City will be able to build and sustain public trust, and ensure that policies and programs are more equitable for all residents.

**RESILIENCE QUALITIES**

**RESILIENCE VALUE**

██████████	CITYWIDE	██████████
██████████	COMMUNITY	██████████
██████████	ORGANIZATION	██████████
██████████	INTERPERSONAL	██████████
██████████	INDIVIDUAL	██████████
RESILIENCE		RACIAL EQUITY

**TIMEFRAME**  
Short Term to Midterm

**IMPLEMENTATION PARTNERS**

**City:** Mayor’s Office of New Urban Mechanics, Civic Engagement Cabinet, City of Boston Data Analytics Team, Department of Innovation and Technology

**Community/Private Sector:** NeighborWorks America, Impact Hub, The Engagement Lab at Emerson College



Photo Credit: Go Boston 2030

**ACTION****Design Labs**

Facilitate collaborative problem solving and idea generation across government, businesses, community organizations, and residents by hosting Design Lab workshops. Labs will address specific challenges being faced by City government and Bostonians to co-create community-driven solutions. Workshops will advance the goals of *Resilient Boston* by developing innovative approaches to building stronger community-government relationships while prioritizing the inclusion of Bostonians who are typically underrepresented in government decision-making processes. In the short term, the City's Department of Information and Technology (DoIT) will host Design Labs to help improve [Boston.gov](https://www.boston.gov)'s accessibility and functionality.

**ACTION****Community Engagement 2.0**

Launch a community engagement training and co-learning series to catalyze collaboration between City employees and residents. Through the series, City staff and Bostonians will jointly participate in trainings to learn about existing community engagement frameworks and develop a shared understanding of the processes and goals of community engagement. City agencies will share best practices in, and lessons learned from, resident engagement across City departments. In-person sessions will supplement an online resource for collaboration to facilitate sharing strategies, asking questions, and receiving feedback.



Photo Credit: Go Boston 2030

**ACTION****Community Resilience Fellowship Program**

Develop a fellowship program in partnership with MORRE and the Environment, Energy, and Open Space (EEOS) Cabinet. This program will enable residents in neighborhoods with high social vulnerability to participate in the implementation of *Resilient Boston* and *Climate Ready Boston*, providing opportunities for everyday Bostonians to increase engagement and preparedness in their communities.

**ACTION****Youth Civic Engagement and Neighborhood Exploration Pilot**

Launch a citywide, youth-led pilot for middle school students to increase city engagement, neighborhood exploration, and equity through technology. MORRE will partner with the Mayor's Office of New Urban Mechanics (MONUM) to support the Engagement Lab at Emerson College and Niantic, the creators of *Pokémon GO*, to engage youth to have the power to place more than 100 PokéStops throughout Boston. Through an investigation and exploration process, young people will advocate for meaningful, but not always well-known, landmarks to become featured in the game. Through this pilot, we will build a foundation for future youth engagement and neighborhood exploration to build civic skills, while advocating for resilience and equity in communities.



# Pioneer Interactive Resilience Platform

**WHAT** Establish a dynamic online platform that builds upon the initiatives found within *Resilient Boston*. This interactive resource hub will provide residents with information relevant to the Strategy, and opportunities for collaboration and community input. The platform will include educational materials—in the form of toolkits, reports, and videos—along with Resilience Strategy implementation updates and information on related events.

**WHY** A recurring theme throughout the Strategy development process was the need for an accessible centralized online platform for Bostonians to share resources and collaborate on the visions and goals described in *Resilient Boston*. This Resilience Strategy document is a product of that process and features key initiatives, but does not include all of the ideas that came out of the engagement process. An easily accessible online portal could serve to elaborate on the full scope of initiatives developed throughout the Strategy development process and would allow Bostonians to take part in its continual development and implementation.

**RESILIENCE QUALITIES**

**RESILIENCE VALUE**

	CITYWIDE	
	COMMUNITY	
	ORGANIZATION	
	INTERPERSONAL	
	INDIVIDUAL	
	RESILIENCE	
	RACIAL EQUITY	

**TIMEFRAME** Short Term

**IMPLEMENTATION PARTNERS**

**City:** Department of Innovation and Technology

## ACTION

**Interactive Resilience Strategy**

Develop an interactive Resilience Strategy that is transparent, accessible, and updated regularly to reflect the City's progress. Because *Resilient Boston* is meant to be iterative and collaborative, community, government, and business partners will be able to submit requests to include new or ongoing initiatives that support the Strategy's Visions and Goals.



Photo Credit: Go Boston 2030



Photo Credit: Go Boston 2030



Photo Credit: Go Boston 2030

## ACTION

**Relevant Resources and Tools**

Identify and share relevant reports, books, videos, and other resources available from our partners throughout the city, across the U.S., and internationally. For example:

- **Promising Practices:** Case studies that highlight existing efforts across the city that support the Resilience Strategy.
- **Conversation Tools:** Guides to help community members and organizations conduct effective dialogues that acknowledge and understand racism, develop shared language, and take actions that advance racial equity.
- **MORRE Learning Series Updates:** Access to upcoming events that advance the goals of *Resilient Boston*, either hosted or supported by MORRE. For more information on the MORRE Learning Series, see the Action titled “Dialogue for Reflection and Solutions” on page 57.



Photo Credit: City of Boston

# Create a Funding Pipeline for Community-Led Resilience Initiatives

**WHAT** Connect grassroots community initiatives that align with *Resilient Boston* with a diverse portfolio of funding opportunities to create a pipeline for community investments. We will prioritize underserved communities to expand their access to resources and foster increased collaboration within and across neighborhoods.

**WHY** Achieving the visions and goals of the Resilience Strategy will require the contribution of all communities. However, we recognize that communities of color can have limited information about, and access to, the resources that they need to improve their communities and strengthen their resilience.

Communities typically have many “third spaces,” or places that are between home (our “first spaces”) and work (our “second spaces”) that contribute to our collective well-being. It is in these third spaces that we frequently connect and create with others—parks, barber shops, and coffee shops are all examples. In addition to any economic or transactional values that third spaces bring to a neighborhood, they also contribute to the cultural and social resilience of our city, and must be invested in, continuously updated, and designed from the bottom up. Specific funding will be designated to support our communities’ priorities, including enhancing third spaces.

## RESILIENCE QUALITIES



## RESILIENCE VALUE



**TIMEFRAME** Short Term

## IMPLEMENTATION PARTNERS

**City:** Mayor’s Office of New Urban Mechanics, Civic Engagement Cabinet

**Community/Private Sector:** ioby, City Life/Vida Urbana, The Guild, Ujima Project, New England Grassroots Fund, The Boston Foundation



Photo Credit: Flickr User Vernon Farm



Photo Credit: City of Boston

**ACTION**

**Crowdsource Funding Platform**

Launch a platform, in collaboration with crowd-re-sourcing organization ioby, to connect community leaders with funding and support to make our neighborhoods safer, greener, more livable, and more connected. Projects supported by the ioby platform will have access to a suite of benefits that include strategy and project management coaching.

**ACTION**

**Funding for Community Spaces**

Leverage crowdsource funding opportunities made possible by the ioby platform to fund community-driven enhancements to third spaces. Additional grant support will be provided by the Mayor’s Office of New Urban Mechanics and Bloomberg Philanthropies’ i-teams.

**ACTION**

**Grassroots Funding**

Increase access to funding for initiatives that people of color and low-income communities have prioritized to strengthen community resilience. MORRE will partner with funders to host grassroots funding workshops to increase successful application submissions.

## Youth Lead the Change: Participatory Budgeting



Photo Credit: City of Boston

Boston's participatory budgeting process provides an opportunity for residents to determine how to best utilize government resources.

Boston boasts one of the first instances of youth-led participatory budgeting, an initiative that began in 2013 and allows youth ages 12–25 to determine how to spend \$1 million of the City's capital budget.<sup>10</sup> For Boston's process, we have al-

lowed young people, particularly through the Mayor's Youth Council, to be involved in both the budget allocation and the development of particular projects under consideration. The partnership between the City of Boston and the Participatory Budgeting Project (PBP) allows for young Bostonians to be at the forefront of engaging their fellow youth and being a crucial part of decision-making.

The goals of Youth Lead the Change are to:

1. increase youth power through engagement in meaningful decision-making processes, proving that young people are the solution, not the problem;
2. allow all voices to be heard in the democratic process;
3. build stronger, safer, and healthier communities by bringing neighborhoods together, solving community problems, and developing projects that will improve the well-being of all residents;
4. strengthen a citywide sense of pride, solidarity, and equality by creating a unified Boston across neighborhoods where everyone feels part of a growing community; and
5. develop pathways to civic life by creating an entry point for young people to become civically engaged and learn about the city and government.

Through this process the City has been able to collect valuable information about youth ideas and opinions. The process has revealed ways in which the City of Boston has been able to leverage the participatory budgeting model and process to positively and successfully engage youth citywide. Most importantly, it sheds light on many of the challenges associated with the participatory budgeting process, and provides data about how youth in Boston view City government and programs.



You're the  
**CHANGE**

Brainstorm project ideas  
address the City's needs

Select Change Agents

Complete Surveys

Step up, **goals**  
 Listen, **step**  
 No such thing as a bad **rules**

No such thing as a bad **BR**

Build a community garden

Why is it needed?

Why is it needed?

Location



Photo Credit: City of Boston

# Leverage City Data to Advance Equity

**WHAT** Collect, analyze, and share available City data with a focus on resilience and racial equity to better understand the distinct challenges facing particular communities. We will use this analysis to inform our recommendations on policies, programs, and practices that advance equity.

**WHY** Boston is already at the forefront of City data collection and open data access for the public, aggregating data on City services, geographic features, demographics, and more. The City will build upon ongoing efforts by utilizing new and existing data sources to advance resilience and racial equity across the city. There is an opportunity, for instance, to further break down data by race and neighborhood to identify critical gaps and opportunities for improvement. This will ensure that as the city grows and improves, gains will be seen across all populations.

**RESILIENCE QUALITIES**

**RESILIENCE VALUE**

█	CITYWIDE	█
█	COMMUNITY	█
█	ORGANIZATION	█
█	INTERPERSONAL	█
█	INDIVIDUAL	█
█	RESILIENCE	█ RACIAL EQUITY

**TIMEFRAME** Midterm

**IMPLEMENTATION PARTNERS**

**City:** Mayor’s Office of New Urban Mechanics, Department of Innovation and Technology, Boston 311

**ACTION****Boston 311 Enhancement**

Increase citywide awareness of 311, analyze 311 data on a regular basis to identify gaps in service, and implement strategies to help all residents access basic city services. Boston 311 is a citywide telephone service that connects residents with representatives who can help Bostonians request nonemergency City services and information.

**ACTION****Research and Evaluation Collaborative (REC)**

Convene a subgroup of the Boston Resilience Collaborative consisting of representatives from City departments and research, academic, and community organizations to track the targets found in Resilient Boston. The REC helped to develop these targets and, with the use of data collected by the City, will help us evaluate the progress of our strategic goals over time. The REC will also continue to inform the implementation of Resilient Boston with relevant research and will host monthly presentations featuring the new and ongoing research of local academics and practitioners.

VISION



# 3

# EQUITABLE ECONOMIC

Access to economic and social pathways that support closing the wealth gap to ensure our quality of life is not determined by our race or ethnicity.



Photo Credit: City of Boston

# OPPORTUNITY

**“** When we fight about education, we’re fighting for our lives. We’re fighting for what that education will give us, we’re fighting for a job, we’re fighting to eat, we’re fighting to pay our medical bills; we’re fighting for a lot of things. So this is a total fight with us.”

**–Ruth Batson, Local Civil Rights Activist**

# VISION 3 **EQUITABLE ECONOMIC OPPORTUNITY**

We envision a city in which intergenerational wealth-building opportunities are accessible to every Bostonian, no family lives in perpetual fear of displacement, and all children benefit from educational opportunities that prepare them for postsecondary education and careers.

**GOAL 3.1** Increase access to good-paying jobs, entrepreneurial opportunities, and asset-building strategies.

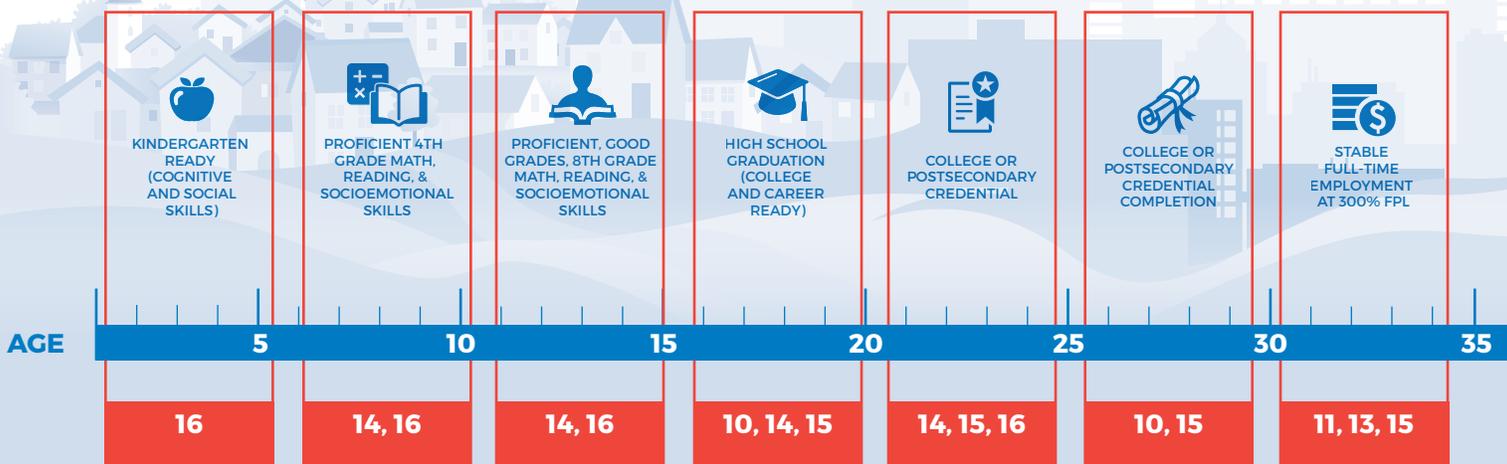
**GOAL 3.2** Ensure safe, affordable, stable housing for all Bostonians.

**GOAL 3.3** Enhance digital equity by increasing access to technology tools, computers, and the internet.

**GOAL 3.4** Prioritize equitable education opportunities to close the gap for young people of color.

## LIFE COURSE OUTCOMES<sup>1</sup>

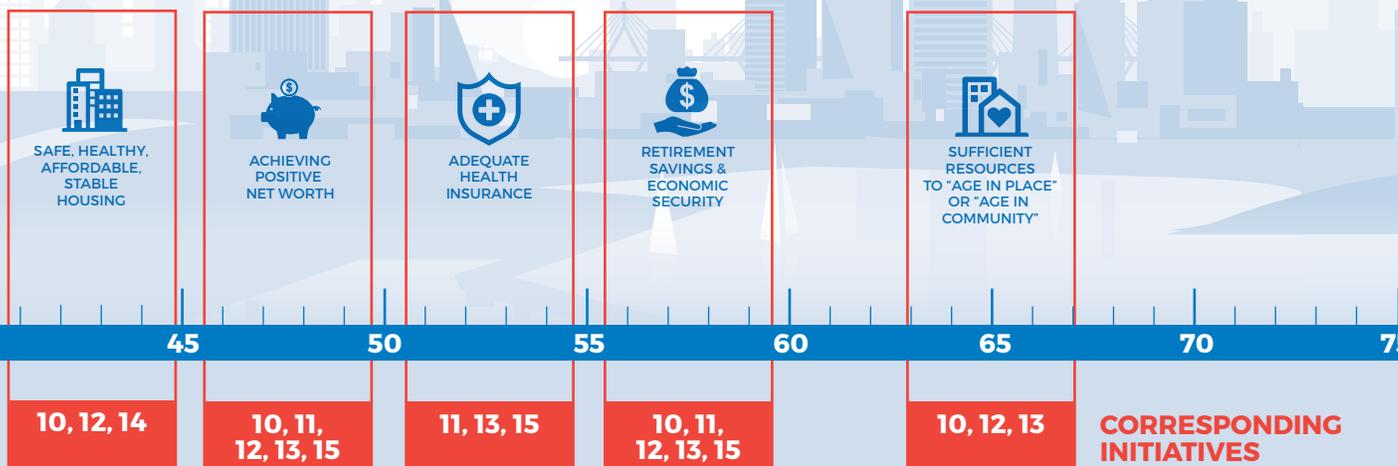
This graphic illustrates the idea that when certain conditions are met over the course of our development, they can improve our financial stability and life outcomes. These age benchmarks are estimates that show approximately when goals can be met to reduce economic barriers. There is a need for strong networks and communal support across the entire course of one's life, not just at earlier or later stages. Support at individual junctures is necessary, but not sufficient, to achieve economic stability.





While Boston’s economy is growing, that growth is not shared equitably. A young Bostonian living in one neighborhood faces vastly different outcomes from another living just a few minutes away. Many studies show that a Bostonian’s race dictates his or her access to quality affordable housing, digital technology, and educational opportunities, all of which are foundational building blocks for intergenerational wealth building. Providing equitable economic opportunity for all means eliminating long-standing barriers to wealth building for Boston’s communities of color.

Throughout this chapter, we will highlight challenges and opportunities for Boston residents to meet these conditions and remain on the path to financial stability. Beneath the timeline, you will find the specific corresponding Initiatives that are designed to help Bostonians achieve these milestones. The Initiatives outlined in this Vision will support Boston residents to stay on the course to financial stability at every step throughout their lives.



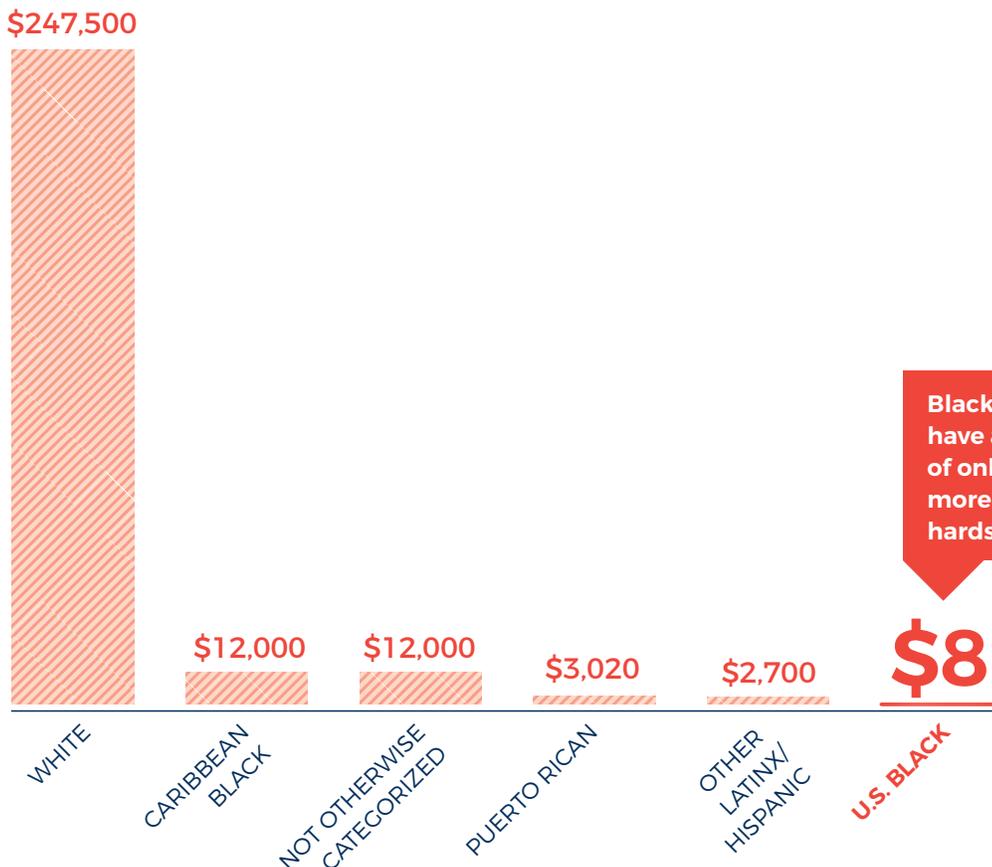
# GOAL 3.1 Increase access to good-paying jobs, entrepreneurial opportunities, and asset-building strategies.



The median wealth of a White family in Greater Boston is \$247,500, significantly higher than Latinx/Hispanic residents' \$2,700 and U.S.-born Black metropolitan residents, whose net worth is just \$8.<sup>2</sup> We will target this inequity by conducting a thorough analysis of existing and future job opportunities for

Bostonians of color and by partnering with local organizations to connect them with the resources that they need to become successful members of the city's workforce. We will also support entrepreneurs and families of color by providing services and asset-building tools to help them build a strong foundation on which to build personal and community wealth for generations to come.

**MEDIAN NET WORTH OF BOSTON HOUSEHOLDS<sup>3</sup>**



Black households in Boston have a median net worth of only \$8, making them more vulnerable to financial hardship.

**TARGETS**

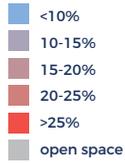
- **Increase** contracts with and procurement from M/WBEs and immigrant-owned businesses, including both direct City procurement as well as procurement for City-sponsored projects
- **Increase** the number of high-growth or emerging sector jobs available to/occupied by people of color
- **Increase** wages in low-wage occupations; increase the number of city residents who work in high-wage occupations
- **Expand** the number of residents accessing services provided by the Office of Financial Empowerment

**SHOCKS AND STRESSES**

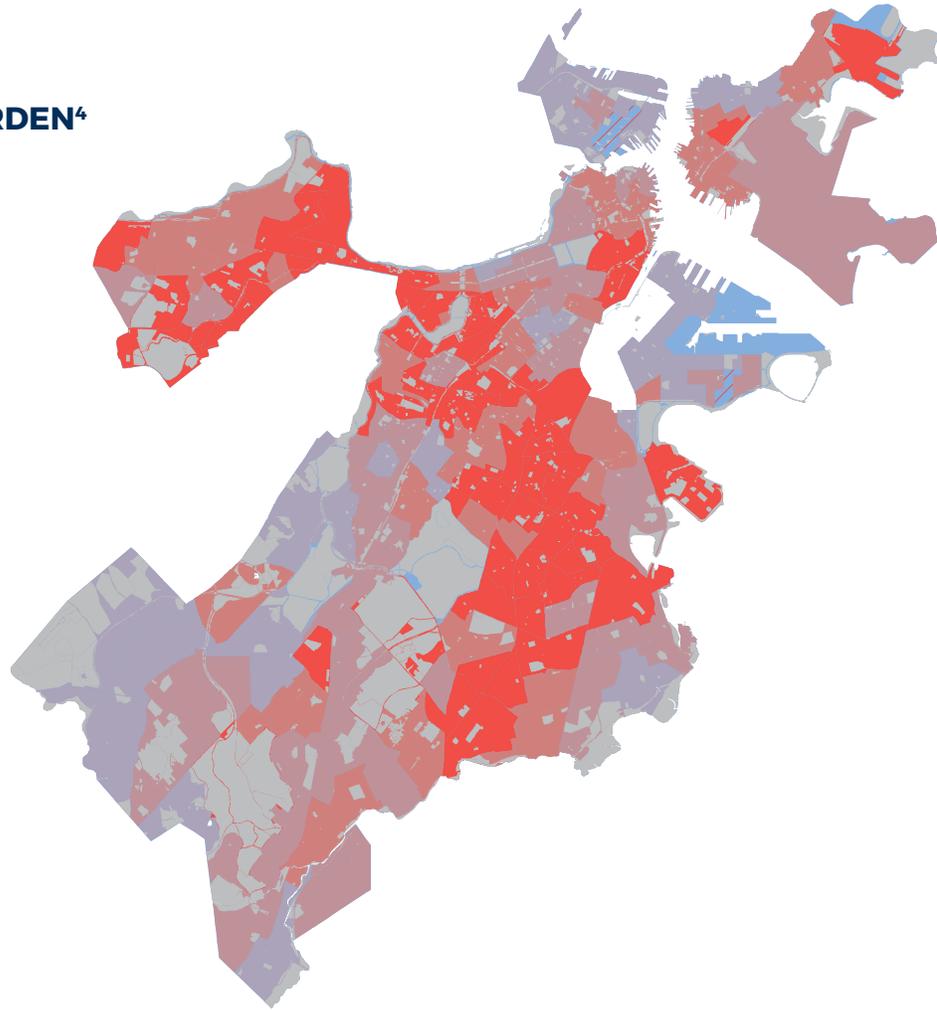


Source: "The Color of Wealth," Federal Reserve Bank of Boston, 2015.

### HOUSING COST BURDEN<sup>4</sup>



Housing is considered “affordable” if it costs no more than 30 percent of household income.<sup>5</sup> This map illustrates the percent of households in different neighborhoods that pay more than 30 percent of their incomes on housing.



## GOAL 3.2 Ensure safe, affordable, stable housing for all Bostonians.

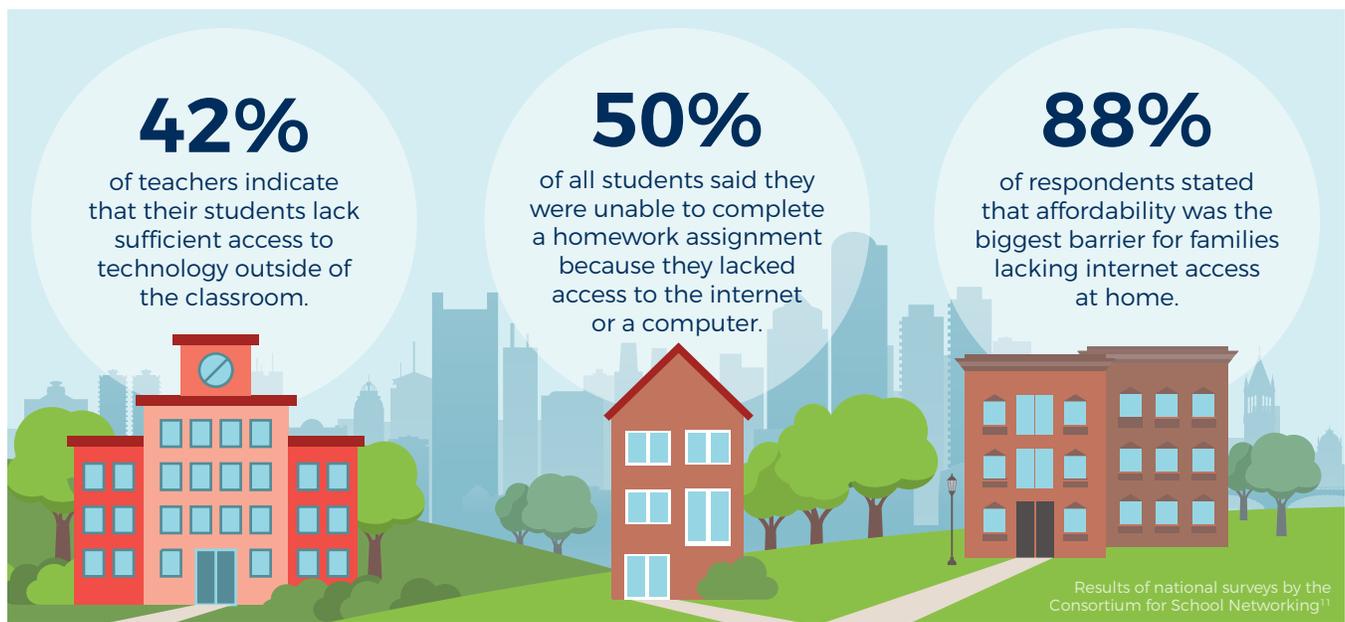
Equitable economic opportunity also means providing safe, affordable, and stable housing for all Bostonians. Though we are beginning to see the softening of rents,<sup>6</sup> 21 percent of Boston households spend more than half their incomes on housing.<sup>7</sup> Low-income neighborhoods with sizable communities of color—notably East Boston, Mattapan, and Roxbury—feel the effects of this trend most acutely.<sup>8</sup> Through the actions laid out in *Housing a Changing City: Boston 2030*, the City has added more than 12,000 new units and has an additional 7,237 under construction, as of December 2016. More than 1,100 new units are designated as affordable for low-income, non-elderly residents, with 264 new units for low-income seniors that are either permitted or completed.<sup>9</sup> The mayor has also recently submitted an anti-displacement package to the Massachusetts legislature.<sup>10</sup> We will continue to advocate for its passage while providing targeted home-ownership assistance to curtail displacement.

#### TARGETS

- **Increase** the homeownership rate
- **Reduce** the average share of income spent on housing
- **Reduce** the displacement index

#### SHOCKS AND STRESSES





## GOAL 3.3 Enhance digital equity by increasing access to technology tools, computers, and the internet.



Expanding access to digital technology is increasingly critical to providing equitable economic opportunity. Today, approximately 20 percent of households in Boston do not have access to high-speed internet.<sup>12</sup> Additionally, only 23 percent of Boston

Public Schools (BPS) facilities are connected to the Boston Fiber Optic Network (BoNet), leaving out some of the communities with the highest concentrations of residents of color.<sup>13</sup> In recent years, Boston has made strides in providing free public wifi for all 20 commercial districts in the city’s Main Streets neighborhoods program,<sup>14</sup> with the majority of access points located in Roxbury and Dorchester.<sup>15</sup> The City of Boston has also supported Tech Goes Home, an award-winning initiative that removes barriers to technology for vulnerable communities.<sup>16</sup> We will build upon these initiatives by investing in an expansion of broadband in schools and within the city’s subsidized housing developments, all to ensure that families have equitable access to the digital tools that they need to succeed in an increasingly tech-reliant economy.

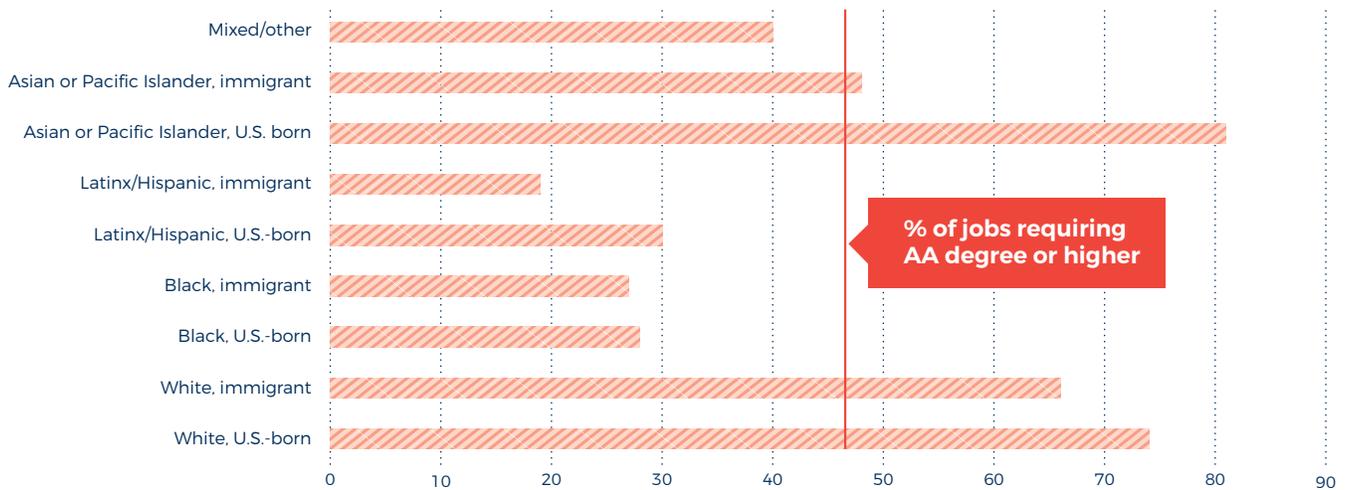
### TARGETS

- **Increase** the percentage of households with reliable and affordable internet connections
- **Increase** the percentage of households who own an internet-compatible device
- **Increase** the number of publicly accessible computers in high-need neighborhoods
- **Increase** access to free public wifi to cover additional neighborhoods

### SHOCKS AND STRESSES



**PERCENT OF BOSTON RESIDENTS WITH ASSOCIATE DEGREE OR HIGHER<sup>17</sup>**



**GOAL 3.4 Prioritize equitable education opportunities to close the gap for young people of color.**

The path toward intergenerational wealth building for Bostonians of color begins with access to a high-quality education. It ensures every Bostonian’s lifelong economic opportunity. Today, 15 percent of Boston residents above the age of 25 lack a high school diploma, and close to one-third of this population lives in poverty, reflecting the strong relationship between educational attainment and earnings.<sup>18</sup> Moreover, educational opportunity varies widely by race: the graduation rate for White students is 13.2 percentage points higher than that of their Black peers.<sup>19</sup> We will work to close gaps for young Bostonians of color by expanding early childhood programs, promoting a resilience-based approach to education throughout the city, and fostering greater links between Boston’s K-12 and postsecondary educational institutions.

**TARGETS**

- **Increase** access to high-quality, free pre-K seats
- **Reduce** the truancy rate
- **Reduce** racial disparities in disciplinary rates
- **Increase** the high school graduation rate
- **Increase** the percentage of Bostonians with a postsecondary diploma or certification

**SHOCKS AND STRESSES**

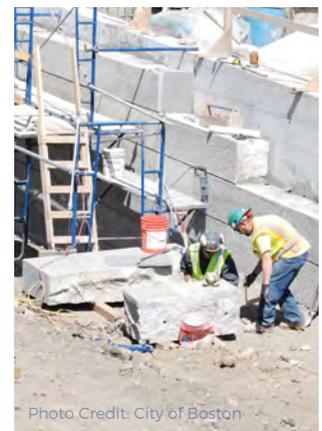


**COMMUNITY WEALTH BUILDING<sup>20</sup>**



Photo Credit: Mark Pijanowski/BPS

In order to address economic inequality, *Resilient Boston* takes a “community wealth building” approach to local economic development. Unlike traditional economic development strategies that focus mostly on attracting outside firms for the purpose of increasing the total number of jobs, a community wealth building approach also promotes growing local assets and ownership, creating inclusive jobs that pay living wages, and developing collaborative, supportive ecosystems to create a “new normal” of economic activity.



# Link Bostonians to Jobs, Entrepreneurship, and Financial Empowerment Tools

**WHAT** Ensure all Bostonians have access to emerging growth industries and asset-building opportunities. The City will conduct a detailed study of Boston’s economic opportunity ecosystem to forecast emerging fields, unfilled jobs, and entrepreneurial opportunities. This study will inform city policy makers, organizations, and communities in designing workforce efforts to link Bostonians to these opportunities while ensuring that people of color benefit. The City will continue to integrate resources for personal financial success and wealth building through the existing Office of Financial Empowerment.

**WHY** Total employment in Boston is expected to increase by 110,000, or 15 percent, from 2014 to 2030.<sup>21</sup> Previous jobs forecasts conducted by the City have identified growing industries, such as healthcare and high-tech manufacturing, and the City will build upon this research to identify new opportunities and prioritize investments in workforce development programs that prepare Bostonians of color for these occupations. Securing good-paying jobs is essential for building wealth and achieving economic resilience.

### RESILIENCE QUALITIES



### RESILIENCE VALUE



**TIMEFRAME** Long-Term

### IMPLEMENTATION PARTNERS

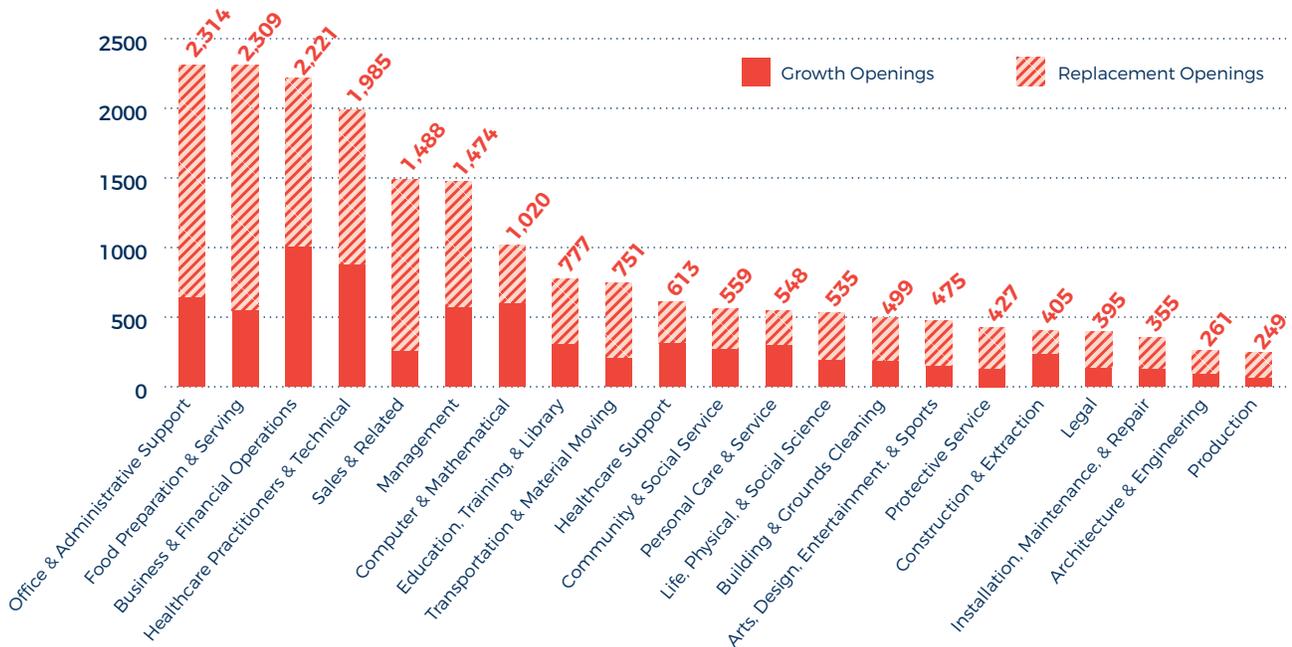
**City:** Office of Workforce Development, Office of Financial Empowerment, Boston Planning & Development Agency; Research & Evaluation Division

**Community/Private Sector:** NatureWORKS

## NATUREWORKS<sup>22</sup>

This initiative builds upon the work by NatureWORKS, a research partnership between Jobs for the Future and Cornell University, to identify green infrastructure investments as a potential target for workforce development efforts. NatureWORKS has worked with national industry associations, city officials across numerous metropolitan regions, and leaders from the National Green Infrastructure Certification Program to identify entry-level job opportunities catalyzed by urban green infrastructure development.

**PROJECTED ANNUAL JOB OPENINGS IN BOSTON 2012-2022<sup>23</sup>**



**ACTION**

**Targeted Economic Forecast**

Develop a targeted forecast for jobs and entrepreneurship, and use this data to prioritize investments in programs that prepare Bostonians of color for high-growth occupations and entrepreneurial opportunities. The City will leverage this analysis to enhance workforce development practices in order to ensure that job opportunities are accessible to Bostonians of color.

**ACTION**

**Workforce Development for a Changing Economy**

Connect job seekers with sector-based workforce development services that will give them skills needed to thrive in a changing economy.

**ACTION**

**Financial Resilience**

Increase access to high-quality financial coaching, tailored financial services, including free tax preparation, and safe, affordable and non-predatory financial products to improve financial security and stem the cycle of poverty. In 2014, Mayor Walsh established the Office of Financial Empowerment with a mission to link those seeking financial security and wealth generation with access to capital, financial education, and financial services. We will continue to ensure Bostonians receive these critical services at the City's Financial Opportunity Centers and further integrate into other social services with City and community partners.

**LIFE COURSE OUTCOMES**

HIGH SCHOOL GRADUATION (COLLEGE AND CAREER READY)

COLLEGE OR POSTSECONDARY CREDENTIAL COMPLETION

STABLE FULL-TIME EMPLOYMENT AT 300% FPL

SAFE, HEALTHY, AFFORDABLE, STABLE HOUSING

ACHIEVING POSITIVE NET WORTH

RETIREMENT SAVINGS & ECONOMIC SECURITY

SUFFICIENT RESOURCES TO "AGE IN PLACE" OR "AGE IN COMMUNITY"



Photo Credit: Dr. Atyia Martin

## Remove Barriers Facing Small Businesses and Entrepreneurs

**WHAT** Support small business development for people of color by implementing a planning process that is friendly to small businesses and developing targeted educational resources for small-business owners. This multipronged approach will be coordinated with the Small Business Center, announced by Mayor Walsh in 2016, and will complement the Center's role as a one-stop shop offering tools for Boston entrepreneurs.

**WHY** Despite the fact that people of color make up 53 percent of the city's population, only 32 percent of Boston's businesses identify as minority owned. Entrepreneurs of color face obstacles, including limited access to established business networks, capital, and affordable real estate options.<sup>24</sup> Small businesses disproportionately bear the burden of emergencies and disasters, including the impacts of climate change.<sup>25</sup> Furthermore, current zoning for businesses is inconsistent across the city, resulting in neighborhoods that do not have access to certain types of small businesses (as consumers and owners) because of inequitable zoning and an unclear process. Enabling small business creation, growth, and stability will increase the amount of middle-income jobs available to Boston residents.

### RESILIENCE QUALITIES



### RESILIENCE VALUE



**TIMEFRAME** Short-Term

### IMPLEMENTATION PARTNERS

**City:** Office of Policy and Planning, Boston Planning & Development Agency, Mayor's Office for Immigrant Advancement

### Community/Private

**Sector:** Initiative for a Competitive Inner City, Impact Hub



**ACTION**

**Small Business Lending in Historically Underserved Neighborhoods**

Provide MWBE small businesses with information and support to access newly developed small business loans that will target strategic industries and neighborhoods to ensure that these small businesses and entrepreneurs also have the opportunity to thrive. In March 2017, Mayor Walsh launched a business capital and finance unit to distribute flexible gap financing and microloans to restaurants, immigrant-owned businesses, women- and minority-owned businesses, and industrial small businesses within the City of Boston. These flexible loans will assist businesses in rehabbing existing buildings, new construction and expansion, purchasing equipment, and startup costs.

**ACTION**

**Leverage Anchor Institutions to Support Small Businesses**

Identify ways to increase large institutions' local spending with the city's small businesses by sharing data and best practices, making connections, and jointly investing in supplier development and support. In March 2016, the City of Boston released the *Citywide Small Business Plan*, a roadmap that will guide the City's approach to supporting small businesses as they start and grow in Boston. One key strategy outlined in the plan was to launch an anchor council that will work to set goals to increase local purchasing.

**ACTION**

**Business Zoning and Design Changes**

Conduct a process to reassess current commercial zoning as well as the zoning process in partnership with the Boston Planning & Development Agency (BPDA). The desired outcome is to remove zoning obstacles that currently hinder small business growth, particularly within communities of color.

**ACTION**

**Small Business Resources**

Create educational resources in partnership with the Office of Small Business Development that specifically target small-business owners. MORRE will provide technical assistance to apply a resilience and racial equity lens for the development and distribution of these resources to ensure that they provide information on the wide array of challenges facing small-business owners, including climate change preparedness tools; are translated into multiple languages for widespread reach; and are inclusive of all types of small businesses, including worker co-ops and other employee-owned business models. Additionally, the Office of Small Business Development has expanded a multitude of mentorship opportunities for minority entrepreneurs, minority and women tech entrepreneurs, and an industry-specific mentorship network for retail and restaurant businesses.<sup>26</sup>

**LIFE COURSE OUTCOMES**

STABLE FULL-TIME EMPLOYMENT AT 300% FPL

SAFE, HEALTHY, AFFORDABLE, STABLE HOUSING

ACHIEVING POSITIVE NET WORTH

ADEQUATE HEALTH INSURANCE

RETIREMENT SAVINGS & ECONOMIC SECURITY



Photo Credit: Dr. Atyia Martin

# Keep Bostonians in Boston: Addressing Housing Challenges

**WHAT** Build upon ongoing efforts of *Imagine Boston 2030* and *Housing a Changing City* to prevent displacement in Boston by advocating for the Mayor’s anti-displacement legislative package with the Commonwealth of Massachusetts, increasing homeownership, and promoting home improvement efforts among low-income Bostonians.

**WHY** Boston consistently ranks among the most expensive housing markets in the country.<sup>27</sup> As a result of high rents and decreasing real median wages, a majority of Boston renters pay more than 30 percent of their incomes on rent.<sup>28</sup> Conversations with residents reveal an overwhelming sense, particularly among Bostonians of color, that rising housing costs are an increasing burden.

## HOUSING A CHANGING CITY

One goal set forth in *Housing a Changing City* is to double the pace of middle-income workforce housing production, creating 20,000 units citywide by 2030. Reaching this goal will require 15,000 new units of housing. Of these, approximately 4,000 units will be created via the Inclusionary Development Policy or from units subsidized in mixed-income developments.<sup>29</sup>

### RESILIENCE QUALITIES



### RESILIENCE VALUE



**TIMEFRAME** Short-Term

### IMPLEMENTATION PARTNERS

**City:** Office of Housing Stability, Boston Home Center

**Community/Private Sector:** Rebuilding Together Boston



**ACTION**

**Home Ownership and Maintenance**

Continue to grow homeownership through down-payment assistance, educational efforts, and support throughout the purchasing process while working to support existing homeowners, including older adults and working class families. We will work to strengthen Boston Home Center’s (BHC) no-interest loan program for home repairs,<sup>30</sup> to help people stay in their homes.

**ACTION**

**Affordable Housing Production**

Strengthen policies that encourage the production and maintenance of deed-restricted low-, moderate-, and middle-income housing. These policies include the Inclusionary Development Policy (IDP) and Linkage Fee, the reuse of surplus City parcels as locations for affordable housing, and the Community Preservation Act.<sup>31</sup>

**ACTION**

**Anti-Displacement Legislative Package**

Advocate for Mayor Walsh’s recently announced statewide anti-displacement legislative package. These policies would make legal representation in eviction proceedings a right; allow the City to amend the zoning code to protect the IDP; require landlords to notify the City in case of eviction; allow tenants and nonprofits to purchase properties subject to foreclosure before they are placed on the open market; and provide an income tax credit of \$1,500 to landlords who provide unsubsidized units at below-market rents to qualifying households.<sup>32</sup>

**LIFE COURSE OUTCOMES**



SAFE, HEALTHY, AFFORDABLE, STABLE HOUSING



ACHIEVING POSITIVE NET WORTH



RETIREMENT SAVINGS & ECONOMIC SECURITY



SUFFICIENT RESOURCES TO “AGE IN PLACE” OR “AGE IN COMMUNITY”



Photo Credit: City of Boston

# Create an Economic Mobility Lab

**WHAT** Plan development of an Economic Mobility Lab that would work across City departments and agencies to advance economic mobility for Bostonians. The Lab would analyze existing programs and policies; highlight and expand interventions that are most effective; and pilot innovative, scalable solutions to promote economic security for everyone. Key preliminary areas of focus would include programs addressing vocational training, middle-income housing, and childcare.

**WHY** Currently, many Bostonians lack the economic resources to achieve self-sufficiency. Moreover, economic opportunity differs starkly by race. A lack of retirement and financial savings, lower homeownership rates, and rates of debt contribute to the long-term economic challenges facing Bostonians of color. These factors also mean that short-term disruptions have significantly greater acute impacts on these families, generating extreme stress.<sup>33</sup>

**RESILIENCE QUALITIES**

**RESILIENCE VALUE**

█	CITYWIDE	█
█	COMMUNITY	█
█	ORGANIZATION	█
█	INTERPERSONAL	█
█	INDIVIDUAL	█

RESILIENCE | RACIAL EQUITY

**TIMEFRAME** Midterm

**IMPLEMENTATION PARTNERS**

**City:** Mayor’s Office of New Urban Mechanics, Mayor’s Office of Policy, Economic Development Cabinet, Boston Planning & Development Agency, Office of Workforce Development, Office of Financial Empowerment, Boston Public Schools, Boston Public Health

**Community/Private Sector:** UMass Boston, The Rockefeller Foundation, 100RC



Photo Credit: Mayor's Office of Workforce Development

**ACTION**

**Research and Analysis**

Conduct in-depth analyses while also utilizing the latest available academic research. This analytic capability would allow the Lab to develop targeted interventions that address the specific needs of smaller populations—for example, low-income youth, single mothers, and formerly incarcerated individuals.

**ACTION**

**Scaling Success**

Focus on scaling programs that are transferable to other populations in order to ensure that all Bostonians benefit from innovative solutions.

**ACTION**

**Service Coordination**

Build upon Boston's *Economic Inclusion and Equity Agenda* by connecting existing programs with proven track records to one another, fostering connections between disparate City agencies working to strengthen the safety net for families in need. This would ensure that residents and families are able to take advantage of the full array of programs and services that may apply to them.

**LIFE COURSE OUTCOMES**

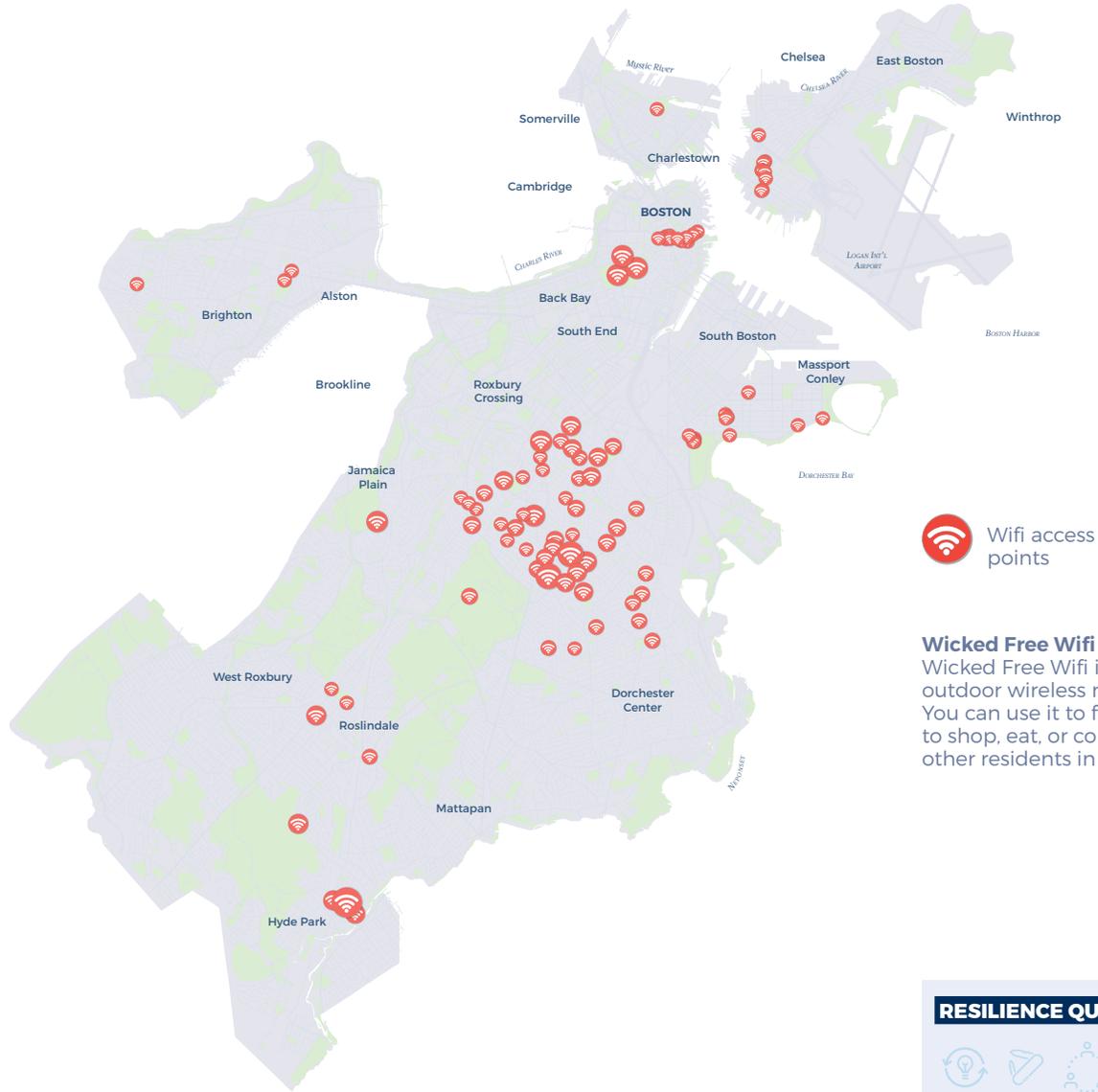
STABLE FULL-TIME EMPLOYMENT AT 300% FPL

ACHIEVING POSITIVE NET WORTH

ADEQUATE HEALTH INSURANCE

RETIREMENT SAVINGS & ECONOMIC SECURITY

SUFFICIENT RESOURCES TO "AGE IN PLACE" OR "AGE IN COMMUNITY"



**Wicked Free Wifi**  
Wicked Free Wifi is Boston's outdoor wireless network. You can use it to find places to shop, eat, or connect with other residents in the city.

# Increase Access to Broadband and Wifi

**WHAT** Provide high-quality broadband access to all Boston Public Schools students, and prioritize the expansion of quality public wifi coverage to communities with high concentrations of subsidized housing.

**WHY** The “digital divide” between Bostonians connected to the internet and those who lack full access disproportionately impacts Boston residents of color.<sup>34</sup> Bostonians of color require equitable access to technology, internet connectivity, and digital-skill building in order to participate fully in emerging job markets and entrepreneurial opportunities.

**RESILIENCE QUALITIES**

**RESILIENCE VALUE**

██████████	CITYWIDE	██████████
██████████	COMMUNITY	██████████
██████████	ORGANIZATION	██████████
██████████	INTERPERSONAL	██████████
██████████	INDIVIDUAL	██████████

**RESILIENCE** | **RACIAL EQUITY**

**TIMEFRAME** Midterm

**IMPLEMENTATION PARTNERS**

**City:** Department of Information Technology/ Office of Digital Equity, Boston Public Schools, Boston Housing Authority



Photo Credit: Mark Pijanowski/BPS

**ACTION**

**Internet Access in Schools**

Provide quality internet access to all BPS school campuses to ensure that young Bostonians can begin developing digital skills at a young age.

**ACTION**

**Internet Access in Housing Developments**

Expand affordable internet options across the City, including for residents of subsidized housing developments.

**ACTION**

**21st Century Access Fund**

Provide support to programs that help underconnected communities fully connect and participate in today's media and information landscape. Priority will be given to projects that align with the City of Boston's Broadband and Digital Equity goals of: expanding access to affordable and up-to-date digital tools; creating new and expanding existing digital skills learning opportunities; and increasing the adoption of high-speed internet in the home.



Photo Credit: Mark Pijanowski/BPS

**LIFE COURSE OUTCOMES**

PROFICIENT 4TH GRADE MATH, READING, & SOCIOEMOTIONAL SKILLS

PROFICIENT, GOOD GRADES, 8TH GRADE MATH, READING, & SOCIOEMOTIONAL SKILLS

HIGH SCHOOL GRADUATION (COLLEGE AND CAREER READY)

COLLEGE OR POSTSECONDARY CREDENTIAL

SAFE, HEALTHY, AFFORDABLE, STABLE HOUSING

## Boston Ujima Project

The Ujima Project is a community wealth building “ecosystem” rooted in working-class communities of color that seeks to organize “neighbors, workers, business owners, and investors to build a new community-controlled economy in Greater Boston.”



Photo Credit: Boston Ujima Project

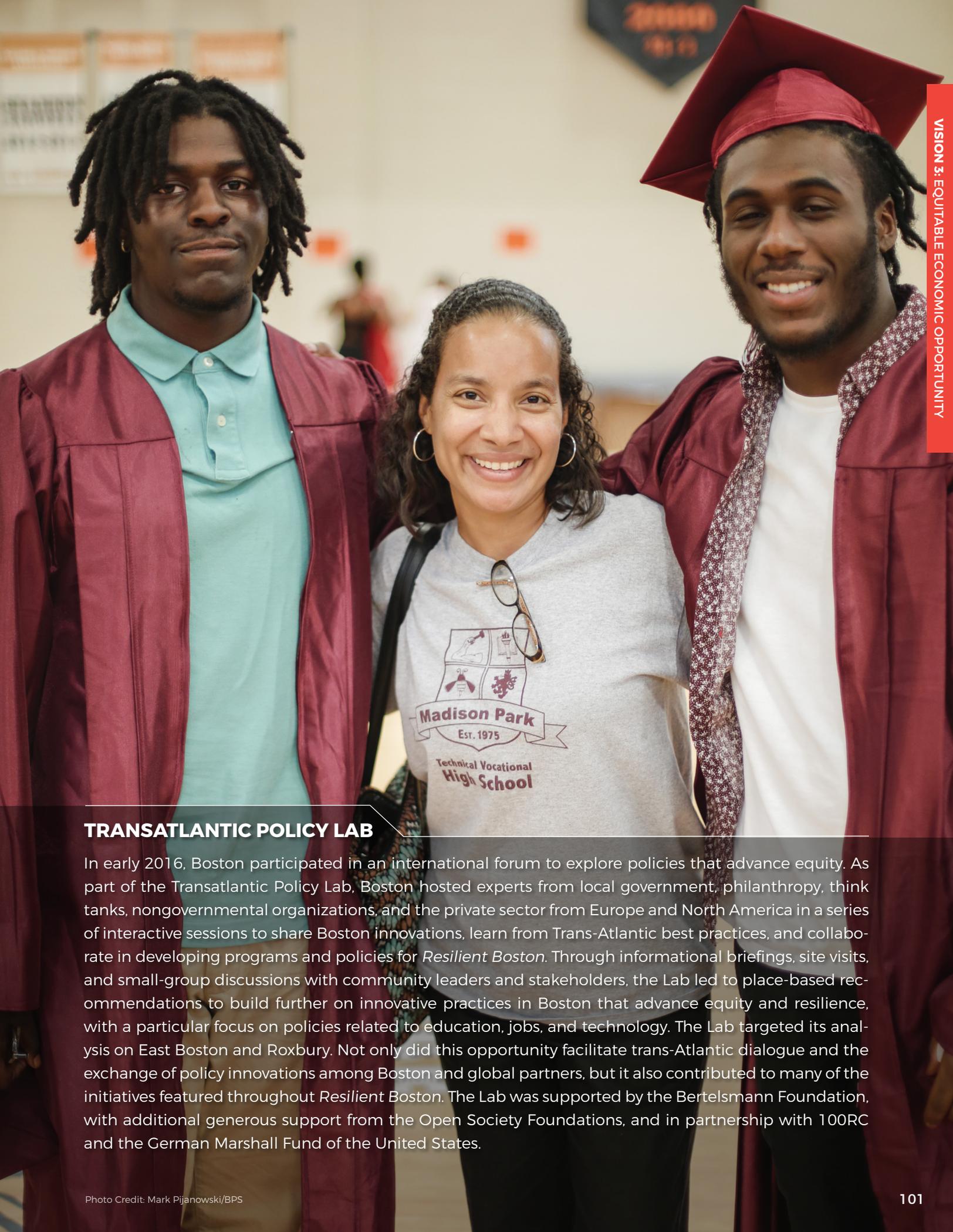
Ujima brings community members together to pool resources and allocate these resources democratically to meet their own needs. The Ujima Project is building a Community Capital Fund that will pool savings and investments from its diverse membership and leverage that equity to pursue additional capital from universities, union pension funds, foundation endowments, and local banks and credit unions. Ujima then hosts democratic neighborhood assemblies to engage members in a participatory budgeting exercise to distribute this capital to help meet the enterprise, housing, and consumer needs of the community. In August 2016, Ujima organized more than 170 individual community members to invest \$10,000 in a crowd-funding campaign to lend to local Ujima businesses, and recruited three nonprofit and private institutional matching investors, bringing the total investment fund to \$20,000.

Ujima is also working to establish community standards for the kind of housing, jobs, and commercial development needed to build wealth in working-class communities of color. These standards will consider business practices, such as living wages, CORI-friendly hiring, local purchasing, environmental impact, and affordability. Local businesses that adopt these standards will receive a special Good Business certification and will be eligible to join Ujima’s Business Alliance, gaining access to capital, technical assistance, cooperative purchasing, human resource programs, and other joint ventures to strengthen operations and market share. Ujima will also advance campaigns for the local government and anchor institutions to direct their investments, subsidies, and procurement dollars to Ujima’s network of certified good businesses and nonprofit developers.

Programs like these are advancing community wealth building in Boston. To learn more about the Ujima Project, visit [www.bostonujimaproject.com](http://www.bostonujimaproject.com).



Photo Credit: Boston Ujima Project



## TRANSATLANTIC POLICY LAB

In early 2016, Boston participated in an international forum to explore policies that advance equity. As part of the Transatlantic Policy Lab, Boston hosted experts from local government, philanthropy, think tanks, nongovernmental organizations, and the private sector from Europe and North America in a series of interactive sessions to share Boston innovations, learn from Trans-Atlantic best practices, and collaborate in developing programs and policies for *Resilient Boston*. Through informational briefings, site visits, and small-group discussions with community leaders and stakeholders, the Lab led to place-based recommendations to build further on innovative practices in Boston that advance equity and resilience, with a particular focus on policies related to education, jobs, and technology. The Lab targeted its analysis on East Boston and Roxbury. Not only did this opportunity facilitate trans-Atlantic dialogue and the exchange of policy innovations among Boston and global partners, but it also contributed to many of the initiatives featured throughout *Resilient Boston*. The Lab was supported by the Bertelsmann Foundation, with additional generous support from the Open Society Foundations, and in partnership with 100RC and the German Marshall Fund of the United States.



Photo Credit: Mark Pijanowski/BPS

# Prepare all Students for Equitable Postsecondary Education and Career Opportunities

**WHAT** Improve access and outcomes for students of color through equitable educational pathways, supporting all students so that they can succeed in postsecondary education, training, and career opportunities.

**WHY** Ensuring that all BPS students graduate from high school ready to succeed in postsecondary education, training, or careers is one of the most effective ways to provide Bostonians with lifelong economic opportunities. While graduation rates for all students have generally increased over the past several years, these gains have not been equitable. For example, the graduation rate for White students is 13.2 percentage points higher than that of their Black peers.<sup>35</sup> By working to provide all students with rigorous academic options and career preparation, we can reduce these gaps and promote economic mobility for all Bostonians.

### RESILIENCE QUALITIES



### RESILIENCE VALUE



**TIMEFRAME** Midterm

### IMPLEMENTATION PARTNERS

**City:** Boston Public Schools, Office of Workforce Development

**Community/Private Sector:** Roxbury Community College, Bunker Hill Community College, Massachusetts Bay Community College, Commonwealth of Massachusetts

## RESTORATIVE PRACTICES IN EDUCATION

Restorative practices in education center around the need to “restore good relationships when there has been conflict or harm.” Restorative practices seek to resolve conflicts in a healthy and productive manner while reducing the potential for future conflicts to arise. These practices can improve the well-being and educational outcomes of students of color across the city.<sup>36</sup>



Photo Credit: Mayor's Office of Workforce Development



Photo Credit: Mark Pijanowski/BPS



Photo Credit: Mark Pijanowski/BPS

**ACTION**

**Restorative Education**

Work with the BPS Office of Social Emotional Learning and Wellness to strengthen efforts that reduce truancy and promote restorative practices, two strategies that are proven to improve educational outcomes and engagement. For instance, the Opportunity Youth Department, launched during the 2016–2017 school year, provides training and resources to help schools address attendance issues and to connect students with additional services when necessary. BPS is also integrating social emotional learning into K-12 curricula and expanding positive behavior intervention and support, models such as the Comprehensive Behavioral Health Model.

**ACTION**

**Dual Enrollment**

Collaborate with BPS and local higher-education institutions to introduce a dual-enrollment program that allows students to earn tuition-free college credits while in high school.

**ACTION**

**Tuition-Free Higher Education**

Build upon existing partnerships between BPS and community colleges to provide tuition-free degrees for BPS graduates at four-year public colleges. Currently, full tuition and mandatory fees are covered for eligible BPS graduates to attend three community colleges. We will develop a strategy for expanding the program to include four-year public colleges to help more Bostonians access the lifelong benefits of these valuable educational options. In addition to addressing the cost of higher education, the City also plans to address other barriers to access through integrated support services, such as remedial classes, and career navigation services.

**ACTION**

**Connect Education to Employment**

Connect emerging employers with educational institutions to better provide Bostonians with the skills they need to thrive in the local economy. This includes helping Boston residents secure internships, apprenticeships, and other entry points into the workforce.

**LIFE COURSE OUTCOMES**

HIGH SCHOOL GRADUATION (COLLEGE AND CAREER READY)

COLLEGE OR POSTSECONDARY CREDENTIAL

COLLEGE OR POSTSECONDARY CREDENTIAL COMPLETION

STABLE FULL-TIME EMPLOYMENT AT 300% FPL

ACHIEVING POSITIVE NET WORTH

ADEQUATE HEALTH INSURANCE

RETIREMENT SAVINGS & ECONOMIC SECURITY



Photo Credit: Mark Pijanowski/BPS

# Improve Early Childhood Education Outcomes

**WHAT** Support the expansion of high-quality, universal pre-K, and strengthen programs that help young Bostonians build their social and emotional well-being.

**WHY** High-quality pre-K and early childhood education is a critical pathway to economic opportunity. Yet due to persistent gaps, not all young Bostonians have access to these educational options. In addition, an important approach to helping children and youth thrive academically is supporting their social and emotional well-being. On average, for every \$1 invested in Social Emotional Learning (SEL) programming, there is a return of \$11.<sup>37</sup> There are opportunities for organizations serving children and youth to take a resilience-building approach to support children in need while addressing multiple challenges holistically.

## RESILIENCE QUALITIES



## RESILIENCE VALUE



**TIMEFRAME** Short-Term

## IMPLEMENTATION PARTNERS

**City:** Boston Public Schools, Office of Workforce Development

**Community/Private Sector:** Boston Basics, Bunker Hill Community College, Full Frame Initiative, Eos Foundation, Metro Credit Union



Photo Credit: Mark Pijanowski/BPS



Photo Credit: Mark Pijanowski/BPS

**ACTION**

**Resilience-Building Approach for Children and Youth**

Build upon Full Frame Initiative’s 5 Domains of Wellbeing to provide a resilience-building approach for organizations educating and providing services to children and youth in Boston.<sup>38</sup> The resilience-building approach incorporates social and emotional learning, helping children develop their identities, particularly students of color. Organizations will learn to teach students about racism, their racial identities, and other social justice issues, as well as how to take individual and organizational action.

**ACTION**

**Children’s Savings Accounts**

Expand Boston Saves, the City’s children’s savings account program currently offered to kindergarteners in 11 pilot schools, to include all public schools with K2 classrooms. Continue building partnerships with community-based organizations and financial institutions to ensure participation across the city, paying special attention to vulnerable populations.

**ACTION**

**Universal Pre-K (UPK)**

Build upon existing efforts to establish universal high-quality pre-K in Boston. Mayor Walsh recently proposed legislation that would eliminate the opportunity gap in early childhood education by creating hundreds of additional high-quality pre-K seats by 2025, including in high-needs neighborhoods. To lay the foundation for this effort, the fiscal year 2018 BPS budget—the largest in BPS history—includes \$600,000 to continue the expansion of BPS pre-K seats and to hire a UPK director. The priorities of the program expansion over time will also focus on developing a governance and oversight system for the UPK program, providing professional development and support, implementing funding strategies to finance UPK, and implementing strategic communication plans for the program.

**ACTION**

**Boston Basics**

Train parents in low-income communities in research-based, proven approaches to support their children at their earliest stages of development to promote students’ educational success.

**LIFE COURSE OUTCOMES**



KINDERGARTEN READY (COGNITIVE AND SOCIAL SKILLS)



PROFICIENT 4TH GRADE MATH, READING, & SOCIOEMOTIONAL SKILLS



PROFICIENT, GOOD GRADES, 8TH GRADE MATH, READING, & SOCIOEMOTIONAL SKILLS



COLLEGE OR POSTSECONDARY CREDENTIAL

VISION



4

# CONNECTED, ADAPTIVE CITY

Increased connectivity of communities of color while adequately preparing for threats to infrastructure used by all Bostonians.



An aerial photograph of Boston, Massachusetts, showing a dense urban landscape with a mix of brick buildings, modern high-rises, and green spaces. The sky is clear and blue. A large quote is overlaid on the lower half of the image.

**“We are committed to addressing climate change head on and will accelerate Boston’s efforts to become carbon neutral by 2050. Fighting climate change means fighting for all those affected by worsening air quality, extreme heat, eroding coastlines—issues that will continue to impact residents for generations to come.”**

**—Martin J. Walsh, Mayor**

## VISION



## 4

# CONNECTED, ADAPTIVE CITY

We envision a Boston where *all* residents are connected to each other and to their city through resilient infrastructure and systems that meet the needs of all families. These connected communities will be prepared for and can adapt to the urgent threat of climate change.

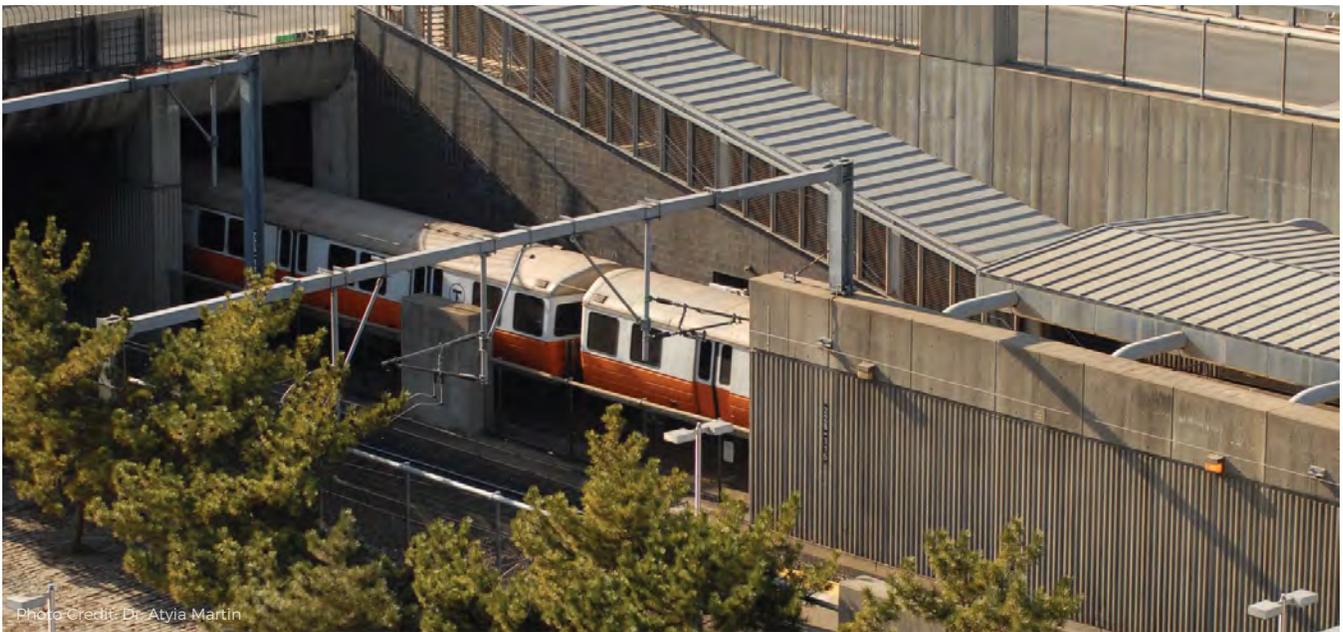
**GOAL 4.1:** Develop a redundant and reliable public transportation network to provide equitable accessibility for all Bostonians.

**GOAL 4.2:** Prepare for the impacts of climate change and other threats while accelerating sustainable infrastructure, environment, and communities.

**GOAL 4.3:** Improve the collaboration of partners working in Boston communities to address climate change and other emergencies.

## RESILIENCE AND RACIAL EQUITY LENS: ENVIRONMENTAL JUSTICE

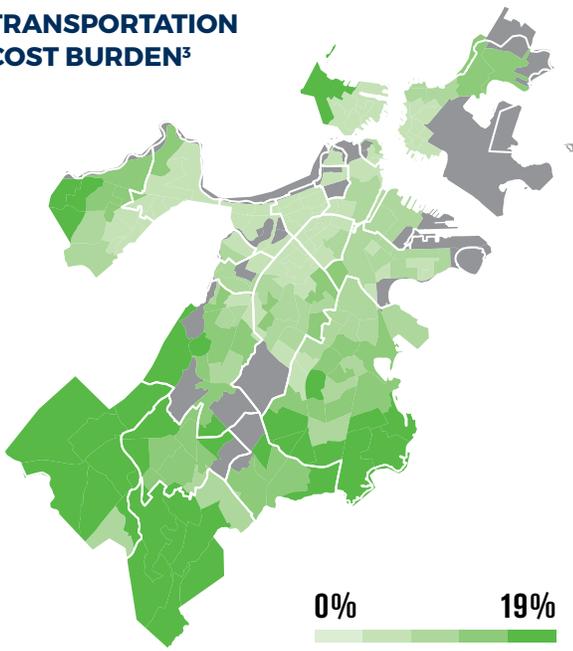
*Resilient Boston* has identified specific initiatives considering environmental justice for people of color and low-income communities. Communities of color are often disproportionately impacted by environmental shocks and stresses and are less likely to have access to the political power necessary to rectify these disparities.<sup>1</sup> The City of Boston is committed to simultaneously addressing racial equity and environmental challenges through community-led plans and adaptation measures. To that end, we will partner closely with people of color who are already working at the grassroots level to address the policies, programs, and practices that enable environmental disparities.



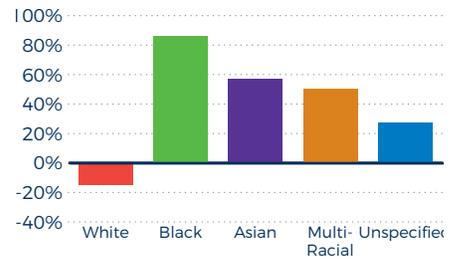
Building a **connected, adaptive city** will require us to strengthen human and social connections and develop the strong, reliable, and flexible physical infrastructure necessary to support a thriving Boston for generations to come. Boston is a coastal city; our waterfront assets are facing an increased risk of flooding, impacting our homes, jobs, and systems. The city's public transportation accessibility and mode options are strong overall, but the current distribution of transit service throughout the city leaves some communities without reliable access and others *with* direct access but little to no redundancy in the event of an interruption.<sup>2</sup> Connecting Bostonians to each other and their city means investing in resilient infrastructure to protect assets and close gaps in distribution; it also means partnering with communities to champion resilience-building efforts together. And most importantly, it means close partnership and collaboration with the Massachusetts Department of Transportation (MassDOT) to ensure that funding and infrastructure support this vision. Boston's transportation system works in collaboration with the state and requires a great deal of partnership and coordination between the state and local municipalities.



**TRANSPORTATION COST BURDEN<sup>3</sup>**



**HOW DIFFERENT RACES/ETHNICITIES ARE UNDER-OR OVER-REPRESENTED AMONG TRANSIT USE<sup>4</sup>**



**MEAN TRAVEL TIMES BY RACE AND TRAVEL MODE IN MINUTES<sup>5</sup>**

■ Black  
■ White



**GOAL 4.1** Develop a redundant and reliable public transportation network to provide equitable accessibility for all Bostonians.

By improving the redundancy and reliability of our transportation system, we will combat transit disruptions caused by climate change impacts and other disruptions that can lead to infrastructure failure. Our goal is to ensure that all Bostonians can easily access the opportunities that Boston has to offer. Today, Boston neighborhoods with high concentrations of populations of color suffer from the highest transportation costs, adding an additional stress to communities that can afford it the least. During extreme weather events, which are becoming more frequent due to climate change, these vulnerable communities are most affected by shutdowns in public transit, which disrupt access to jobs and can trigger lasting financial impacts.<sup>6</sup> Go Boston 2030, the City's 15-year transportation vision, advances actions that prioritize making travel predictable on Boston's transit and roadway networks by developing a dense system of interconnected walking, biking, transit, and driving networks. We will support the implementation of these efforts by applying a resilience and racial equity lens to key initiatives.

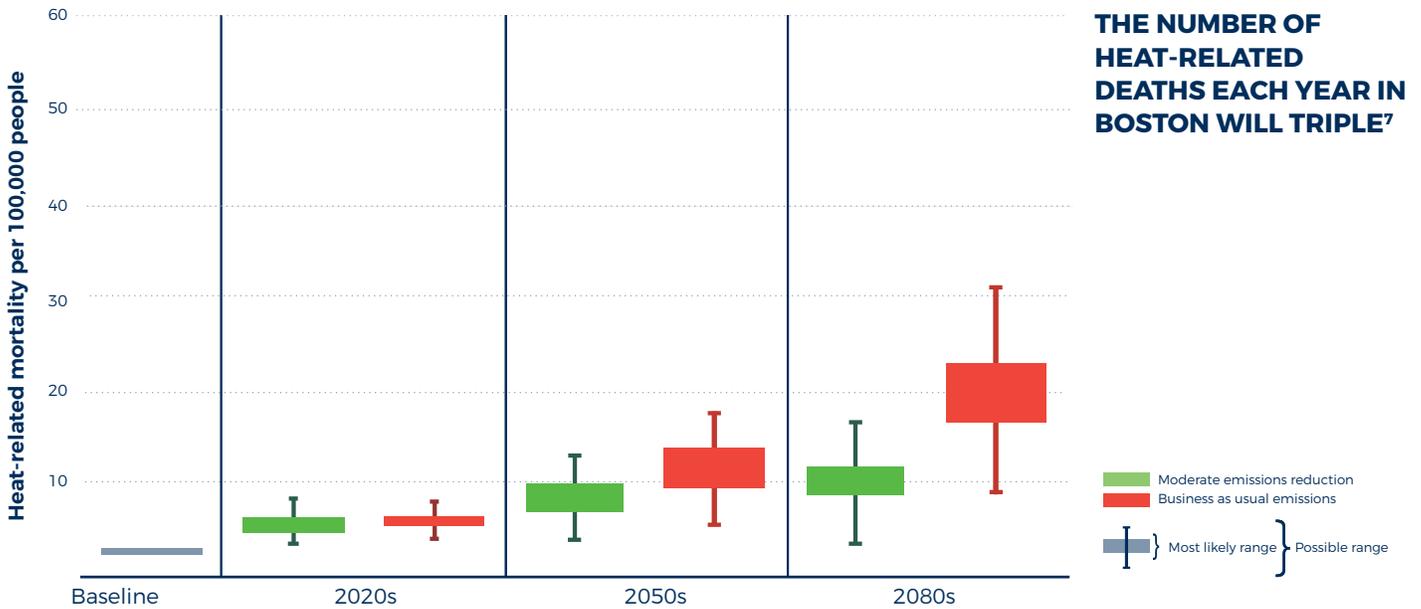


**TARGETS**

- **Ensure** that every home in Boston will be within a ten-minute walk of a rail station or key bus route stop, Hubway station, and carshare by 2030
- **Reduce** the transportation cost burden for very low-income individuals to the citywide average for a median household
- **Reduce** Bostonians' average commute to work time by 10 percent
- **Decrease** average commute times for families of color by 15 percent

**SHOCKS AND STRESSES**





## GOAL 4.2 Prepare for the impacts of climate change and other threats while accelerating sustainable infrastructure, environment, and communities.

A connected and adaptive Boston means that communities across the city can prepare for the urgent and increasing impacts of climate change. Climate change is leading to increased flooding in coastal and inland communities throughout the city, as well as a greater frequency of extreme weather events. The city’s summers are also getting hotter, putting Bostonians at greater risk of respiratory and cardiovascular diseases, mental health challenges, and loss of life.<sup>8</sup> The City is advancing a robust set of targeted initiatives, through *Greenovate Boston* and *Climate Ready Boston*, that will prepare Bostonians for the effects of climate change. We will further these initiatives by developing place-based strategies designed to make communities less vulnerable to threats like flooding and extreme heat. We will also invest in resilient and affordable energy systems to ensure that our communities are not only using efficient and green energy, but will also remain connected during major disruptions to the energy grid following a shock.

### TARGETS

- **Increase** the tree canopy coverage, number of cool roofs, and number of neighborhood groups with established plans for coping with urban heat island effects in neighborhoods threatened by extreme heat
- **Increase** the number of critical services/ service providers with redundant energy sources
- **Increase** the number of resilient and accessible green spaces in underrepresented communities.

### SHOCKS AND STRESSES



## GOAL 4.3 Improve the collaboration of partners working in Boston communities to address climate change and other emergencies.

Strategic partnerships between City government and Bostonians can prepare them for climate change impacts by connecting communities to resilience-building opportunities. Communities with both formal and informal social networks are able to bounce back stronger no matter what challenges they face. However, communities facing chronic stresses—such as poverty or regular incidents of neighborhood violence—may find preparing for emergencies to be particularly difficult. Shared climate change impacts and emergency preparedness can provide common ground to foster stronger connections between neighbors, businesses, nonprofits, and government. We will advance a more integrated approach that leverages existing partnerships between community organizations and the neighborhoods that they serve to build resilience from the ground up. We will achieve this by collaborating directly with community-based organizations already working in neighborhoods across Boston to develop strategies to address the various effects of climate change and to strengthen community preparedness.<sup>9</sup>

### TARGETS

- **Increase** the number of neighborhoods with community preparedness plans that include neighborhood risks to climate change
- **Reduce** potential economic loss and any loss of life from severe weather events
- **Increase** the number of Boston residents and businesses that are prepared to return to work 72 hours after a severe weather event

### SHOCKS AND STRESSES



## CIVIC COMMUNICATIONS INFRASTRUCTURE AND RESILIENCE

Reliable civic communications infrastructure is essential to community resilience. Whether coming together in celebration, peaceful protest, or in times of emergency, residents should be able to communicate with each other, City government, and those far away. In this spirit, the City and community partners will explore ideas for ad hoc or agile communication systems, policy changes, and other ways to support open and continuous communication processes and provide a basic communications safety net, even when traditional channels of communication are insufficient or otherwise unavailable.



## Sea Level Rise in Boston

The City of Boston recently released up-to-date projections related to future climate change. The message that these projections send is unambiguous: the pace of relative sea level rise is accelerating here in Boston, demanding a coordinated response. By 2050, sea levels may be as much as 1.5 feet higher than they were in 2000; by 2070, they may be as much as **3 feet** higher than they were then.<sup>10</sup>

The area of Boston exposed to stormwater flooding is projected to grow steadily throughout the century. As early as the 2050s, 7 percent of the total land area in the city could be exposed to frequent stormwater flooding from 10-year, 24-hour rain events. As the sea level continues to rise, the likelihood of major floods will increase from a 1 percent annual chance to a monthly reality.<sup>11</sup>

Higher sea levels, along with increasing extreme storm and precipitation events, means increased

flooding along our shores and within our communities, putting stresses on our sewer, transportation, and building infrastructure systems.<sup>12</sup> With *Climate Ready Boston* and related planning efforts such as *Resilient Boston*, we are readying ourselves, our communities, and our homes to face these changes.

For our most vulnerable, the geographic distribution of coastal and inland riverine flooding could mean disproportionate impacts both at home and work, affecting the local and regional economy through physical damages, stress factors (mental stress and anxiety and lost productivity), displacement costs, and losses due to business interruption.<sup>13</sup> Partnering with our communities to better understand, prepare for, and mitigate climate risks strengthens our citywide, community, and personal resilience.



# Advance Resilient Transportation Systems

**WHAT** Build a more resilient transportation network by improving access in key corridors, adapting transport infrastructure to climate change, and ensuring equitable distribution of resources.

**WHY** More resilient and equitable transportation networks will ensure that all Bostonians are able to access all parts of the city safely and reliably. It also means that we will be able to better withstand major disruptions. We are putting pedestrians, bicyclists, and transit users on an equal footing with motor-vehicle drivers to improve the quality of life in Boston by creating streets that are both great public spaces and sustainable transportation networks. Furthermore, by leveraging the resilience and racial equity lens and investing in key corridors, such as the Fairmount/Indigo line, the City of Boston and the Commonwealth of Massachusetts are prioritizing service improvements while ensuring that our transportation networks meet the needs of all Bostonians. As we have seen in past major storms, our transit system is vulnerable to major disruptions from the impacts of climate change.<sup>14</sup> Adapting our system to withstand these emerging threats is critical for all Bostonians. Our sidewalks are an important part of our multimodal transportation network and need to be safe and reliable for everyday use. We will ensure that sidewalk repairs are more equitably distributed throughout the city.

## RESILIENCE QUALITIES



## RESILIENCE VALUE



**TIMEFRAME** Midterm

## IMPLEMENTATION PARTNERS

**City:** Public Works, Transportation Department

**Community/ Private Sector:** Massachusetts Bay Transportation Authority, Transportation for All



Photo Credit: City of Boston



Photo Credit: Flickr user Mike Knell

**ACTION****Fairmount Indigo Line Service Improvements to Promote Equity**

Develop the business case for the Massachusetts Bay Transportation Authority (MBTA) to invest in the Fairmount Indigo Line to meet the city's growing transportation needs and address longstanding transportation inequities. *Imagine Boston 2030* identified the Fairmount/Indigo Line as a key corridor for expanding access to opportunity and reducing disparities through coordinated investments in transportation, neighborhood vibrancy, and education. *Go Boston 2030* has similarly prioritized improving Fairmount Line service. To advance these key goals, the City will partner with the MBTA to mobilize investment in these much-needed improvements while ensuring affordability.

**ACTION****Sidewalk Maintenance Policy**

Revamp Boston's sidewalk policy to address sidewalk maintenance and repair by more proactively collecting data on sidewalk conditions citywide. Currently, our sidewalk policy depends upon notifications from concerned residents to the City's 311 service.<sup>15</sup> Putting the onus on residents means that resources are likely to be unevenly distributed to neighborhoods with high 311 utilization. We will explore new methods of gathering sidewalk data—including the deployment of inspection units—and develop a more systematic approach to evenly allocating scarce resources for sidewalk repairs.

**ACTION****Climate Resilient Transportation Infrastructure**

Ensure that key transportation networks can withstand the impacts of climate change while promoting an improved quality of life. *Go Boston 2030* put forth an aspirational target that all transportation systems will remain operational during a flood or snow event, with sufficient alternatives provided to residents in the event of disruptions. While planning for necessary climate resilience upgrades to our transit infrastructure, we will leverage all opportunities to create multiple benefits. For instance, when a station is being retrofitted for sea level rise, we can leverage that investment to also mitigate heat and promote equity. The Fairmount/Indigo Line, already a strong candidate for investment, is ideally positioned to unlock resilience value for Bostonians by ensuring that it is not just more accessible and better serviced but also resilient to climate change.



# Develop Place-Based Mitigation and Adaptation Strategies

**WHAT** Develop neighborhood-based climate resilience plans that benefit households citywide and promote environmental justice.

**WHY** Many Boston residents are unaware of the specific threats that climate change poses to their communities, as well as the simple and affordable strategies that they can take to prepare for those threats. Vulnerable populations, which often bear the disproportionate burden of climate change impacts, such as extreme heat and stormwater flooding, often lack access to the information and resources that they need to prepare for these impacts.

### RESILIENCE QUALITIES



### RESILIENCE VALUE



**TIMEFRAME** Short-Term

### IMPLEMENTATION PARTNERS

**City:** Environment, Energy, and Open Space Cabinet, Boston Planning & Development Agency

**Community/Private Sector:** Neighborhood of Affordable Housing, Harvard Graduate School of Design, New Jersey Institute of Technology Technical Assistance to Brownfields Program

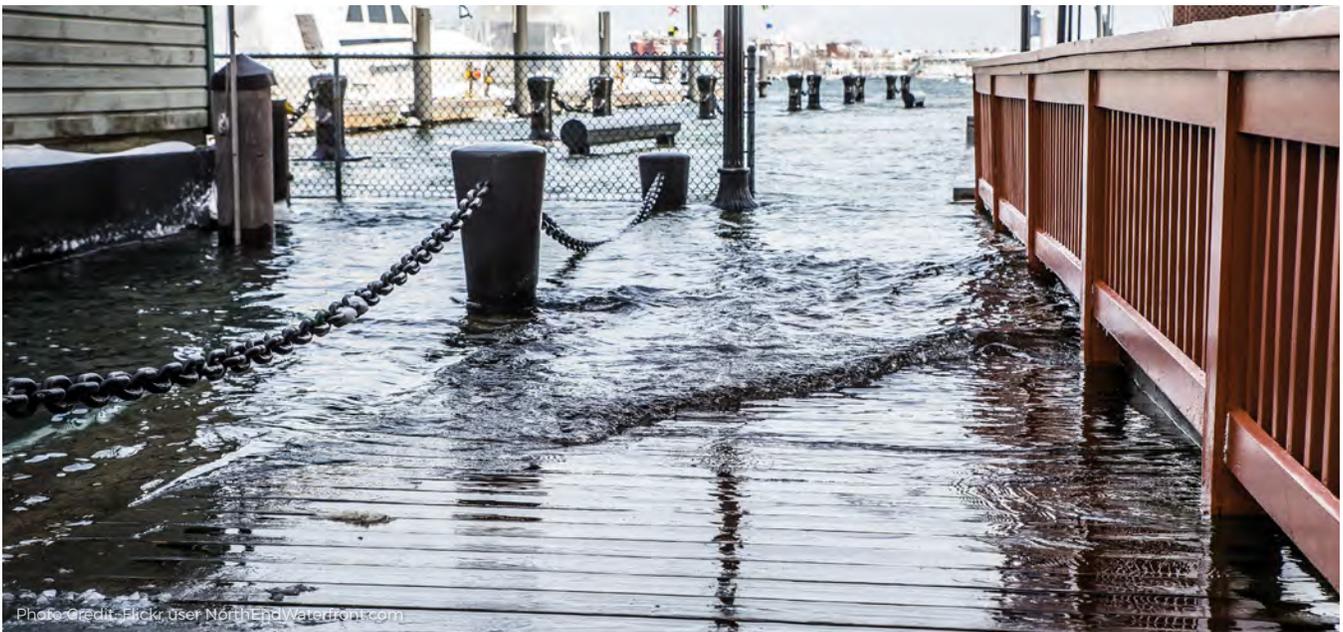


Photo Credit: Flickr user NorthEndWaterfront.com

#### ACTION

### Engagement and Research

Support the Climate CARE research study and community engagement campaign conducted by Neighborhood of Affordable Housing (NOAH) in East Boston by partnering with the Harvard Graduate School of Design to provide residents with information on environmental and climate change issues; help residents assess their own climate awareness; and provide resources to help residents prepare for the impacts of climate change at home.

#### ACTION

### Evaluation and Replication

Expand NOAH's East Boston pilot by first evaluating findings about the neighborhood's community needs, climate preparedness, and identified best practices for building resilience at the grass-roots level. Boston's Environment, Energy, and Open Space Cabinet will work to integrate lessons learned within *Climate Ready Boston's* community climate planning efforts, including those taking place at the district level. Armed with these findings, we will be able to provide guidance on replicating these community engagement and resilience-building efforts in other neighborhoods, while recognizing that each neighborhood presents its own unique challenges.

#### ACTION

### Remediation and Reactivation of Brownfields

Explore opportunities to remediate Brownfield sites and transform them into usable spaces that benefit adjacent communities. MORRE will convene government, nonprofit, and community partners—including organizations such as the New Jersey Institute of Technology Technical Assistance to Brownfields Program—to explain legal and regulatory requirements and share state and federal Brownfield remediation grant opportunities. By providing guidance and technical assistance, these convenings will help communities secure funding for Brownfield remediation and redevelopment to create community assets, such as housing or open space.



Photo Credit: Flickr user Sonia Keys

# Expand Distributed Energy to Vulnerable Communities

**WHAT** Develop action plans for Community Energy Solutions in areas with significant concentrations of critical facilities and vulnerable populations. We will implement resilient, low-carbon energy sources, including district energy, local energy generation, and microgrids, to provide critical alternative energy sources whenever Boston’s energy system is disrupted.

**WHY** Energy redundancy helps to ensure that critical facilities—such as grocery stores, pharmacies, senior homes, and affordable housing developments—can remain operational during and after extreme weather events. This redundancy is especially critical for cooling homes in neighborhoods that are most susceptible to the urban heat island effect. Redundancy can also protect neighborhoods from the increasing threat of cyberattacks on the power grid.<sup>16</sup> Finally, a clean energy microgrid provides environmental and economic benefits year-round by providing affordable energy that offsets the energy load from the main power grid, reducing day-to-day costs.

### RESILIENCE QUALITIES



### RESILIENCE VALUE



**TIMEFRAME** Long-Term

### IMPLEMENTATION PARTNERS

**City:** Boston Planning & Development Agency, Environment, Energy, and Open Space Cabinet

**ACTION**

**Lower Roxbury Microgrid Pilot**

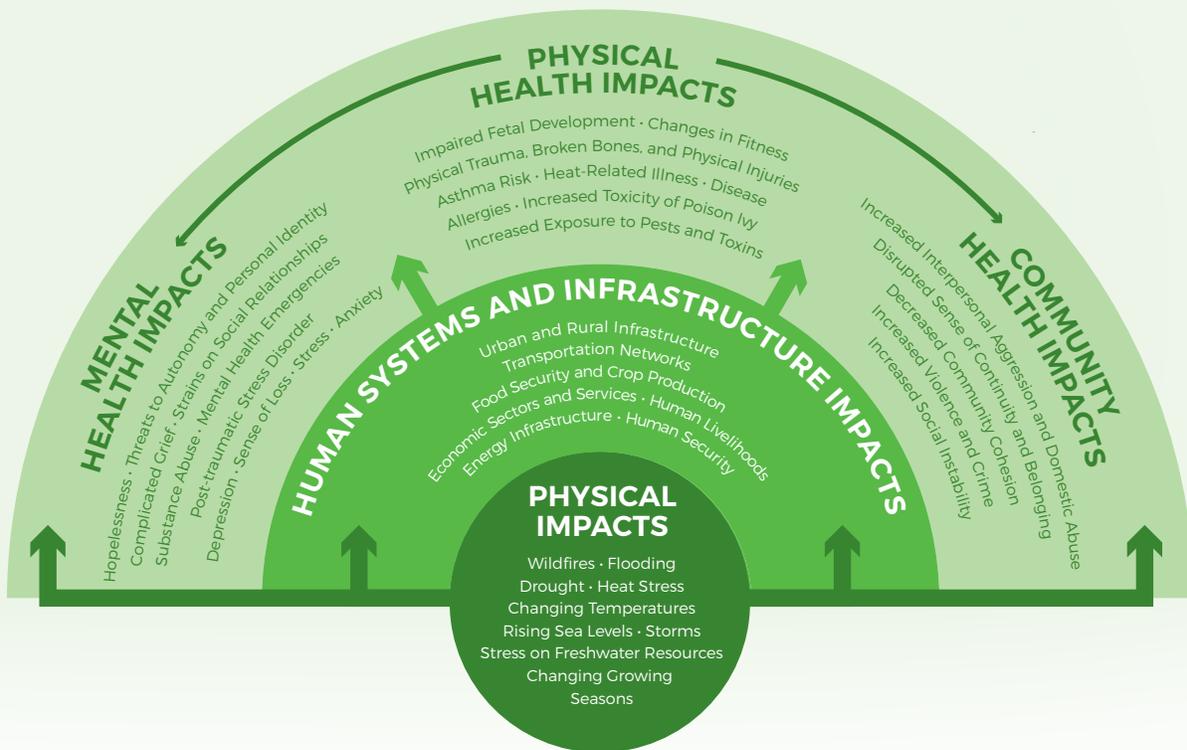
Prioritize the development of a microgrid in Lower Roxbury. MORRE previously supported the Boston Community Energy Study’s identification of a pilot location in Lower Roxbury for feasible microgrid investment based on the presence of social vulnerability, high-energy-use buildings, affordable housing, and the co-location of critical facilities.<sup>17</sup> A microgrid in Lower Roxbury could provide continuous power to critical sites used by local residents and provide substantial avoided monetary losses during neighborhood power outages.

**ACTION**

**Expand Microgrids**

Partner with communities to support the expansion of microgrids into other vulnerable communities. By design, microgrid projects can help create local, high-paying jobs and provide cost reductions for energy, both of which can provide significant benefits to vulnerable populations throughout Boston.<sup>18</sup> We will explore the possibility of building additional microgrids by supporting community engagement and research in additional neighborhoods.

**IMPACTS OF CLIMATE CHANGE<sup>19</sup>**



## The Guild

The Guild, founded in 2012, is a mission-driven social enterprise led by residents of color from Dorchester, Roxbury, Mattapan, and beyond, intent on transforming their neighborhoods into living labs of innovative thinking, healing, asset creation, green technology demonstration, resilience, and sustainable economic development. The Guild seeks to develop and pilot sustainability solutions and initiatives that promote racial equity, health, beauty, and prosperity.

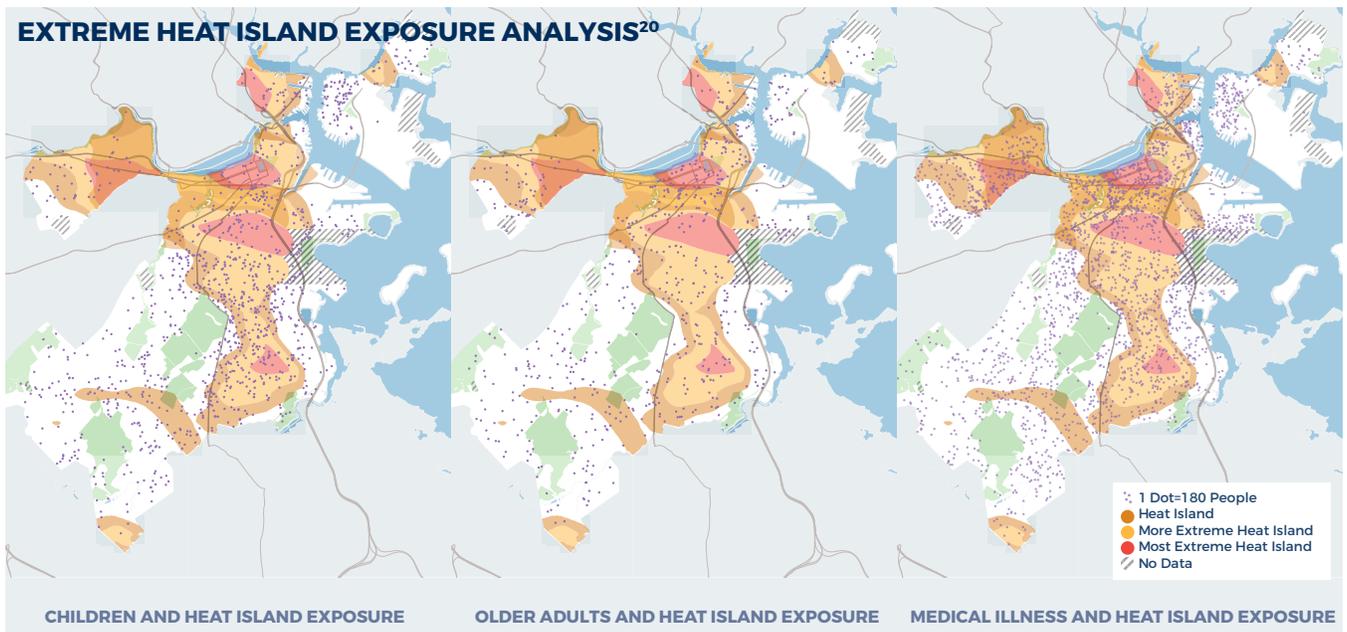
In 2012, the Guild partnered with the City of Boston across multiple departments (DND, ISD, ONS, Mayor's Office, Parks and Rec, Public Works) to design and pilot a temporary licensing arrangement whereby community members could ensure, improve, and steward public land resources for community benefit. The Guild describes its approach to transforming formerly vacant public land as "sustainable metroscaping," or an adaptable, interim land-use model for building inner-city capacity, environmental health, and economic opportunity in a way that responds directly to community needs, interests, and untapped skills. Formerly vacant sites are now hubs of community events, gatherings, fitness, dance and music classes, urban agriculture, and a lending library.

With a wide array of community residents and partners, the Guild has launched demonstration projects that shift local discourse toward community governance of public resources, healthy-eating wisdom in communities of color, alternative uses of public streets, interfaith collaboration, and the support and engagement of local entrepreneurs around community gaps and needs. The Guild initially licensed and took on stewardship of more than 35,000 square feet and, within the first year, engaged over 3,500 residents. Today the Guild has

expanded its footprint to Four Corners, Mattapan, and Roxbury and has engaged well over 19,000 community residents. By summer of 2017, the Guild will have under its stewardship more than 200,000 square feet of indoor and outdoor neighborhood venues.

The amazing work of the Guild reimagines our urban environment and contributes to Boston's resilience by developing new, self-sustaining models for socially and environmentally responsible economic development.





# Adapt for Extreme Heat

**WHAT** Conduct an analysis of extreme-heat threats that takes into account social vulnerability, and use this analysis to inform policy and investment decisions that prioritize populations with the greatest need.

**WHY** Extreme heat is one of the most disproportionately harmful climate change-related threats for people of color, low-income communities, older adults, people with medical illnesses, and children. *Climate Ready Boston* prioritized extreme temperatures as one of the major hazards Boston must address in order to adapt to climate change. The rate of increase in average temperatures is accelerating, meaning that Boston’s average summer temperatures and number of days with extreme heat will continue to increase over time. Increased instances of extreme heat are expected to become more commonplace in the near future as a result of climate change, and this heat can be especially dangerous in neighborhoods with older buildings and less green infrastructure, leading to what is known as the “urban heat island effect.”

## RESILIENCE QUALITIES



## RESILIENCE VALUE

█	CITYWIDE	█
█	COMMUNITY	█
█	ORGANIZATION	█
█	INTERPERSONAL	█
█	INDIVIDUAL	█
RESILIENCE		RACIAL EQUITY

**TIMEFRAME** Long-Term

## IMPLEMENTATION PARTNERS

**City:** Environment, Energy, and Open Space Cabinet, Elderly Commission, Boston Public Health Commission, Health and Human Services Cabinet

**Community/Private Sector:** Trust for Public Land



Photo Credit: Dr. Atyia Martin

#### ACTION

### Heat and Vulnerability Analysis

Use a resilience and racial equity lens to infuse social vulnerability into neighborhood heat analyses. We will build upon the ongoing work of the Trust for Public Land to map land surface temperature and identify potential high-priority locations for green infrastructure. This analysis will help the City to determine the most effective strategies for protecting Bostonians from extreme heat.

#### ACTION

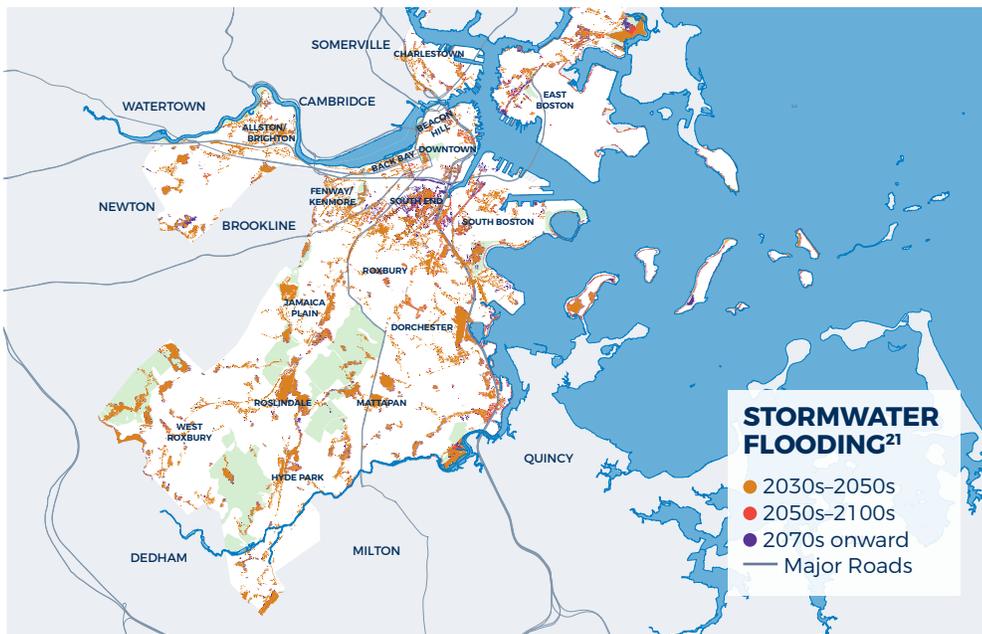
### Heat Adaptation Projects

Recommend heat island reduction strategies that will benefit vulnerable populations. Strategies may include deploying home cooling equipment, incentivizing cool roofs, expanding the tree canopy, and installing cool pavements.

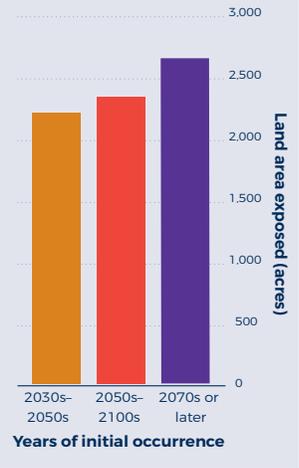
#### ACTION

### Boston's Heat Emergency Action Plan

Prioritize Roxbury for the implementation of the City's Heat Emergency Action Plan, reducing community members' vulnerabilities to extreme heat and then scaling up best practices city-wide. We will pilot practices that include leveraging neighborhood-level volunteers to check in on neighbors during heat events and will partner with nonprofits and healthcare providers to register disabled residents who lack cooling capacity in their homes.



**LAND AREA EXPOSED TO CHRONIC STORMWATER FLOODING<sup>22</sup>**



# Protect Vulnerable Communities from Impact of Flooding

**WHAT** Develop targeted neighborhood adaptation, preparation, and response measures to protect socially vulnerable communities from flooding.

**WHY** As projected in *Climate Ready Boston*, frequent stormwater flooding is expected to impact over 85,000 Bostonians as early as the 2070s, with every city neighborhood set to be exposed. The impacts of stormwater and riverine flooding include road disruptions, damage to residential and commercial property, and decreased mobility. These impacts will increasingly affect residents throughout Boston, with disproportionately disruptive effects on socially vulnerable populations.

Coastal flooding, distinct from more regular stormwater flooding, is also particularly dangerous for vulnerable populations. Projections developed for *Climate Ready Boston* indicate that there is a near-term risk to residents of East Boston, while a major coastal storm could also significantly impact areas of Roxbury and portions of Dorchester.

Targeting neighborhoods with higher proportions of vulnerable populations for flood adaptation measures will protect livelihoods while improving everyone’s quality of life.

**RESILIENCE QUALITIES**



**RESILIENCE VALUE**



**TIMEFRAME** Short-Term

**IMPLEMENTATION PARTNERS**

**City:** Environment, Energy, and Open Space Cabinet, Boston Planning & Development Agency

**Community/Private Sector:** 100RC



Photo Credit: Flickr user Adam Pieniazek

**ACTION****Neighborhood Water Management**

Partner with prioritized neighborhoods to co-design targeted upgrades to infrastructure facing high risk of stormwater flooding. We will advance the green infrastructure location plan called for in *Climate Ready Boston* that will help site and prioritize green infrastructure such as bioswales, rain gardens, permeable pavement, tree plantings, and green/blue roofs—many of which also reduce the impacts of extreme heat. Other innovative green infrastructure interventions, including water squares, will also be explored, as they also promote equity and social cohesion and enhance livability in our neighborhoods.



Photo Credit: Flickr user Chris Devers

**ACTION****Fairmount Corridor Resilience Pilot**

Partner with community-based organizations to develop an action plan that adapts communities along the Fairmount Corridor—at risk of both coastal and stormwater flooding—to climate change while addressing multiple other resilience and equity goals identified throughout *Resilient Boston*.



Many neighborhoods with high concentrations of residents with low to no incomes (outlined in red above) are also at greater risk of flooding from sea level rise. A major storm at 36 inches of sea level rise impacts the vulnerable neighborhoods of East Boston, Dorchester, Roxbury, and the South End.



Photo Credit: Dr. Atyia Martin

# Empower Collaborative, Resilient Response to Disruptions

**WHAT** Build the capacity of communities, nonprofits, small businesses, and public health and healthcare infrastructure to prepare together for emergencies and disruptions, leveraging existing strengths and expanding community relationships to partner with vulnerable populations.

**WHY** Closely knit communities are able to bounce back more quickly during times of crisis. Social connections and infrastructure within and across communities are known to be one of the most critical factors that influences a community's recovery after a disaster. Individual and community social networks can provide access to various resources in disaster situations, including information, aid, financial resources, and child care along with emotional and psychological support.<sup>24</sup> However, socially vulnerable communities have been affected differently by policies and practices that can hinder or strengthen the community's social capital. Building stronger connections between communities and local small businesses will facilitate collaborative planning, strengthening community recovery in the wake of unexpected disruptions.

## RESILIENCE QUALITIES



## RESILIENCE VALUE



**TIMEFRAME** Short-Term

## IMPLEMENTATION PARTNERS

**City:** Environment, Energy, and Open Space Cabinet, Boston Public Health Commission, Mayor's Office of Emergency Management

**ACTION****Climate Risk Engagement Campaign**

Engage communities and businesses to spread awareness of climate-related risks, including coastal and stormwater flooding and extreme heat. A consortium of partners, including MORRE, Greenovate Boston, the Environment Department, the Office of Emergency Management, the Boston Public Health Commission, and others will build on existing neighborhood preparedness efforts and collaborate to advance an education campaign, with a special focus on vulnerable populations, that explains climate risks to Bostonians to help them prepare for disruptive events.

**ACTION****Neighborhood Response Plans**

Connect community leaders, public health and healthcare infrastructure, local nonprofits, and businesses to one another to collaboratively identify neighborhood resources for emergencies and develop community asset maps. We will leverage the Boston Main Streets network of commercial districts and Federal Small Business Administration resources to support small businesses throughout Boston in their efforts to develop continuity plans to ensure that they are prepared for disasters. Additionally, we will partner with public health and healthcare infrastructure, communities, and businesses to determine ways to strengthen coordination within neighborhoods for emergency planning, mitigation, response, and recovery.

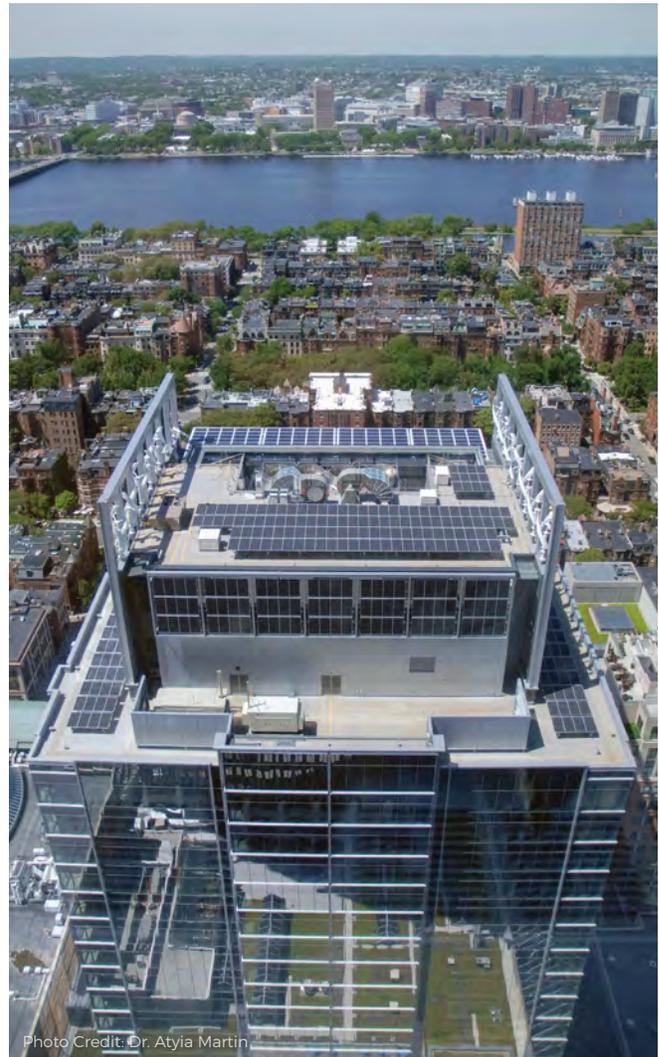


Photo Credit: Dr. Atyia Martin



# Invest in Adaptation Projects

**WHAT** Leverage 100RC platform partners to develop innovative finance approaches to fund resilience-building efforts. We will collaborate on key initiatives around zoning changes and design guidelines to reflect adaptation measures and create co-benefits.

**WHY** While investing in resilience provides cost savings, yields multiple benefits, and improves existing systems, resilience-focused projects are particularly difficult to finance with traditional capital budgets or payback models. Current approaches for financing City government efforts, which rely on quantitative risk analyses, tend to focus on infrastructure and economic impacts at the expense of social impacts.<sup>25</sup> The City will make investments to protect Boston for future generations, supported by the infusion of forward-facing climate data into zoning and design processes.

## RESILIENCE QUALITIES



## RESILIENCE VALUE



**TIMEFRAME** Long-Term

## IMPLEMENTATION PARTNERS

**City:** Environment, Energy, and Open Space Cabinet, Boston Planning & Development Agency

**Community/Private Sector:** 100RC

## PRIORITIZING INFRASTRUCTURE MAINTENANCE THROUGH AN EQUITY LENS

Our efforts to improve data transparency and collection can also be used as a means of addressing aging infrastructure. Strengthening our 311 data can help the City prioritize investments where they're most needed.

**ACTION****Cost of Inaction Analysis**

Develop a study that quantifies the “cost of inaction” on key assets and neighborhoods at risk from the impacts of climate change to emphasize the need for greater investment in proactive climate resilience measures.

**ACTION****Zoning and Designing for Resilience**

Update zoning and building regulations to support climate-readiness investment in the built environment. We will advance strategies proposed in *Climate Ready Boston* to promote widespread climate readiness: revised zoning codes to support climate-ready buildings, design guidelines, pursuing state building code amendments, and the incorporation of climate projections into area plans.

**ACTION****Resilient Infrastructure Financing**

Develop financing strategies for district-scale adaptation efforts and building retrofits. Potential strategies, some of which were first identified in *Climate Ready Boston*, include leveraging federal and state infrastructure funds, forming special assessment districts, creating resilience business improvement districts, and building joint capital planning structures to collect funds from adaptation project beneficiaries. We will ensure that infrastructure financing is leveraged to benefit vulnerable communities by prioritizing geographies based on projected risk of shocks and stresses and by embedding a resilience and racial equity lens in the budgets for those projects.



Photo Credit: Flickr user Thomas Hawk



# CALL TO ACTION

The most important thing that you can do is get involved. The ideas in *Resilient Boston* all originated within Boston communities, and we need your continued partnership to help make them a reality. Please join us in strengthening Boston's resilience by participating in these efforts. Your continued collaboration will help us create a more equitable and resilient Boston. Here are some ways to get involved.

**VISIT OUR WEBSITE**, [www.Boston.gov/Resilience](http://www.Boston.gov/Resilience), to follow the ongoing development of the full interactive Resilience Strategy. The interactive Strategy is the primary source for updates, events, and opportunities related to *Resilient Boston*. Community members will also be able to submit requests to include new or ongoing initiatives that support the Strategy, and view our progress.

**SHARE YOUR CONTRIBUTIONS** and thoughts via social media. You can connect with us on Twitter at @BOSResilience, or with the hashtag #IAmBoston. This Strategy was based on community input, and we appreciate your continued feedback. You can also e-mail our office at [BostonResilience@Boston.gov](mailto:BostonResilience@Boston.gov).

**STAY INFORMED** about more opportunities to get involved with the work of the Mayor's Office of Resilience and Racial Equity. You can sign up for our mailing list on our website or follow us on Twitter.

**LEARN MORE ABOUT BOSTON'S PARTNERSHIP WITH 100 RESILIENT CITIES** by visiting [www.100resilientcities.org](http://www.100resilientcities.org). Explore the steps that other cities are taking to tackle their own resilience challenges, and think about how we can partner and learn from their efforts.

**START A CONVERSATION** about *Resilient Boston* with your family, friends, and colleagues. This Strategy will have the greatest impact by reaching as many Bostonians as possible.

# SUMMARY OF INITIATIVES

## VISION 1: REFLECTIVE CITY, STRONGER PEOPLE

INITIATIVE	TIME FRAME	IMPLEMENTATION PARTNERS	ACTION	STATUS
<b>1: Launch Racism, Equity, and Leadership (REAL) Resilience Program</b>	Short Term	<b>City:</b> Human Resources, Office of Diversity, Boston Public Health Commission, Fair Housing and Equity, Mayor's Office for Immigrant Advancement, Commission for Persons with Disabilities, Office of Women's Advancement, Elderly Commission	<b>1-1: Develop Resilience and Racial Equity Toolkit</b>	In Development
			<b>1-2: Resilience and Racial Equity Progress</b>	In Development
			<b>1-3: Sharing Best Practices for Advancing Racial Equity</b>	In Planning
			<b>1-4: City Employee Survey</b>	In Progress
<b>2: Partner with Boston Organizations to Advance Racial Equity</b>	Short Term	<b>City:</b> Mayor's Office of New Urban Mechanics, Mayor's Office of Economic Development, Boston Public Health Commission  <b>Community/Private Sector:</b> Greater Boston Chamber of Commerce, Boston Society of Architects, Enterprise Community Partners, Design for Equity, Massachusetts League of Community Health Centers	<b>2-1: Advance Racial Equity in the Private Sector</b>	In Planning
			<b>2-2: Inclusive Growth and Equitable Development</b>	In Planning
			<b>2-3: Community Equity Catalysts</b>	In Planning
<b>3: Connect Bostonians to Reflect and Confront Racial Inequity</b>	Short Term	<b>City:</b> Mayor's Office of New Urban Mechanics  <b>Community/Private Sector:</b> Northeastern University, Everyday Boston, Outside the Box Agency, Boston Justice History Group, Teen Empowerment, Research and Evaluation Collaborative, Strategic Decisions LLC, Boston University	<b>3-1: Dialogue for Reflections and Solutions</b>	In Development
			<b>3-2: Citywide Storytelling</b>	In Planning
			<b>3-3: History for Today</b>	In Development
			<b>3-4: Citywide Community Survey</b>	In Planning
<b>4: Increase Access to Mental Health and Trauma Resources</b>	Short Term	<b>City:</b> Boston Public Health Commission  <b>Community/Private Sector:</b> Vital Healing Project, The Guild	<b>4-1: Neighborhood Trauma Teams</b>	In Progress
			<b>4-2: Community Access to Mental Health and Wellness</b>	In Progress
			<b>4-3: Disaster Behavioral Health Network</b>	In Progress

## VISION 2: COLLABORATIVE, PROACTIVE GOVERNANCE

INITIATIVE	TIME FRAME	IMPLEMENTATION PARTNERS	ACTION	STATUS
<b>5: Improve City Employment Equity</b>	Short to Midterm	<b>City:</b> Office of Diversity, Human Resources, Human Services Cabinet	<b>5-1: Targeted Outreach</b>	In Progress
			<b>5-2: Mayor's Diversity Task Force</b>	In Development
			<b>5-3: Hiring Toolkit and Employee Support</b>	In Progress
<b>6: Drive Innovation in Community Engagement</b>	Short to Midterm	<b>City:</b> Mayor's Office of New Urban Mechanics, Civic Engagement Cabinet, City of Boston Data Analytics Team, Department of Innovation and Technology  <b>Community/Private Sector:</b> NeighborWorks America, Impact Hub	<b>6-1: Design Labs</b>	In Progress
			<b>6-2: Community Engagement 2.0</b>	In Development
			<b>6-3: Youth Civic Engagement and Neighborhood Exploration Pilot</b>	In Development
			<b>6-4: Community Resilience Fellowship Program</b>	In Planning
<b>7: Pioneer Interactive Resilience Platform</b>	Short to Midterm	<b>City:</b> Department of Innovation and Technology	<b>7-1: Interactive Resilience Strategy</b>	In Development
			<b>7-2: Relevant Resources and Tools</b>	In Development
<b>8: Create a Funding Pipeline for Community-Led Resilience Initiatives</b>	Short Term	<b>City:</b> Mayor's Office of New Urban Mechanics, Civic Engagement Cabinet  <b>Community/Private Sector:</b> ioby, City Life/Vida Urbana, The Guild, Ujima Project, New England Grassroots Fund, The Boston Foundation	<b>8-1: Crowdsourcing Funding Platform</b>	In Development
			<b>8-2: Funding for Community Spaces</b>	In Development
			<b>8-3: Grassroots Funding</b>	In Development
<b>9: Leverage City Data to Advance Equity</b>	Midterm	<b>City:</b> Mayor's Office of New Urban Mechanics, Department of Innovation and Technology, Boston 311	<b>9-1: Boston 311 Enhancement</b>	In Planning
			<b>9-2: Research and Evaluation Collaborative (REC)</b>	In Progress

### VISION 3: EQUITABLE ECONOMIC OPPORTUNITY

INITIATIVE	TIMEFRAME	IMPLEMENTATION PARTNERS	ACTION	STATUS
<b>10: Link Bostonians to Jobs, Entrepreneurship, and Financial Empowerment Tools</b>	Long Term	<b>City:</b> Office of Workforce Development, Office of Financial Empowerment, Boston Planning & Development Agency; Research & Evaluation Division <b>Community/Private Sector:</b> NatureWORKS	<b>10-1: Targeted Economic Forecast</b>	In Planning
			<b>10-2: Workforce Development for a Changing Economy</b>	In Planning
			<b>10-3: Financial Resilience</b>	In Progress
<b>11: Remove Barriers Facing Small Businesses and Entrepreneurs</b>	Short Term	<b>City:</b> Office of Policy and Planning, Boston Planning & Development Agency, Mayor's Office for Immigrant Advancement <b>Community/Private Sector:</b> Initiative for a Competitive Inner City, Impact Hub	<b>11-1: Small Business Resources</b>	In Planning
			<b>11-2: Business Zoning and Design Changes</b>	In Planning
			<b>11-3: Small Business Lending in Historically Underserved Neighborhoods</b>	In Progress
			<b>11-4: Leverage Anchor Institutions to Support Small Businesses</b>	In Planning
<b>12: Keep Bostonians in Boston: Addressing Housing Challenges</b>	Short Term	<b>City:</b> Office of Housing Stability, Boston Home Center <b>Community/Private Sector:</b> Rebuilding Boston Together	<b>12-1: Home Ownership and Maintenance</b>	In Progress
			<b>12-2: Affordable Housing Production</b>	In Progress
			<b>12-3: Anti-Displacement Legislative Package</b>	In Progress
<b>13: Create an Economic Mobility Lab</b>	Midterm	<b>City:</b> Mayor's Office of New Urban Mechanics, Mayor's Office of Policy, Mayor's Office of Economic Development, Boston Planning & Development Agency, Office of Workforce Development, Office of Financial Empowerment, Boston Public Schools, Boston Public Health <b>Community/Private Sector:</b> UMass Boston, The Rockefeller Foundation, 100RC	<b>13-1: Research and Analysis</b>	In Planning
			<b>13-2: Scaling Success</b>	In Planning
			<b>13-3: Service Coordination</b>	In Planning
<b>14: Increase Access to Broadband and Wifi</b>	Midterm	<b>City:</b> Department of Information Technology/Office of Digital Equity, Boston Public Schools, Boston Housing Authority	<b>14-1: Internet Access in Schools</b>	In Development
			<b>14-2: Internet Access in Housing Developments</b>	In Development
			<b>14-3: 21st Century Access Fund</b>	In Progress
<b>15: Prepare All Students for Equitable Postsecondary Education and Career Opportunities</b>	Midterm	<b>City:</b> Boston Public Schools, Office of Workforce Development <b>Community/Private Sector:</b> Roxbury Community College, Bunker Hill Community College, Massachusetts Bay Community College, Commonwealth of Massachusetts	<b>15-1: Restorative Education</b>	In Development
			<b>15-2: Tuition-Free Higher Education</b>	In Progress
			<b>15-3: Dual Enrollment</b>	In Progress
			<b>15-4: Connect Education to Employment</b>	In Planning
<b>16: Improve Early Childhood Education Outcomes</b>	Short Term	<b>City:</b> Boston Public Schools, Office of Workforce Development <b>Community/Private Sector:</b> Boston Basics, Bunker Hill Community College, Full Frame Initiative, Eos Foundation, Metro Credit Union	<b>16-1: Resilience-Building Approach for Children and Youth</b>	In Planning
			<b>16-2: Universal Pre-K</b>	In Progress
			<b>16-3: Boston Basics</b>	In Progress
			<b>16-4: Children's Savings Accounts</b>	In Progress

**VISION 4: CONNECTED, ADAPTIVE CITY**

INITIATIVE	TIMEFRAME	IMPLEMENTATION PARTNERS	ACTION	STATUS
<b>17: Advance Resilient Transportation Systems</b>	Midterm	<b>City:</b> Public Works, Transportation Department <b>Community/Private Sector:</b> Massachusetts Bay Transportation Department, Transportation for All	<b>17-1: Fairmount Indigo Line Service Improvements to Promote Equity</b>	In Development
			<b>17-2: Climate-Resilient Transportation Infrastructure</b>	In Planning
			<b>17-3: Sidewalk Maintenance Policy</b>	In Planning
<b>18: Develop Place-Based Mitigation and Adaptation Strategies</b>	Short Term	<b>City:</b> Environment, Energy, and Open Space Cabinet, Boston Planning & Development Agency <b>Community/Private Sector:</b> Neighborhood of Affordable Housing, Harvard Graduate School of Design, New Jersey Institute of Technology Technical Assistance to Brownfields Program	<b>18-1: Engagement and Research</b>	In Progress
			<b>18-2: Evaluation and Replication</b>	In Progress
			<b>18-3: Remediation and Reactivation of Brownfields</b>	In Planning
<b>19: Expand Distributed Energy to Vulnerable Communities</b>	Long Term	<b>City:</b> Boston Planning & Development Agency, Environment, Energy, and Open Space Cabinet	<b>19-1: Lower Roxbury Microgrid Pilot</b>	In Development
			<b>19-2: Expand Microgrids</b>	In Progress
<b>20: Adapt for Extreme Heat</b>	Long Term	<b>City:</b> Environment, Energy, and Open Space Cabinet, Elderly Commission, Boston Public Health Commission, Human Services Cabinet <b>Community/Private Sector:</b> Trust for Public Land	<b>20-1: Heat and Vulnerability Analysis</b>	In Planning
			<b>20-2: Heat Adaptation Projects</b>	In Planning
			<b>20-3: Update Boston's Heat Emergency Action Plan</b>	In Planning
<b>21: Protect Vulnerable Communities from Impact of Flooding</b>	Short Term	<b>City:</b> Environment, Energy, and Open Space Cabinet, Boston Planning & Development Agency <b>Community/Private Sector:</b> 100RC	<b>21-1: Neighborhood Water Management</b>	In Planning
			<b>21-2: Resilient Fairmount Corridor</b>	In Planning
<b>22: Empower Collaborative, Resilient Response to Disruptions</b>	Short Term	<b>City:</b> Environment, Energy, and Open Space Cabinet, Boston Public Health Commission, Mayor's Office of Emergency Management	<b>22-1: Climate Risk Engagement Campaign</b>	In Development
			<b>22-2: Neighborhood Response Plans</b>	In Progress
<b>23: Invest in Adaptation Projects</b>	Long Term	<b>City:</b> Environment, Energy, and Open Space Cabinet, Boston Planning & Development Agency <b>Community/Private Sector:</b> 100RC	<b>23-1: Cost of Inaction Analysis</b>	In Planning
			<b>23-2: Zoning and Designing for Resilience</b>	In Development
			<b>23-3: Financing Resilient Infrastructure</b>	In Planning

The Status column above is categorized as follows:

- **In Planning** - Action is in early stages of planning
- **In Development** - Action is being prepared for implementation
- **In Progress** - Action is currently being implemented.

# RESILIENCE AND RACIAL EQUITY GLOSSARY

This glossary provides definitions for terms used consistently throughout *Resilient Boston*. For a full list of definitions relevant to resilience and racial equity, visit [www.boston.gov/resilience](http://www.boston.gov/resilience).

**Color blindness:** The misguided idea that everyone and every racial group is now equal, and thus there is no need to promote racial equity. People who believe in a color-blind society state that racial/ethnic discrimination, inequality, and racism no longer exist because an individual's skin color (race) is or should be ignored.

**Community Trauma:** Community trauma is the product of the cumulative and synergistic impact of regular incidents of interpersonal, historical, and intergenerational violence and the continual exposure to structural violence.

**Cultural Competency:** The awareness of one's own cultural identity and ability to understand difference within and across cultures. This understanding guides and supports the work of professionals in various environments.

**Displacement:** The immediate result of gentrification. This outcome is typically involuntary and occurs when residents can no longer afford to live in their neighborhoods/communities.

**Diversity:** Having a high number of races, cultures, and ethnicities represented within a group, organization, or institution.

**Equality:** Aims to ensure that all individuals have what they need to reach their full potential; however, it does not consider the fact that everyone does not start from the same place and need the same things.

**Equity:** Respectful treatment and fair involvement of all people in a society. It is the state in which everyone has the opportunity to reach their full potential. Additionally, the National Academy of Public Administration, which has been studying the use of equity as a means of evaluating public policy describes equity as the "fair, just, and equitable management of all institutions serving the public directly or by contract; the fair, just, and equitable distribution of public services and implementation of public policy; and the commitment to promote fairness, justice, and equity in the formation of public policy." This definition lays the groundwork for measuring equity in Resilient Boston's initiatives.

**Ethnicity:** The national origin(s) of one's parents, grandparents, and other ancestors. People within an ethnic group typically share beliefs, language, culture, traditions, religion, etc.

**Gentrification:** The process of renovating a deteriorating neighborhood, resulting in higher property values, a change in the population, and culture in that particular area. This term is often used negatively because of its common effects on communities of color.

**Inclusion:** Involving people of all backgrounds, abilities, perspectives, and beliefs within a group, institution, or decision. This is more than achieving diversity; it is ensuring all individuals have a true sense of belonging.

**Intersectionality:** A theory that recognizes the interaction of multiple forms of oppression (such as racism, sexism, classism, heterosexism, ableism, etc.) and its consequences on an individual or group of individuals. This theory helps to explain how people can be privileged in some areas and not privileged in others.

**Justice:** The state or quality of being fair, equitable, or moral. It exists when people are not treated unfairly on the basis of race, gender, sexuality, religion, political affiliations, age, belief, disability, location, socioeconomic circumstances, or any other characteristic(s).

**Oppression:** Unjust use of power and authority that adversely impacts groups and individuals that lack power. Examples include racism, sexism, classism, homophobia, etc.

**People of Color:** A term that was created and used by people who do not identify (or European heritage). This term has been used since the late 1970s. Important Note: Because every racial/ethnic group has its own experience and meaning, it is important to identify people through their own racial/ethnic group whenever possible.

**Power:** The ability to influence and make decisions. Typically, this gives an individual access to resources and decision makers to get what they want, even at the disadvantage of others.

**Prejudice:** A negative, preconceived opinion about an individual or group formed without actual knowledge or fair reason.

**Privilege:** Unearned and often unquestioned rights, immunities, or benefits enjoyed through association and membership with a group.

**Race:** An unnatural way of dividing people into separate groups based on characteristics such as physical looks, particularly skin color. This unnatural grouping is an example of a “social construct,” or a concept or category based on views and personal perceptions as opposed to scientific fact.

**Racial Discrimination:** The (conscious or unconscious) unfair treatment of others based on an individual’s (actual or perceived) race.

**Racial Healing:** A process that corresponds with justice. It is the intentional effort(s) to repair and restore the state of a marginalized group or individuals of that group to optimal health or soundness. This process should follow efforts of racial reconciliation.

**Racial Inequity:** Race-based differences in life outcomes between groups or individuals. Racial inequities are due to unjust institutional policies and practices and the uneven distribution of resources.<sup>1</sup>

**Racial Justice:** The deliberate creation and proactive reinforcement of policies, practices, ideas, and attitudes that result in equitable treatment, access, opportunities, and outcomes for everyone.

**Racism:** A system of prejudice and discrimination based on how one looks (“race”). This system has historically worked in favor of White people over people of color and continues to do so. Simply put, it is the result of prejudice plus power.

- **Institutional Racism:** Policies and practices within institutions that create different outcomes for different racial groups. These policies and practices may never mention any racial group, but their effect creates a disadvantage for people of color.
- **Internalized Racism:** The acceptance of negative messages and treatment about one’s own race. This internal acceptance leads to patterns of thinking, feeling, and behaving that result in minimizing, criticizing, and/or hating oneself, while valuing the White people as the dominant racial group in the U.S.
- **Interpersonal Personally Meditated Racism:** Prejudice and discriminatory actions and behaviors against individuals or groups. This form of racism can either be intentional or unintentional.

- **Systemic Racism:** The combined result of policies and practices across institutions and society that work to systematically privilege White people and disadvantage people of color over time. Also referred to as structural racism.

**Resilience and Racial Equity Lens:** An approach to looking at policies and programs to understand: how they may be able to maximize resilience investments; how they may be inadvertently increasing racial inequities and social injustices; and how we can intentionally take action to address these challenges.

**Social Cohesion:** A community, neighborhood, or society that works toward—and ensures—the full inclusion, sense of belonging, opportunity, and well-being of *all* its members.

**Social Justice:** A vision of society in which the distribution of resources is equitable, and all members are physically and psychologically safe and secure.

**Socioeconomic Class:** The position of an individual or group based on income, education, and job status.

**Sustainability:** Consisting of reliable and effective structures and procedures to survive over time (including leadership, capacity, and funding streams).

## NOTE

The terms in this glossary have been adapted from the following sources and partners: African American Policy Forum, Annie E. Casey Foundation, Appalachian State University Department of Government and Justice Studies, Boston Public Health Commission, Calgary Anti-Racist Education, California Newsreel, Colorlines, Dictionary.com, Georgetown University Center for Child and Human Development, Government Alliance on Race and Equity, Grassroots Policy Project, Camara Phyllis Jones, Merriam-Webster, Minnesota Community Foundation, Minnesota Philanthropy Partners, National Academy of Public Administration, National Education Association, PBS, PolicyLink, Prevention Institute, Race Forward, Loretta Ross, The Saint Paul Foundation, Becky Shuster, Southern Jamaica Plain Health Center (SJHC), University of Massachusetts at Amherst, David Wellman, W.K. Kellogg Foundation, World Trust.

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# ACKNOWLEDGEMENTS

*Resilient Boston* would not be possible without the contributions of Boston residents and organizations. The collective insights, ideas, and energy across communities, nonprofits, businesses, and government informed the direction of this Strategy at every turn. We look forward to building long-lasting relationships and collectively advancing resilience and racial equity throughout Boston.

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## ACKNOWLEDGEMENTS

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Institute for Healthcare Improvement	Mass League of Community Health Centers	New England Grassroots Fund	Transformative Culture Project (formerly Press Pass TV)
Jobs for the Future	Mattapan United	Northeastern University	Trinity Church and Trinity Foundation
Louis D. Brown Peace Institute	Mellon Foundation	Nurtury	Trust for Public Land
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