Resilient Cities at the Forefront

A PRACTITIONER'S GUIDE TO ACTION

100 RESILIENT CITIES NETWORK
EXCHANGE PROGRAM

PIONEERED BY THE
ROCKEFELLER FOUNDATION

100 RESILIENT CITIES

About 100 Resilient Cities

100 Resilient Cities – Pioneered by the Rockefeller Foundation (100RC) is an initiative focused on helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. To help member cities better plan for the future, 100RC provides financial and logistical support for a Chief Resilience Office (CRO) in each member city to lead its resilience efforts; financial and technical resources to develop a robust Resilience Strategy that reflects each city's distinct needs; access to an innovative platform of private sector, NGO, and academic tools and resources to support strategy development and innovation; and membership in a global network of peer cities and partners to share best practices and challenges. To find out more, visit www.100resilientcities.org.

This document was developed as a result of the "100RC Network Exchange: Equitable and Resilient Cities" that took place in Boston, United States, on November 14-16, 2018, and involved the collaboration of 8 member cities.

The event was hosted by:

100 RESILIENT CITIES

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

Dear fellow Mayors, Chief Resilience Officers, and Partners,

On behalf of the City of Boston, thank you for your participation in the November 2018 Network Exchange on Equitable and Resilient Cities. This resulting document reflects our joint commitment to addressing persistent racial inequity as a major urban resilience challenge and highlights key practices that cities can use to advance this work.

Since Boston first applied to join the 100 Resilient Cities Network five years ago, we have prioritized addressing long standing racial disparities as core to our mission of building our city's resilience. In 2017 we reached a major milestone in that effort, releasing our city's Resilience Strategy, a comprehensive roadmap with racial equity as a foundation. At the core of this foundation were advancements towards spurring citywide reflection, fostering a more collaborative government, advancing economic opportunity, and creating a more connected and adaptive city. Since releasing Resilient Boston, we have made substantial progress in implementing the tactical Initiatives featured throughout the Strategy. On January 30th of this year, for example, an Executive Order Relative to Racial Equity and Leadership went into effect that will help institutionalize the City's commitment to racial equity across all city agencies.

While in Boston for the Network Exchange, resilience practitioners from cities across the globe were able to experience firsthand how the City of Boston is incorporating equity across all city systems and priorities: from scheduling infrastructure repairs to better meet the needs of all residents, to catalyzing economic opportunity, to spurring citywide dialogues between Bostonians on race and equity, and much more. While visiting Living Labs at Dearborn STEM Academy and Upham's Corner, we had important conversations showcasing both where Boston is moving the needle in innovative ways, and where there are opportunities for Boston and other cities to continue collaborating and making progress.

Most importantly, this Exchange demonstrates how Boston, in partnership with other cities, is leading the conversation around equity. In a moment of rising national and international divisions, cities are making tangible progress. It's through collaborative moments like these that we can build momentum in the movement to tackle this critical and pervasive challenge. Looking forward, we are eager to continue working with and learning from all of you as partners—as we all work to build more equitable and resilient cities for our residents.


Sincerely,

Martin J. Walsh, Mayor, City of Boston
Lori Nelson, Chief Resilience Officer, City of Boston

Dear Resilience Community,

On behalf of 100 Resilient Cities, congratulations to the Chief Resilience Officers and city officials from Boston, Atlanta, Greater Manchester, Los Angeles, Louisville, New York City, Seattle, Toronto, and Tulsa for participating in and contributing to the 100RC Network Exchange on Equitable and Resilient Cities and, more importantly, for their commitment in continuing to tackle the critical work of combating racial inequities.

As 100RC has worked with cities from across North America over the past several years, racial equity has consistently emerged as one of the most vexing and urgent resilience challenges. In response, cities across North America have launched hundreds of initiatives that explicitly address racial inequity. Cities such as Boston have become leaders in this space by making racial equity the foundation of their resilience practices.

We were honored to partner with the City of Boston to host this Exchange in order to show-case best practices from the City and from across the globe. The Exchange created an unpar-alleled opportunity for cities to share and learn from each other's success and ongoing chal-lenges, while also working together to create new approaches for future exploration across the global network.

Through honest and productive working sessions, Exchange participants shared and iterated upon these methods with the 100RC Network at large. Their efforts have resulted in several strategic approaches described in further detail throughout this Practitioner's Guide, oriented around leading for change; activating existing levers; co-creating with community; and integrating data and historical context.

We believe that these approaches have the potential to drive real impact in building more equitable cities. This document provides concrete tactical approaches and detailed case studies so that cities in the 100RC Network and beyond can build upon the learning that started in Boston and continue to replicate and innovate in implementing these strategies. We hope this Practitioner's Guide spurs ongoing sharing and collaboration around this critical issue, driving impact in building more equitable and resilient cities.

Sincerely,

Corinne LeTourneau
Managing Director for North America, 100 Resilient Cities

Executive Summary

Historically, racial inequity has been one of the most intransigent challenges faced by cities, particularly within the North American continent, and continues to be so today. With over 70% of the world's population estimated to live in urban areas by 2050, cities cannot thrive as diverse community hubs and major economic drivers if municipal governments do not act in making their cities more equitable. In dense urban areas worldwide, the long and turbulent history of structural and institutional racism is compounded, resulting in deep, persistent racial disparities that deprive communities of color of representation in mainstream social and political spheres, produce an unequal distribution of resources and opportunity, and result in deep mental and emotional trauma – stemming from deep-rooted prejudice and the lack of social cohesion between different racial and ethnic populations. The effects of these disparities intersect and intensify over time, exposing these populations to extreme stresses such as poverty, housing insecurity, and/or lack of economic mobility, among others[1]. Working interdependently, these stresses can widen the existing income and resource gaps between White communities and communities of color, creating deeper social, economic, and political fissures that threaten to destabilize a city. In times of crisis, natural disasters and other shocks that befall a city are made far worse by inequities across its population, ultimately creating a greater cost for the city as a whole as it struggles to bounce back and repair itself. As we consider the intrinsic and widespread impacts of structural racism across a city, we come to realize that racial inequity is not just a matter of individual prejudices, but rather a systemic stress that threatens to weaken a city's resilience as a whole.

By actively addressing those inequities and divides, cities have an opportunity to enhance their resilience. In November 2018, eight member cities belonging to the global network of *100 Resilient Cities – Pioneered by The Rockefeller Foundation (100RC)* convened in Boston for a Network Exchange on the critical intersection of racial equity and urban planning. Chief Resilience Officers (CROs) and city government officials from Boston, Atlanta, Greater Manchester, Los Angeles, Louisville, New York City, Seattle, Toronto, and Tulsa shared their successes and failures in doing this complex and integrated work, and put forward practical solutions that can be scaled across the global network. The cities also counted on the additional expertise of participating partners from the private and nonprofit sectors, including the Anti-Defamation League, Fourth Economy, HR&A, ICIC, ioby, the Kresge Foundation, Neighborly, and Social Finance.

Through this program, CROs and practitioners from member cities came together around the common resilience challenges that their cities face, collaborating around tangible solutions and opening up roads to new innovations that will benefit cities worldwide. *Racial Equity: Resilient Cities at the Forefront* reflects the conviction coming out of the Network Exchange of racial inequity as a critical urban challenge, and participants' collective efforts in effecting transformative change in their cities. Organized into four strategic approaches, this document highlights best practices and case studies to help practitioners on the ground implement innovative solutions that reduce racial disparities and enhance their cities' overall resilience.

LEAD FOR CHANGE
Prioritize and operationalize racial equity through open and courageous leadership and dialogues

Fundamentally changing how a city prioritizes and operationalizes racial equity depends largely on a strong and consistent message from leadership – whether that's by empowering a diverse cabinet, requiring department heads to report on equity outcomes, or facilitating city-wide conversations about race. But for this to work, mayors must be willing to engage in an open, honest, and continual dialogue with city employees and the communities they serve, which requires the kind of vulnerability that is often at odds with political incentives.

Cities who serve as leaders in tackling structural racism are holding city-wide dialogues to help community residents discuss their perspectives and concerns, help the city as a whole confront its history of systemic racism, and heal as a community. Cities are also displaying leadership and strength by acknowledging and honoring the history of trauma faced by marginalized communities through official landmarks and public art. In addition, cities are institutionalizing equity and diversity offices that convene different departments with external partners to help prioritize racial equity work; review internal budgeting, hiring, and procurement policies; and support colleagues by bringing an equity lens to their work.

ACTIVATE EXISTING LEVERS
Build racial equity and resilience by creating and embedding decision-making tools in key city processes

Cities already possess a powerful toolkit to advance their equity and resilience goals: the procurement, legal, funding, financing, and regulatory mechanisms they utilize day in and day out. While the power of Mayors to lead on racial equity cannot be underestimated, the institutionalization of equity practices via legislation, procurement practices, budget guidelines, and other city levers is key to ensure that true commitment trickles down to the people bringing this work to life on a daily basis – agency leads, planners, program managers, and other implementers – regardless of where their minds or hearts may be on the issue of racial equity. Cities are utilizing levers such as releasing Executive Orders and creating interdepartmental initiatives that require city departments to engage in racial equity training programs and develop individual goals and metrics on how they are advancing racial equity both now and in future administrations. These efforts include implementing a city government-wide equity lens tool during budgeting processes that prioritizes policies, services, and programs which remove barriers for marginalized communities across all departments.

CO-CREATE WITH COMMUNITY
Partner with community members to co-create solutions that drive equitable and resilient cities

Cities need to partner with communities in new and different ways beyond traditional stakeholder engagement, to design and deliver the innovative approaches needed to address racial inequity at the neighborhood and city scale. By taking a hard look at who is at the table in the design of policies and programs and exploring new ways to bring communities into city processes, municipal leaders can transform not only the initiatives they co-create with their residents, but the very way cities talk to their communities about collective future opportunities and risks. We see cities proactively partnering with community groups to come up with innovative and creative land acquisition models that ensure community-centered neighborhood development and stave off displacement pressures. Cities are also reimagining their planning processes to ensure better, more inclusive, and more transparent community engagement that ultimately results in projects and programs that best serve the community's needs. In addition, through grants and campaigns, cities are providing opportunities for community groups to create and lead programs that are tailored to build social cohesion, increase trust, and reduce tensions within their neighborhoods.

INTEGRATE DATA AND HISTORICAL CONTEXT
Integrate data, measurement, and historical context into decision-making

At the end of the day, if the interventions advanced by cities to improve racial equity lead to inequitable outcomes for people of color, then those interventions are in fact contributing to the cumulative impact of structural racism. To understand where cities are succeeding or failing on the issue of equity, a commitment to data, measurement, and transparency is critical. At the same time, our community of practitioners cautioned against an over-reliance on numbers without historical context or impact stories – as bare data without this context can cloud the harsh and visceral realities of the impacts of racial inequity. Cities are producing annual equity indicators that measure disparities and track changes over the time to assess the progress or setbacks they are making in advancing racial equity. They are also implementing new poverty measures that capture changing standards of living in the city, and reflect the realities of families and communities who are struggling to make ends meet. Another important investment by cities in interactive story maps, capture housing development patterns and disinvestment resulting from years of redlining – helping to acknowledge the past and to leverage data to chart a more equitable path forward.

As racial inequity continues to challenge our cities in diverse, systemic ways, we must acknowledge it as a major stress that deeply impacts centers of urban growth, and incorporate it into our strategies for a more resilient future. Through this report, we hope to continue the dialogue around the practicalities of fostering equitable and resilient cities, and provide resources and tools that can assist practitioners across the globe. The actions we take now have the power to benefit urban residents for generations – we have the responsibility to continue working together to implement solutions that create lasting, effective change.

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Introduction

> "We share this common question: How do we create new systems, structures, partnerships and outcomes predicated on the fact that our pluralism is a source of mutual power and effectiveness?"
>
> – CRYSTAL WILLIAMS, BOSTON UNIVERSITY ASSOCIATE PROVOST FOR DIVERSITY & INCLUSION

The United States*[1] has a long and turbulent history of structural and institutional racism that has resulted in deep, persistent racial disparities. More recent patterns of migration and economic development have spurred similar disparities in other countries and regions of the world as well. These inequities deprive communities of color of representation in mainstream social and political spheres, result in an unequal distribution of resources and opportunities, and lead to deep mental and emotional trauma for these marginalized communities. The effects of these inequities impact the physical, social, and economic well-being of communities of color, and deeply inhibit the growth and resilience of these neighborhoods and cities as a whole. With over 70% of the world's population estimated to live in urban centers by 2050, a turbulent history of structural and institutional racism will only worsen if municipal governments do not act in making their cities more equitable places where all residents can thrive.[2]

Now more than ever, we are in a moment of national crisis when it comes to addressing racial inequity, building social cohesion, and confronting divisive challenges like white supremacy. While the latter have come to the fore over the last decades as our world has become increasingly globalized and diverse, racial inequity is rooted in centuries of history and influenced by national policies and events. Where national action has lagged, cities are leading the way in meaningfully addressing racial disparities. City governments are increasingly releasing holistic Urban Resilience Strategies to build the resilience of their cities in the face of major shocks and stresses - over 70% of Strategies published to date explicitly tackle racial inequity. Together they present over 200 actionable resilience initiatives – and the number is growing. Even so, to paraphrase Boston Mayor Martin J. Walsh's opening remarks at the Boston Network Exchange on Equitable and Resilient Cities, "good plans and intentions are not enough, if at the end of the day outcomes remain unequal in practice." Cities must change the way they allocate their budgets, deliver and prioritize services, and measure outcomes.

By beginning to address racial divides and explicitly factoring the effects of racial inequities into daily decision-making, cities can begin to alleviate the major stressors creating deep vulnerabilities in

* Note: while racial inequity is not unique to the U.S. context, and can take place in a myriad of forms, in this document we will be largely focusing on the United States due to the highly contextualized nature of this topic.

their communities – ultimately building resilience in a way that benefits all residents. That's why 100 Resilient Cities convened eight cities in Boston for a three-day Network Exchange: to collaborate on concrete tactics, approaches, and opportunities to concurrently develop greater racial equity and urban resilience.

This document is intended for the growing community of resilience practitioners worldwide (though with a specific focus on the United States), from the Chief Resilience Officers and their colleagues in municipal governments to the private, public, and NGO partners who are determined to influence decision-making and mainstream resilience in cities. It is designed not only to help practitioners better communicate the intersection between urban resilience and racial equity to skeptics, but also to help them share best practices and build alliances with champions. It shares strategic approaches and key lessons for cities to advance this important work, including case studies from cities and partners at the forefront of this movement.

Ultimately, our goal is to position racial inequity as a critical challenge that must be addressed by the urban resilience agenda, and provide the resources and tools to help effect tangible change on the ground. While this document is not meant to be a comprehensive guide to building racial equity and resilience in cities, it is our hope that it will arm local leaders operating in different contexts with useful ideas, tools, and resources to innovate locally.

How to Use This Document: What does this guide contain?

1
Tools and vocabulary to help practitioners better communicate the intersection between urban resilience and racial equity

2
Key lessons and strategic approaches to help cities advance racial equity outcomes and build urban resilience

3
Case studies from cities in the 100RC Network that have implemented innovative and intersectional programs and policies that advance racial equity outcomes

Racial Equity and Urban Resilience: What is the Link?

Why Cities?

The future of our world is increasingly urban. Today, more than 55% of the world's population lives in cities; by 2050, it is estimated that this figure will rise to 70%[3]. As growing centers of economic, social, and political activity, cities stand at the forefront of the 21st century's challenges and opportunities. To facilitate the growth and well-being of these major economic engines and diverse community hubs, we need to invest in making cities stronger, safer, and more adaptable.

100 Resilient Cities has partnered with cities around the world to help them become more resilient to the unique challenges posed by the 21st century. We recognize that cities are ecosystems comprised of various systems, including individuals, communities, institutions, and businesses. These interconnected pieces make up a city's core identity and well-being; enhancing a city's resilience requires not only strengthening its built environment to physical shocks and stresses, but addressing the vulnerabilities facing the individuals and communities that reside in and give the city its vitality and essence[4].

Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

Over the past six years, 100 Resilient Cities has worked closely with cities to develop and implement Resilience Strategies that address not just the major possible shocks, but also the slow-burning stresses that affect urban residents on a daily basis and which serve to exacerbate shocks when they do occur. This process entails understanding the city's core challenges – not only what risks the future holds, but the deep stresses that have occurred in the past and whose effects linger today. While anticipating future hazards is integral to shoring a city's defenses and ensuring its success, without understanding and addressing the deep vulnerabilities and traumas that have affected residents in both past and present, we cannot build more resilient communities. In order to create a strong and resilient future, cities must acknowledge their histories, heal the traumas facing their residents, and advance social justice for all[5].

Racial Inequity: A Historic Injustice that Continues Today

Structural racism and institutional bias have long held an insidious role in the history of the United States. These impacts of structural racism are particularly acute in cities, which tend to attract more diversity than non-urban areas. Even after the abolishment of slavery and the end of the Civil Rights Movement of the 1950s and 60s, decades of urban policymaking and planning have both intentionally and unintentionally deprived communities of color – specifically, Black and non-White Latinx communities*[2] – of the resources and opportunities needed to survive and thrive.

Examples include practices like redlining neighborhoods of Black and minority residents as "risky" or "hazardous," marking them as ineligible for Federal Housing Administration-backed mortgages and creating a vicious cycle of disinvestment[6]. Because of the strong link between federal housing policy and programs and wealth building in the US context, these practices have resulted in drastic racial inequities in asset building that persist generations later. National laws such as the Federal Aid Highway Act of 1956 led city planners to build highways as tools for "urban renewal[7]" that would demolish and build over areas of "urban blight" – areas that were in fact home to Black, Latinx, White ethnic, and other minority communities[8]. "Tough on crime" legislation – such as the "Three-Strike Law" – intended to maintain public order and reduce violent crime instead disproportionately target youth in Black and Latinx communities, resulting in higher rates of incarceration and trauma within those communities[9]. The deep racial divides that have been created by policies such as these have compounded effects that are still felt by communities of color today.

Systemic Racism

Structural or systemic racism occurs when overlapping policies, programs, institutions, cultural representations, and other norms work to reinforce racial bias and perpetuate racial inequity. It is a feature of the social, economic, and political systems which make up our current world, and can be wielded either intentionally or unintentionally to uphold privileges associated with "Whiteness" and disadvantage people of color[10]. These entities each have a significant negative impact on their own, yet it is also important to recognize that together the policies, programs, institutions and norms work to restrict the resources and opportunities available to people of color, creating a cumulative disadvantage that results in growing inequality and the comprehensive oppression of non-White communities[11],[12].

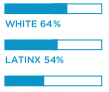
* We acknowledge that the United States is founded on the ancestral and unceded territory of its Indigenous inhabitants, and that due to the highly contextualized nature of the topic, this report does not sufficiently address the plight of Indigenous communities, instead focusing largely on Black and non-White Latinx populations.

People of color have unequal access to resources and opportunities:

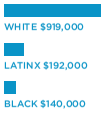
Overwhelmingly, Black and Latinx populations are performing lower across a variety of societal indicators, when compared to White populations. The systematic exclusion from basic needs such as income, housing, education, and health creates significant gaps in opportunity and achievement that compound over time and ultimately prevent the growth and well-being of these marginalized communities[13].

RACIAL AND ETHNIC DISPARITIES ACROSS THE UNITED STATES

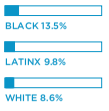
EDUCATION
Only 40% of Black students complete their postsecondary degree, compared to 54% of Latinx students, and 64% of White students[16]



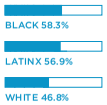
NET WORTH
The average wealth of White families is $919,000, compared to $140,000 for Black families and $192,000 for Latinx families[14]



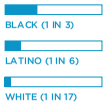
HEALTH OUTCOMES
9.8% of Latinx and 13.5% of Black adults ages 18 and older have diabetes, compared to 8.6% of White adults[17]



HOUSING
46.8% of White persons are housing-burdened (spending more than 30% of household income on housing costs), compared to 58.3% of Black and 56.9% of Latinx persons[15]



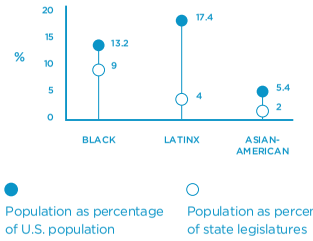
INCARCERATION RATES
1 out of every 3 Black male children born today can expect to go to prison in his lifetime, as can 1 out of every 6 Latino male children, compared to 1 out of every 17 White male children[18]



Communities of color are overwhelmingly under-represented in politics

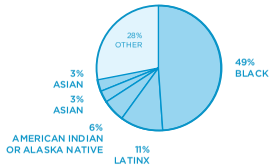
Equal representation of communities of color in state legislatures helps ensure that minority perspectives and concerns are fairly represented in committee deliberations, and can help mitigate punitive legislation that may harm minority communities[20]. Without equal representation in politics, communities of color are left out of decision-making processes, further isolating them from the resources and opportunities required for their growth and well-being.

MINORITY REPRESENTATION IN UNITED STATES STATE LEGISLATURES



Communities of color are still subjected to instances of violence and trauma

RATES OF HATE CRIMES AGAINST MINORITY COMMUNITIES



In 2017, of the 8,828 hate crime incidents reported by U.S. law enforcement agencies, 5,060 victims were targeted because of the offender's bias against race, ethnicity, or ancestry[23].

From instances of gun violence to racial profiling by members of the police force, communities of color are subjected to disproportionate rates of violence and trauma. While cities across the U.S. have become safer, violent crime still persists in areas of concentrated poverty and socioeconomic marginalization[21]. Communities of color are also targeted due to deeply rooted racial biases, even by law enforcement – one study found that while racial minorities only make up 37% of the U.S.'s general population in 2015, they made up 63% of unarmed people killed by the police[22].

These instances of violence not only instigate a lifetime of trauma on victims and their families, but trigger long-term, systemic consequences on their communities as well. Communities with higher rates of violence see increased levels of depression, anxiety, and post-traumatic stress disorder, which can affect productivity at work and in school and lead to increased risk of substance abuse; are prone to financial crises at the family level; and show slower signs of economic growth, including lower home appreciation value and slow growth in new retail services, often encouraging urban flight[23].

Communities are still divided by deep-rooted racial biases and social exclusion

While the past few decades have seen progress towards racial integration, disparities still exist today. Historic racial segregation policies continue to compound the systemic effects of concentrated poverty, reinforcing segregation around closely tied race and class lines in present day. School segregation is estimated to be on the rise again, with the number of segregated schools in the United States approximately doubling between 1996 and 2016[25]. This continued segregation contributes to the low rate of interactions between communities of varying ethnic and racial backgrounds. Without the ability to build social bonds with individuals outside of our own identity, we face the risk of continued implicit bias and discrimination against marginalized racial groups, which can ultimately lead to rising racial and ethnic tensions and a more fractured society.

DISCRIMINATION IN AMERICA TODAY[26]

97%
of White Americans say they have a lot or some daily interaction with other White Americans

25%
of White Americans say they have a lot of daily interaction with Black Americans

23%
of White Americans say they have a lot of daily interaction with Latinx Americans

11%
of White Americans say they have a lot of daily interaction with Asian Americans

Racial Inequity: A Resilience Challenge

"Resilience is another way that cities like Boston, and cities joining us today, are able to make a different course for our country, and a different course for the issue around equity."

– MAYOR WALSH, CITY OF BOSTON

A city is only as strong as the people who call it home. Where inequities deeply and profoundly impact communities of color on physical, social, political, and emotional levels, the overall health and resilience of their communities and the city as a whole are threatened[27]. These vulnerabilities are not only harmful to the individual communities that suffer from them, but are connected to other vulnerabilities in the city. Taken together, these interdependent stresses can widen the existing income and resource gap between White communities and communities of color, creating deeper fissures with the potential to destabilize the city's foundation. On top of that, natural disasters and other hazards that befall the city are made far worse by inequities across its population, ultimately creating a greater cost for the city as a whole as it struggles to bounce back and repair itself. As we consider the deep-rooted and widespread impacts of structural racism across a city, we come to realize that racial inequity is not just a matter of individual prejudices, but rather a systemic stress that threatens to weaken the city as a whole.

Racial Equity vs. Equality

Racial equality is about providing equal opportunity for everyone, regardless of the color of their skin. But this only promotes fairness and justice if everyone starts from the same place. The concept of equality does not consider the history of racism, implicit bias, or the cumulative disadvantage that is felt by communities of color.

Racial equity, on the other hand, considers both opportunities and outcomes[28][29]. It emphasizes not only providing all people with equal opportunities, but enacting deliberate policies and practices that account for past and current inequities and ensure that people's identities no longer predict their outcomes[30].

Racial inequity: a systemic weakness that inhibits growth and prosperity for all

As the result of systemic, institutional, and individual racial biases in this country's history, communities of color are exposed to greater vulnerabilities – not only to instances of individual traumas, but also to intentional and unintentional systemic exclusion from basic needs such as income, housing, education, or health. The effects of these disparities intersect and compound over time, exposing disadvantaged populations to extreme risks such as poverty, housing insecurity, and/or lack of economic mobility[31].

As in many cities across the United States, historic practices of redlining in the City of Oakland resulted in racial segregation and underinvestment in Black and minority neighborhoods, contributing over time to a wealth gap between White communities and communities of color. That wealth gap is widening even further today as Oakland undergoes a housing crisis. The rise in job creation in the Bay Area has led to an increased demand for housing, resulting in renewed real-estate investment in the East Bay. Much of this investment is taking place in previously redlined and disinvested areas, with the effect that Black and Latinx households now face disproportionately high cost burdens for housing, alongside displacement pressures caused by gentrification[32]. Such high housing costs leave little resources to spend on other necessities or long-term investments. Increased housing costs also create a ripple effect across Oakland, as key community members and workers vital to the economy find themselves locked out of housing options, leading to an overall economic instability in Oakland's economy[33]. The ripple effects of practices such as redlining can be seen in cities across the US; without considering the systemic interdependencies of these practices and policies, cities will not be able to sufficiently address the racial disparities faced by their populations.

Racial Equity and City Resilience

Racial Inequity is:

1. A systemic weakness that inhibits growth and prosperity for all
2. A slow-burning disaster that is no less destructive than sudden shocks
3. A chronic stress that turns natural hazards into man-made disasters

"By confronting racial divisions and bias, cities can build resilience for all residents. They can improve the economy, the systems that they rely on, and their collective well-being. But this is not an easy task. To do it successfully we need the support and insights of fellow cities that have gone through similar experiences, as well as private, non-governmental and academic actors who are key partners in implementing multi-benefit solutions."

– LORI NELSON, CRO OF BOSTON

Racial inequity: a slow-burning disaster that is no less pernicious than sudden shocks

Lack of understanding and bridging between racial and ethnic groups can cause increased prejudice and discrimination against marginalized communities. This can lead to rising tensions and social fractures that increase over time and erupt into major shocks and trauma that further divide communities and shake the city to its core.

An example of this is the multiple attacks on houses of worship owned and operated by minorities. Religious centers have historically represented respites and sanctuaries for the communities they serve; they provide places for spiritual healing and growth, community spaces to increase social connections, and serve as cultural and family touchpoints. Many religious centers also serve as gathering spaces for communities to rally around much-needed social change. Attacks on these spaces are often manifestations of hate and White supremacy, and serve as both physical and symbolic strikes against community safety[34]. In June 2015, a mass shooter, motivated by White supremacist ideologies, killed nine victims at the Emanuel African Methodist Episcopal Church in Charleston, South Carolina[35]. In March 2019, the City of Christchurch, New Zealand was left reeling after a shooter attacked two mosques, killing 51 people in the name of White nationalism[36]. These major shocks have resulted in the physical harm of residents and communities, while exposing broader communities to greater emotional trauma and long-term stress.

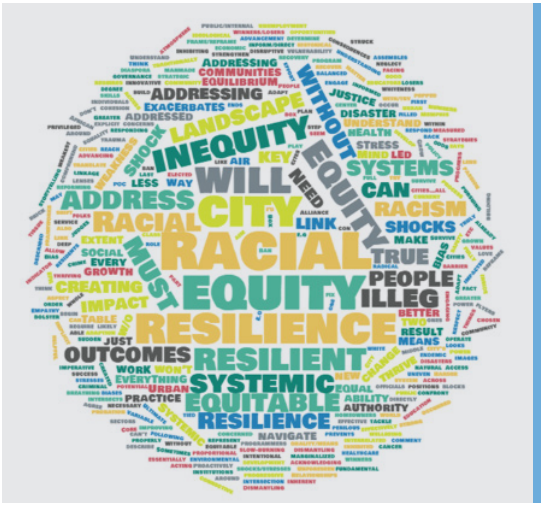
Racial inequity: a chronic stress that turns natural hazards into man-made disasters

The inequities faced by marginalized populations increase the risks they face during times of disaster. The effects of natural disasters and other major shocks are felt more intensely by communities who lack sufficient safety nets in terms of economic security, housing, employment, health care, or transportation.

When Hurricane Katrina hit the city of New Orleans, some of the hardest hit neighborhoods were some of the poorest, already subject to challenges such as inadequate education systems, insecure housing, and poverty. The disparities facing these communities – mostly communities of color – made it much more difficult for them to recover after the hurricane[37]. Black and other minority residents were more likely to live in low-lying areas that were hit hardest by extensive flooding. Many did not have the means or ability to evacuate, suffering for days without food, water and health provisions[38]; countless residents who were unable to return to their flooded homes were later evacuated out of the city long-term[39]. The existing race and class inequities entrenched in New Orleans turned the storm into one of the deadliest man-made disasters ever to hit the Gulf Coast,[40] severely incapacitating poor Black and minority communities in New Orleans and impeding the city's overall ability to bounce back.

Racial Equity: A Resilience Opportunity

By accounting for deeply entrenched structural and systemic racism, we can take steps to protect and preserve the individuals and communities that make up the core of a city's culture and identity, as well as fortify cities to better address the shocks and stresses of the future.



What does equity and resilience mean to us?
During the Boston Network Exchange, we asked participants to write down what the racial equity and urban resilience meant to them. The resulting graphic shows how our member cities and partners are thinking about the intersection of seeking equitable outcomes and addressing structural racism with resilience thinking and urban planning.

"Data does not just exist. Economic development is not a neutral act, but a political one. People, policies, and institutions make decisions to create these disparities. The way our communities are shaped, the investments and disinvestment that determine their fate, is not inevitable. In our role as consultants, we have the agency to either further these disparities, or address them through systematic change."

– ANDREA BATISTA SCHLESINGER, PARTNER, HR&A"

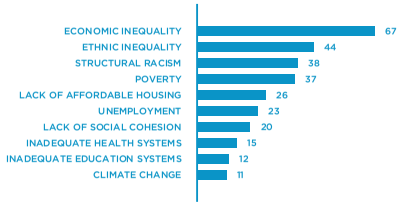
Racial Equity and City Resilience: Trends from the Network

Racial equity is a key resilience priority in the 100 Resilient Cities Network. As racial equity has increasingly become a focus of resilience work, 18 out of the 66 member cities that have released Urban Resilience Strategies to date have cumulatively included over 200 initiatives that explicitly address racial inequity. Cities such as Boston and Tulsa have become leaders in this space by making racial equity the foundation of their resilience practices.

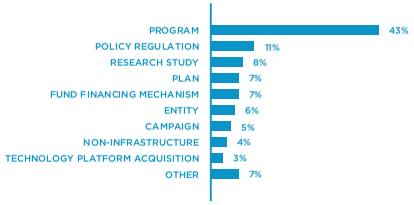
Racial equity initiatives focus on resilience stresses. Most racial equity initiatives explicitly respond to the stress of economic inequality. The most common intersection is with issues of affordable housing, poverty, unemployment, and climate change.

Racial equity initiatives tend to be programs. Almost half of racial equity initiatives take the form of programs at the individual scale, rather than more systemic interventions at the neighborhood or city scale.

TOP RESILIENCE STRESSES ADDRESSED BY RACIAL EQUITY INITIATIVES



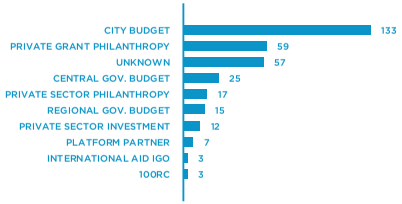
RACIAL EQUITY INITIATIVES BY TYPE



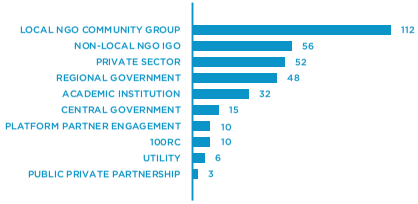
Most support comes from city budgets and philanthropies. Racial equity initiatives are mostly funded through city budgets and philanthropic organizations. Federal government and the private sector play a much smaller role.

Community groups and NGOs play a key role in implementation. Most racial equity initiatives are implemented with the help of local community groups, NGOs, and private partners.

FUNDING SOURCES FOR RACIAL EQUITY INITIATIVES



TOP IMPLEMENTING ACTORS FOR RACIAL EQUITY INITIATIVES



The Boston Network Exchange: Equitable and Resilient Cities

"We answered the call to 100 Resilient Cities in 2014 with an application that Boston is a city rich in resources – it has great minds, it has lots of money, it has all the things that we need to succeed as a city, but what it doesn't have is social resilience. Until we address the racial inequities and the systemic racism that exists in Boston, we can't realize our full potential."

– JOYCE LINEHAN, CHIEF OF POLICY AND PLANNING, BOSTON

Cities are already leading the way in building racially equitable and resilient societies. But solutions don't always scale, leaving the knowledge and resources cities have developed largely untapped by their peers. In November 2018, the City of Boston partnered with 100RC to convene Chief Resilience Officers (CROs) and city officials from eight 100RC member cities for a three-day Network Exchange to share and scale lessons and case studies gleaned from city programs, policies, and projects that foster racial equity and resilience. We discussed common challenges, learned from existing best practices, and explored tactical pathways for mitigating racial inequity. The rest of this document will review the tools and resources our member cities shared during the three-day convening, and provide practical tips and interventions that practitioners around the world can leverage toward advancing racial equity and urban resilience.

The 100RC Network Exchange:

Global Participation

During the Boston Network Exchange: Equitable and Resilient Cities we provided a forum for several cities across our global network to reflect and learn from one another about the practical work of embedding and promoting racial equity in urban planning.

To ensure the learnings from the Exchange could incorporate a variety of perspectives, we invited a wide range of practitioners, including city government officials, private sector partners, nonprofit and community groups, and academics.

6
Chief Resilience Officers

39
City Staff Members

36
Subject Matter Experts

14
100RC Platform Partners*

PARTICIPATING EXPERTS REPRESENT MULTIPLE SECTORS

10
Academia

11
Business

45
Government

29
NGO/Community Group

* Platform Partners are organizations from a variety of sectors that provide resilience building tools and services to cities.

Boston: A Living Laboratory

The City of Boston served as a powerful and inspiring host for the Network Exchange on Equitable and Resilient Cities. Since the beginning of its resilience journey, Boston has made racial equity the foundation of its resilience work. From reimagining its street repair system to better reach communities of color, to an historical Executive Order signing that includes implementing a Racial Equity and Leadership Training Program across city agencies, Boston has served as a model for reflecting upon mistakes of the past, holding honest dialogues and conversations around how to build forward, and thoughtfully integrating racial equity outcomes into the day-to-day of city government operations.

Day 1: Exploring Challenges and Innovations

Through panels on the issues of planning, economic development, and community policing, the City of Boston shared and discussed both challenges and solutions around enacting equitable change.

Panel 1 – Equitable Economic Opportunity featured reflections of representatives from three departments on the City's efforts to improve access to economic and social pathways that support closing the wealth gap between different races and ethnicities.

Panel 2 – Equity in Planning focused on Boston's efforts to deliver more equitable outcomes in the planning and delivery of core services in climate resilience, land use, development, and other key policy areas.

Panel 3 – Public Safety and Community Policing dove into a difficult conversation about the efforts of the City and its partners to build and earn trust in the community by increasing positive interactions between the Boston Police Department and community members.

In the afternoon, participants ventured out into the city to get a firsthand look at how municipal government is catalyzing resilience at every level, from the grassroots to City Hall. At the Dearborn STEM Academy, participants learned how innovative partnerships and targeted investments in college and career readiness can help address inequities in education and employment. In the neighborhood of Upham's Corner, they explored how coordinated planning for housing, transportation, and infrastructure which strategically leverages preexisting social and cultural assets, is laying the groundwork for just, sustainable growth. These experiences have reinforced that this work cannot rely solely on any single institution, group, or level of government; that pursuing greater equity requires an interdisciplinary, cross-system approach.

Boston: A Living Laboratory

Dearborn STEM Academy

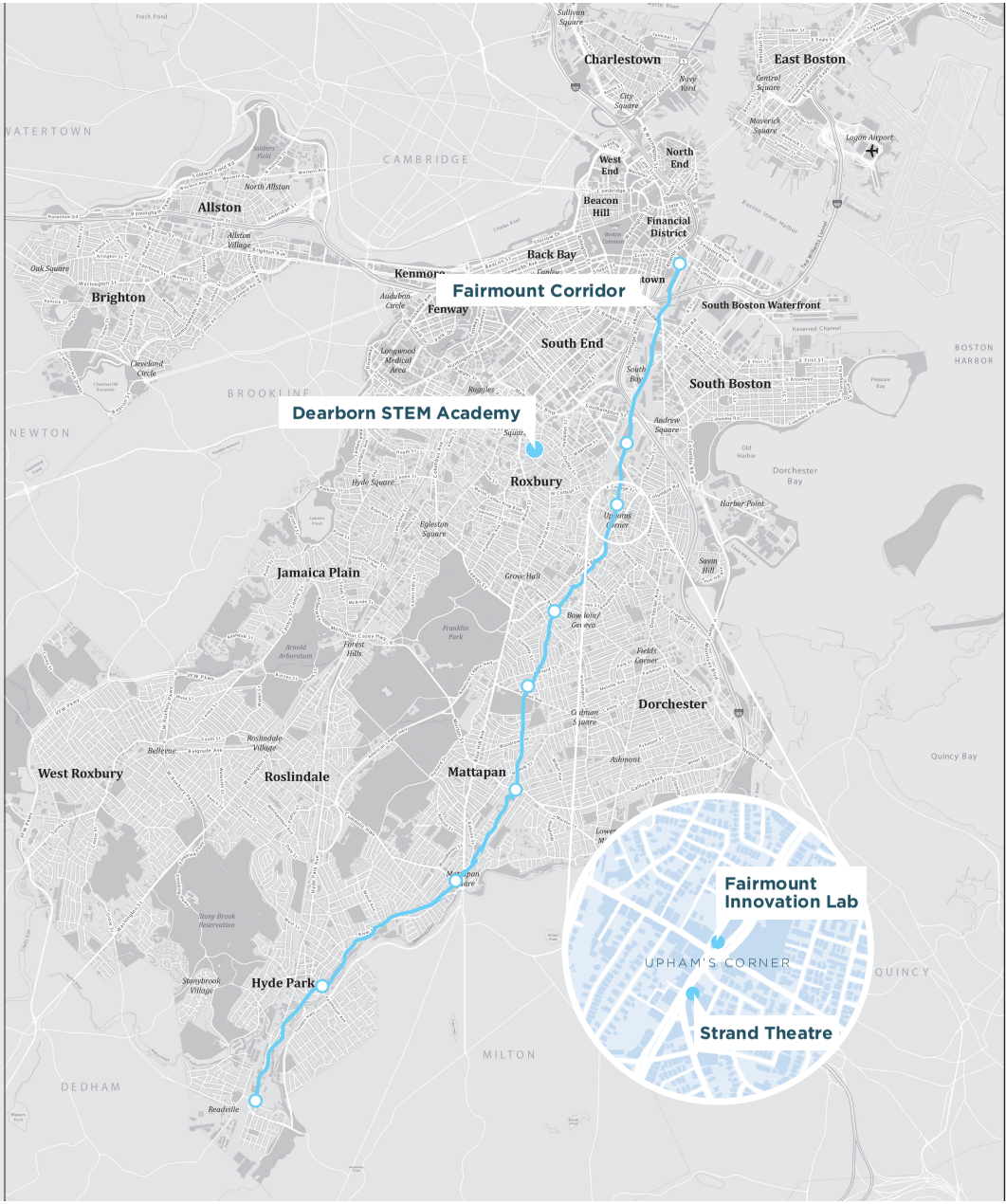
Located in Roxbury, historically one of the most diverse neighborhoods in Boston, the **Dearborn STEM Academy** features inviting, light-filled interiors and state-of-the-art facilities, embodying the city's commitment to delivering first-class amenities to areas with a track record of disinvestment. Through its focus on college and career readiness as well as its holistic approach to students' well-being, Dearborn is working to increase access to jobs of the future, open pathways to entrepreneurship, and build stronger, more resilient communities.

The school's story highlights the power of innovative partnerships to help create equitable educational opportunities. It starts with community—including the students themselves, who are engaged throughout the school's curricular and program design processes. Expanding out to the neighborhood, local organizations who were deeply involved in planning the school now support a suite of extracurricular offerings focused on students' socio-emotional development. At the scale of the city and beyond, organizations from both the private and non-profit sectors are supporting the school with everything from digital fabrication technology to capacity building for teachers and administrators. Higher education institutions partnered with Dearborn through focused enrollment programs, pre-college bridge programs, and holistic academic, social, emotional, and financial support for admitted students.

Upham's Corner

Coordinated planning and programming at the neighborhood scale can be key to resilient economic development. In Upham's Corner, Boston is building on the community's strong assets, including a diverse and engaged population of residents, historic buildings, and a burgeoning arts community, to address local needs around housing, employment, mobility, and quality of life, and at the same time prevent displacement. The neighborhood is a key component of the city's broader effort to turn the **Fairmount Corridor**—a 9-mile commuter rail corridor serving mostly lower-income communities within the City of Boston—into an engine of equity through new residential and commercial development, better transit, and an improved public realm.

The neighborhood's dynamism is evident at the **Fairmount Innovation Lab**, a coworking space for arts and cultural entrepreneurs that also hosts a slew of public programs, helping the broader community grow, learn, and prosper through mutual support. Boston is bolstering this energy by deploying existing assets—it is currently considering new uses for the historic **Strand Theater**, which has been publicly owned for decades—and creating new ones, such as a public library that will form the heart of a planned, mixed-use development project. Concerned about displacement, the city has both acquired numerous properties in the neighborhood and is working on incentives to private landlords in hopes of locking in affordability. Community has been key to these efforts; local organizations and Community Development Corporations (CDCs) have been pivotal to the overall planning process as well as partners in several development projects.



Day 2: Sharing Solutions

We spent the second day of the Network Exchange working in multidisciplinary groups around the themes of equitable planning and delivery of city services, social cohesion, and economic opportunity; to arrive at best practices and solutions from cities across the 100RC Network for advancing racial equity outcomes while building urban resilience. Participants reflected on common challenges, shared relevant solutions and practices, and workshopped initiatives they can implement to build equitable resilience within their cities. The actions and ideas developed through this process directly inspired the tools and resources recommended in this document.

Day 3: What's Next

We convened our CROs and city participants to reflect on their learnings throughout the Network Exchange, distill key insights, and consider which tactics city leaders can adopt to activate and expand the racial equity work taking place in their cities. Participants discussed the importance of change beginning within city government itself, and exchanged ideas on how government agencies can alter their own internal operations to embrace and advance racial equity. We closed out the Exchange with member cities committing to work together to share ideas, collaborate on solutions, and continue motivating and inspiring one another as they implement equitable and resilient programs within their cities.






Racial Equity: The Network at Work

Throughout the course of the Exchange, participants explored a series of strategic approaches for bringing equitable urban programs and policies to life. This section summarizes key lessons learned, as well as case studies of the innovative work already being implemented in 100RC member cities. We hope this section serves as a useful guide that inspires other practitioners in the field.

LEAD FOR CHANGE: Prioritize and operationalize racial equity through open and courageous leadership and dialogues

Fundamentally changing how a city prioritizes and operationalizes racial equity depends largely on a strong and consistent message from leadership – whether that's by empowering a diverse cabinet, requiring department heads to report on equity outcomes, or facilitating city-wide conversations about race. For this to work, mayors and city leaders must be willing to engage in an open, honest, and continual dialogue with city employees and the communities they serve, requiring the kind of vulnerability that is often at odds with political incentives.

Examples from the 100RC Network:

Boston Talks on Racism

The Boston Talks on Racism began in November 2016 with a public discussion hosted by Mayor Marty Walsh, addressing racism in Boston and the City's efforts to acknowledge its past as it looks toward a more socially cohesive and resilient future. For Mayor Walsh, the conversation marked an important milestone in Boston's history, and represented the City's dedication to "answer the call to put the safety, the rights, and the equity of everyone in our city at the top of our agenda, every day."

Over 600 residents attended the discussion, which served as the kick-off to a city-wide conversation about racism. In conjunction, Mayor Walsh released "The Blueprint: A Preview of the Principles & Framework for Boston's Resilience Strategy" in partnership with 100 Resilient Cities, which helped set the foundation for the release of Boston's Resilience Strategy in early 2017. A number of visions and goals closely meld together racial equity and resilience principles for a stronger Boston, including:

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 from and reduce the impact of trauma on individual and community health and well-being.

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

Equitable economic opportunity: Access to economic and social pathways that support closing the wealth gap, to ensure our economic security is not determined by our race or ethnicity.

Connected, adaptive city: Increased connectivity for communities of color while improving critical infrastructure for all Bostonians.

After witnessing the healing ability and public interest that followed the first Boston Talks conversation, the City responded to calls for more local, nuanced discourse by announcing an expanded dialogue series. From June through December of 2017, each of Boston's neighborhoods held a facilitated dialogue on race. These dialogues were made possible via partnership with the Hyams Foundation, a private, independent foundation dedicated to achieving economic, racial and social justice in Boston and Chelsea, Massachusetts. Through the partnership, the City launched a series of race dialogues in Boston neighborhoods.

Open to all Boston residents, the discussions provided a continuation of efforts to acknowledge systemic racism evident in Boston, and work toward racial equity. The neighborhood dialogues sought to inspire community-based groups, philanthropic institutions, businesses, academic institutions, the health-care sector, faith-based organizations, youth groups, and members of mass and social media, to fulfill commitments of working across their fields to advance the critical step of community-level reflection. These conversations are difficult – they require leadership to be vulnerable, transparent, receptive, and accountable for past and present wrongs. This can be a challenge, as political incentives and election cycles often encourage leaders to focus public attention solely on progress. Yet Mayor Walsh and the City of Boston's willingness to engage in open, honest, and continual dialogue with city employees, residents, and stakeholders has demonstrated courageous leadership that is already having an impact.

Memorializing Black Wall Street in Tulsa

In Tulsa, the Mayor's Office of Resilience and Equity is making strides in building an inclusive future for its residents by acknowledging and memorializing key moments in Tulsa's history. *Resilient Tulsa*, the City's first-ever Resilience Strategy, opens with an initiative to memorialize Black Wall Street, in which "the City of Tulsa will use capital funds to provide signs, monuments, and other physical markers to help foster placemaking and community pride." Referencing what's culturally and colloquially known as Black Wall Street, this initiative seeks to draw attention to and celebrate the neighborhood of Greenwood, one of the most prominent districts of Black-owned businesses in the United States in the early 20th century. This area of 35 square blocks was home to nearly 200 businesses and close to 10,000 Black women, men, and children. The district was a thriving area of Black wealth, but also represented the only shopping district available for Blacks in Tulsa. Due to the residential segregation ordinance set by the City, Blacks were barred from patronizing White-owned stores downtown and ran the risk of injury or life-threatening consequences if attempting to do so.

On May 31, 1921, following what's believed to be an incident of a 19-year-old Black male allegedly stepping on a White woman's foot, White mobs set fire to hundreds of Black-owned businesses and homes in Greenwood, burning 40 blocks, killing over 300 Black residents, and rendering over 10,000 Black Tulsans without homes. A scene of carnage followed as hundreds of White Tulsans marched on Greenwood in murderous rage, leading the state to declare martial law the next day. Far from coming to the rescue of Greenwood's residents, National Guard troops rounded up Black men, women, and children and detained them for days – in a manner which the Oklahoma Commission to Study the Tulsa Race Riot of 1921 has likened to the placement of Japanese Americans into internment camps during World War II[41]. Soon after this massacre, City commissioners created an ordinance that prohibited fire service to the Greenwood area and, through other policies, made rebuilding Black Wall Street impossible. For years the area remained empty, but recent efforts to rebuild have been spearheaded by local businessmen and businesswomen, with support from the Greater Tulsa Area African American Affairs Commission.

With the centennial commemoration of the Tulsa Race Massacre approaching, the City recently set out to examine the systemic issues of racial inequality still lingering today, with the aim of reconciling its history of racial tension. Tulsa's placemaking initiative to memorialize Black Wall Street is intended to honor the history of Tulsa's Black community, help them heal from the traumas in their past, and strengthen social cohesion in the city by drawing attention to the work being done in and the stories of a historically marginalized community. Complementing the initiative is an effort to honor the district through public artwork. In January 2019, Michael R. Bloomberg, philanthropist and former mayor of New York City, joined Tulsa Mayor G.T. Bynum and artist Rick Lowe for a celebratory press conference at the Greenwood Cultural Center. Tulsa was named a Bloomberg Philanthropies 2018 Public Art Challenge winner, receiving $1 million in funding for the Greenwood Art Project, a group of temporary public artworks which celebrate and commemorate a vibrant community in the Historic Greenwood District. These efforts will help Tulsans heal as a city, amplify the work of the Race Massacre Centennial Commission, the businesses currently in the area, and Oklahoma public schools' educational curriculum that discusses the 1921 Race Massacre.

Atlanta Mayor's Office of Resilience, Equity, Diversity and Inclusion

The City of Atlanta is committed to becoming more affordable, resilient, and equitable. Past equity work by the City was spread out across various departments, taking on overlapping equity issues in silos. Under the leadership of Mayor Keisha Lance Bottoms, the City has merged many of these departments into a single Office of Resilience, Equity, Diversity and Inclusion, known as **One Atlanta**. Guided by the Mayor's strong vision, One Atlanta was established in May 2018 and tasked with embedding equity and resilience into city government operations, streamlining and bolstering the City's equity work, and bringing together multidisciplinary stakeholders to ensure an intersectional approach.

One Atlanta:

- brings together four previously separate functions: the Mayor's Office of Equity, Diversity and Inclusion, the Mayor's Office of Immigrant Affairs, the Mayor's Office of Resilience, and End Human Trafficking ATL.

- guides the City's work around key policy areas, including: clean energy and energy efficiency, climate change, criminal justice reform, economic mobility, fresh food access, health disparities, housing affordability, human trafficking prevention, immigrant affairs, LGBTQ affairs, sustainability, urban agriculture, and workforce development.

To facilitate the implementation of this agenda, the One Atlanta office acts as a convener, ensuring operational colleagues throughout city government, along with external partners, are at the same table as the most historically disadvantaged and marginalized city residents. Secondly, the office executes reviews of internal policies and procedures, to mitigate inequitable outcomes and integrate an equity perspective into city operations that will endure beyond the current administration and staff. Finally, One Atlanta acts as an in-house consultant, supporting efforts by the mayor and cabinet to advance priority initiatives on equity.

The merger had an additional benefit to the City's resilience work – by housing different departments responsible for a wide variety of issues under one roof, and turning the CRO position into a direct report to the Mayor, One Atlanta streamlines the City's resilience work seamlessly under its equity agenda.

Equity Check

Developed by Andrea Batista Schlesinger, Partner at HR&A's Inclusive Cities practice, the Equity Check emphasizes the importance of exploring the unforeseen consequences of equity work, and asks the question, 'are we inadvertently exacerbating inequities that are based in race?' It consists of 3 key questions for policymakers to ask themselves as they design initiatives that are intended to make the city become more equitable, inclusive, resilient.

Who is affected by this initiative and how?	Who participated in the making of this initiative?	What might impact the equitable implementation of this initiative?
Have we gone through the process of determining who are the winners and losers of this policy, program, or initiative? Who benefits from this initiative? Who suffers as a result?	Who was around the table for the formulation of this policy, program, or initiative? Has the creation of this initiative been truly inclusive? What are the assumptions made by those who were involved in initiative design?	Are we launching this policy, program, or initiative with the assumption that those who are implementing it have no bias?

"Data does not just exist. Economic development is not a neutral act, but a political one. People, policies, and institutions make decisions to create these disparities. The way our communities are shaped, the investments and disinvestment that determine their fate, is not inevitable. In our role as consultants, we have the agency to either further these disparities, or address them through systematic change."

– ANDREA BATISTA SCHLESINGER, PARTNER, HR&A

ACTIVATE EXISTING LEVERS: Build racial equity and resilience by creating and embedding decision-making tools into key city processes

"When you're talking about embedding equity, you're not just talking about creating better outcomes for vulnerable residents, but you're also talking about culture change and changing values."

– MEGAN SPARKS, SENIOR DIRECTOR OF PROGRAMS AND STRATEGIC PARTNERSHIPS, ATLANTA

Cities already possess a powerful toolkit to advance equity and resilience goals: the procurement, legal, funding, financing, and regulatory mechanisms they utilize day in and day out. While the power of Mayors to lead on racial equity cannot be underestimated, the institutionalization of equity practices via legislation, procurement practices, budget guidelines, and other city levers can help ensure that true commitment trickles down to the people bringing this work to life on a daily basis – agency leads, planners, program managers, and various implementers – and manifests itself in more equitable outcomes.

Examples from the 100RC Network:

Boston – Racial Equity and Leadership Executive Order

The *Executive Order Relative to Racial Equity and Leadership*, signed by Mayor Walsh in early 2019, strengthens the City's commitment to enhancing resilience by advancing racial equity, prioritizing social justice, and strengthening social cohesion across city agencies. The executive order requires all city departments to proactively engage in a Racial Equity and Leadership (REAL) Training Program, and also mandates data collection to measure and track how racial equity is being advanced across departments. City departments are also required to develop individual plans and goals for resilience, racial equity, and social justice.

The Order outlines an intentional and transparent approach to explicitly identify structural and institutional racism and their effects. With this, City employees and leadership can build a shared understanding of the social context and history of racial inequity in order to prevent the progression and reconstruction of inequities. Through intentional use of tools and language, the City has provided its departments with a solid foundation, and a structure to guide Boston for generations to come. This work is being executed in collaboration with the Mayor's Office of Resilience and Racial Equity (MORRE), established by Mayor Walsh in 2015, and builds upon Boston's Resilience Strategy.

The Order mandates all data collection, training workshops, and evaluations to be tracked and updated, to ensure that the commitment which began with Mayor Walsh will continue as a priority through future administrations. The Executive Order provides a unique opportunity to enshrine policies and programs that address equity into one cohesive legal mandate from the City, which has its own enforceable legal power. Regardless of the priorities of future administrations, the Executive Order's legal enforceability ensures The City of Boston's progress towards an equitable future will continue.

As the Executive Order continues to be implemented, monitoring and evaluating progress remains a challenge. While developing metrics that accurately and authentically capture racial inequity has long been a challenge, the order provides the unique opportunity for Boston to lay a path for other cities to follow as it begins the process of understanding and refining indicators of inequity.

Seattle's Race and Social Justice Initiative

In 2004, Seattle implemented the Race and Social Justice Initiative (RSJI) to address the underlying systems within City government that perpetuate racial and social inequities. Led by the Seattle Office for Civil Rights, the initiative examines City policies, projects, initiatives, and budget decisions to determine their impact on marginalized and vulnerable groups in Seattle. Working across the areas of arts and culture, criminal justice, education, environment, equitable development, health, housing, jobs, and service equity, the initiative focuses on strengthening public engagement and outreach, changing existing services to achieve equitable outcomes, and leading a collaborative community effort to eliminate racial inequity across key sectors.

> "To challenge racism, we have to look beyond individual acts of prejudice to the systematic biases that are built into our institutions and our society. We are not to blame for what happened in the past, but we are responsible – both personally and institutionally – for eliminating racism and its legacy today."

– RSJI, ***OUR APPROACH***[42]

City staff receive training to use RSJI tools to assess the progress that departmental outcomes and internal practices are making in achieving racial equity. As part of this work, all departments must conduct a racial equity analysis of their budget requests to determine the impacts of decision-making on underrepresented communities. Departments additionally utilize the initiative's Racial Equity Toolkit, which lays out a step-by-step process for developing equitable initiatives, policies, and programs. All departments publish their Race and Social Justice Initiative work plans to a public website to increase transparency and to remain accountable to the community, and are mandated to report annually to the Mayor and Council on their use of RSJI tools. The work of RSJI has led to the creation of additional equity efforts across City government, including initiatives related to Equitable Community Outreach & Engagement, Equitable Development, Equity & Environment, Equity in Education, Digital Equity, Labor Equity, and Workforce Equity.

RACE & SOCIAL JUSTICE INITIATIVE
RSJI

RSJI's Racial Equity Toolkit to Assess Policies, Initiatives, Programs, and Budget Issues

Seattle's Race and Social Justice Initiative has released a Racial Equity Toolkit to help city government officials develop and assess policies, initiatives, and programs that better address racial inequity. The toolkit includes six steps:

Set Outcomes. Leadership communicates key community outcomes for racial equity to guide analysis.

Involve Stakeholders + Analyze Data. Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

Advance Opportunity or Minimize Harm. Develop strategies to create greater racial equity or minimize unintended consequences.

Determine Benefit and/or Burden. Analyze issue for impacts and alignment with racial equity outcomes.

Evaluate. Raise Racial Awareness. Be Accountable. Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

Report Back. Share information learned from analysis and unresolved issues with Department Leadership and Change Team.

For more information, visit https://www.seattle.gov/rsji/resources.

Toronto's Equity Responsive Budgeting Process

Toronto is one of the world's most diverse cities, with 51.5% of its residents belonging to a racialized group[43]. The City proudly upholds its motto, "Diversity Our Strength," supporting three wide-ranging communities in overcoming discrimination and achieving inclusive environments: (1) Indigenous peoples, (2) equity-seeking groups, defined as persons with disabilities, women, racialized groups, LGBTQ2S communities, undocumented workers, immigrants and refugees, persons with low income, and youth, and (3) vulnerable populations, including seniors, victims of violence, persons with low literacy, persons who are homeless or under-housed, and residents of Neighborhood Improvement Areas which have been targeted for additional City investment[44]. In 2016, stemming from a request by City Council to incorporate a gender equity perspective into budgetary processes, the City developed an Equity Responsive Budget process to facilitate a more open and transparent budget process. While the Council directive was initially to address gender disparities, the City shifted to a wider focus to include all equity-seeking groups in the budgeting process. To support staff with the analysis, an online Equity Lens Tool is available to help examine the potential impact of budget proposals on Indigenous peoples and equity-seeking groups, with a particular emphasis on women and persons with low income. The tool assists departments in developing and prioritizing policies, services, and programs that remove barriers for the City's most marginalized and vulnerable communities. The Equity Lens Tool also includes an intersectional lens, which allows staff to assess whether a budget proposal affects individuals that identify with more than one equity-seeking group (e.g. immigrant racialized youth).

Implementation has proceeded in phases:

- In 2017, an External Review Panel of academics and community members with equity expertise analyzed the potential equity impacts of service level changes proposed in the budget.

- In 2018, an online version of the Equity Lens tool was developed and all programs and agencies were mandated to apply it to all proposed changes in service levels (investments and reductions).

- In 2019, the City is prioritizing increasing staff capacity to conduct equity impact analyses on service level changes and incorporate Equity Impact Statements into programs' operating budget notes.

- In 2020, the City will produce an Equity Impact Statement on investments and reductions in the Operating Budget as a whole, highlighting at a City level how changes to the budget impacts existing equity priorities. The City will also pilot equity impact analysis for a capital project.

The Equity Responsive Budgeting process allows decision makers to understand how different people will be impacted differently by budgetary decisions, prompting consideration of the barriers faced by different groups and their specific needs. The Equity Responsive Budgeting process can also catalyze the creation of strategies to mitigate the negative equity impacts of budgetary changes. The City now produces operating budgets that clearly explain the equity impacts of planned service changes, and can quantify the net value of proposals with positive and negative equity impacts. As the City continues to embed an equity lens into the budgetary process, education and training opportunities to build staff capacity continue to be rolled out.

For more information, visit https://www.toronto.ca/city-government/council/2018-council-issue-notes/torontos-equity/equity-diversity-and-inclusion-within-the-city-of-toronto/.

Dudley Square

CO-CREATE WITH COMMUNITY: Partner with community members to co-create solutions that drive equitable and resilient cities.

Cities need to partner with communities in new and different ways beyond traditional stakeholder engagement, to design and deliver the innovative approaches needed to address racial inequity at the neighborhood and city-wide scale. By taking a hard look at who is at the table in the design of policies and programs and exploring new ways to bring communities into city processes, municipal leaders can transform not only the initiatives they co-create with their residents, but the very way cities talk to their communities about collective future opportunities and risks.

Examples from the 100RC Network:

Boston's Plan Dudley Square & Dudley Neighbors Incorporated

Dudley Square is the commercial heart of Roxbury, a predominantly Black and Latinx neighborhood at the geographic center of Boston. Home to a thriving artistic community, the neighborhood is also challenged by the legacies of redlining and urban renewal. It suffers from inequitable services, low-quality infrastructure and, consequently, greater vulnerability to known and unknown risks. As the City continues to map out neighborhood improvement, planners are taking a deeper approach to engage the Dudley Square community by going to where the community is – attending events that are unrelated to the planning process and holding office hours in the local library at times that are more convenient to the community. In addition, the City has formalized the community's role in the planning process by creating the Roxbury Strategic Master Plan Oversight committee, a body appointed by the Mayor and accepting public nominations, which speaks for community concerns throughout the development process and has a direct influence on decision-making. By making themselves more available to the community, connecting residents to information and resources, and incorporating resident feedback into RFPs and good job standards, the City of Boston is both ensuring that the city grows and thrives in a way that serves the needs of its residents, and establishing a strong infrastructure for close collaboration with the community during future shock or stress events, strengthening the city's response to its future resilience challenges.

In addition to their community planning model, the City is also closely working with local residents to activate neighborhoods such as nearby Upham's Corner. One of the most ethnically diverse neighborhoods in the country, the population can be broken down to 28% Black, 18% Latinx, 17% immigrant, 23% White, and 14% Asian or other. Yet challenges such as drug use, homelessness, and violence have proven persistent, and the neighborhood suffers from low investment and infrequent service on its local transportation line, known as the Fairmont Corridor. While the community and City are advocating for increased state investment in improving the frequency and quality of the Fairmont Corridor line, they are also grappling with the question of how to proactively avoid gentrification and displacement in the area once transportation improves and outside investment flows into the neighborhood.

In an effort to preserve land valuation and proactively prevent displacement, the City has partnered with a local community land trust, Dudley Neighbors Incorporated (DNI), to acquire land and property in the neighborhood. As part of this work, the City has had to increase coordination across its various agencies and departments to get creative with land acquisition models and RFPs that ensure community-centered development that allows residents to stay in their own neighborhood. Buildings and spaces bought by the City and DNI have been repurposed for arts centers and community hubs that uphold the community's goal of centering Upham's Corner as an arts and innovation district. To date, land bought by the community has been used to construct a new library, a business incubator, and public housing, as well as renovate a local historic theater. By supporting community efforts to buy up land and utilize it for community needs, the City can help ensure the successful revitalization of a neighborhood that truly serves its existing residents.

New York City – The Brownsville Plan

As cities continue to grow and change, community residents should have a voice in shaping their neighborhoods' future. Recognizing this, New York City's Department of Housing Preservation and Development (HPD) created the *Brownsville Plan*.

Between July 2016 and June 2017, HPD hosted a series of public interactive workshops, implemented an online and texting engagement tool by coUrbanize, and participated in community events to gather input on a future vision for the underserved neighborhood of Brownsville. The year-long planning process brought together over 20 government agencies, 30 community-based organizations, and nearly 500 residents to identify neighborhood priorities, set goals, and form strategies to achieve them.[45] Building on the significant planning work already completed, HPD's Neighborhood Planning Playbook was used as a guide to ensure an inclusive and transparent process. The Brownsville Plan also builds on extensive planning work that has been conducted by neighborhood organizations over the past five years, as well as the interagency coordination effort during the 100 Days to Progress Initiative in 2014.

Based on these community priorities, the Brownsville Plan will lead to the creation of over 2,500 new affordable homes, representing more than $1 billion of investment. New development on vacant City-owned land will support community goals around health, economic opportunity, and the arts with a new cultural center, a new hub for innovation and entrepreneurship, and new neighborhood retail and community space. The plan will also coordinate over $150 million in critical neighborhood investments, including improvements to Brownsville's parks, New York City Housing Authority (NYCHA) developments, and surrounding streets; a new community center for teens at Brownsville Houses public housing development; and a new Neighborhood Health Action Center. Anticipated to be mostly completed or underway within five years, HPD maintains accountability via 6-month update presentations, and annual reports - the most recent, *The Brownsville Plan First Annual Report* was released in July 2018 - which can be found on their website nyc.gov/brownsville. As of January 21st, 2019, the HPD released an updated appendix to their *The Brownsville Plan First Annual Report* with the *18-month Project Tracker*.[46] Integrated and inclusive planning efforts such as the Brownsville Plan establish strong government-community links that strengthen service response during times of disaster, as well as provide opportunities for addressing multiple resilience goals - such as increased access to housing, economic development, and community building - through holistic, community-driven strategies.

Manchester's Rethinking Radicalisation and RADEQUAL Campaign, Community Network and Grant Program

The Rethinking Radicalisation programme of community engagement started back in 2015 and recognized the challenges faced today related to the City's collective understanding that prejudice, hate, and extremism (including global events and incidents) are far too complex for laws and powers to provide the sole solutions. It recognized that there are a range of factors that come together and play out in communities and neighborhoods, which if tackled earlier would improve the lives of residents and increase opportunities for people to contribute towards how the City builds a safer and more resilient Manchester. Rethinking Radicalisation delivered by the Peace Foundation enabled communities to come together and engage with professionals, academics, critics and others about issues relating to challenging policy areas such as Preventing Terrorism but also those topics which created tensions and division within and between communities.

The RADEQUAL Campaign has been co-designed with communities to build community resilience and has three key principles referred to as the **three C's**, which build on the Our Manchester approach: identifying the concerns and **challenges** facing communities, **connecting** communities and organizations to build relationships with one another, and **championing** the ability of Manchester to embrace equality and inclusion. To support the RADEQUAL Campaign, grants of up to £2,000 have been made available on an annual basis for groups and organizations wishing to deliver activities that promote and deliver the campaign's principles and grant priorities. Manchester City Council is currently piloting a new approach to delivering the RADEQUAL Grant over the next 12 months. This will include working with five organizations from across the city to test new models of working that:

- achieve greater impact against the objectives (three C's) of the RADEQUAL Campaign through existing programs of work;
- adopt a neighborhood focus and approach that starts to professionalize the activities and projects on offer and being delivered through the RADEQUAL Campaign;
- support others in the sector including members of the RADEQUAL Community Network to build community resilience to the issues relating to prejudice, hate and extremism; and
- demonstrate innovation along with a proven track record and evidence of working against a set of agreed objectives, outcomes, and spend profile.

RADEQUAL

CHALLENGE · CONNECT · CHAMPION

The RADEQUAL Campaign

Manchester's RADEQUAL Campaign has been co-designed with communities to build community resilience and has three key principles referred to as the **three C's**:

Challenge – Identifying and understanding the concerns and challenges across and within communities that could create divisions and tensions (hate, prejudice and extremism) – not just the statistics and research, but also the less obvious causes of tension, such as events and incidents and people's attitudes and behaviors that have the potential to lead to conflict or division.

Connect – Connecting communities, groups, and organizations, and building relationships to create a network of credible voices – not just newcomers, but also long-standing residents, coming together, making neighborhoods and communities stronger; not just face-to-face, but also via social media.

Champion – Championing Manchester's radical reputation for campaigning for equality and inclusion, and welcoming difference – not just by focusing on what we have in common, but by preparing people for difficult debates, and asking the tough questions that help us to find better alternatives and the right support and interventions.

For more information, visit
http://www.makingmanchestersafer.com/info/18/radequal


Louisville, Kentucky

INTEGRATE DATA AND HISTORICAL CONTEXT
Integrate data, measurement, and historical context into decision-making

At the end of the day, if the interventions advanced by cities to improve racial equity lead to inequitable outcomes for people of color, then those interventions are in fact contributing to the cumulative impact of structural racism. To understand where cities are succeeding or failing on the issue of equity, a commitment to data, measurement, and transparency is critical. At the same time, our community of practitioners cautioned against an over-reliance on numbers without historical context or impact stories – as bare data without this context can cloud the harsh and visceral realities of the impacts of racial inequity.

Examples from the 100RC Network:

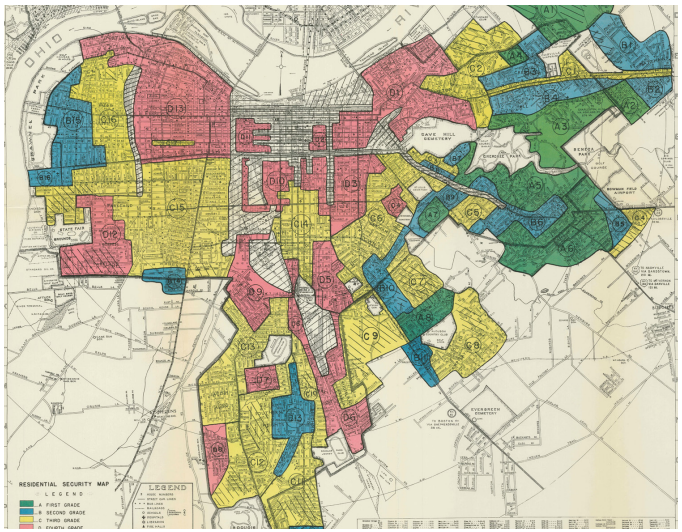
LOUISVILLE CITY

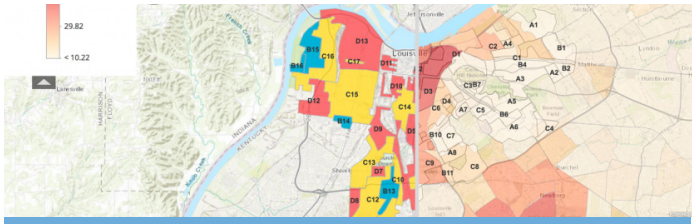
Louisville's Redlining Story Maps

Many American cities exhibit significant levels of disinvestment in largely Black and Latinx neighborhoods resulting from decades of redlining. However, what separates Louisville is the City's efforts to address this discriminatory history. When local urban planner Joshua Poe created *Redlining Louisville: The History of Race, Class and Real Estate*, the City was able to turn a passion project that began during Poe's research as a graduate student at the University of Louisville

into a year-long community dialogue. An interactive story map, *Redlining Louisville* illustrates the ways redlining – then known as 'blacklisting' – determined housing development, disinvestment, and lending patterns in Louisville dating back to the 1930s. The map layers data sets such as vacant properties, building permits, and property values; allowing it to trace consequences evident today back to decisions made in the 1930s.

Conventional redlining still exists in Louisville and around the United States, in practice if not in name. Examples include refusal to provide delivery in certain areas, business loan denials regardless of creditworthiness, and refusal to write property insurance policies or dropping property owners from insurance coverage altogether. Other forms of redlining, referred to as reverse redlining, also exist, such as offering services to low-income residents at higher prices, higher interest rates and excessive service fees, or inferior products such as payday loans, cash advances, and expedited tax returns. Through its redlining story maps, Louisville Metro Government can begin to visually map out the interdependent systemic effects of historic redlining practices on its communities of color. By beginning this dialogue, Louisville Metro Government intends to acknowledge the past and improve outcomes by removing hurdles that limit economic opportunity for its residents.





What is Redlining?

The Home Owner's Loan Corporation (HOLC) was created in 1933 by the U.S. federal government to bolster the housing market and homeownership opportunities across the nation. The HOLC created residential securities maps, better known as redlining maps, to guide investment in U.S. cities. These maps assigned grades to neighborhoods to indicate their desirability for investment. The term **redlining**, however, refers to the practice of denying loans in certain neighborhoods because of race or socioeconomic characteristics rather than physical design, or structural characteristics.[47] Black, immigrant, and low-income neighborhoods were often given low grades, eliminating their access to mortgage insurance or credit for decades. Black-majority neighborhoods specifically suffered from this practice, as legally enforced segregation through Jim Crow laws incentivized de-investment while trapping Black Americans in neighborhoods fated to poverty.

Residential Security Maps were accessed in private by lenders and realtors. Many of these maps, such as those from Washington, D.C. are still missing from national archives.48 Although the HOLC was discontinued in 1951, the impact of disinvestment resulting from redlining is still evident in many other U.S. cities today, including Louisville.

CUNY Institute for State and Local Governance – Equality Indicators

Lack of data and consistent methodology to measure change over time can prevent progress around improving housing, transportation, education, health, economic, and other well-being outcomes for disadvantaged populations. That's why the CUNY Institute for State and Local Governance (ISLG) developed *Equality Indicators*, a comprehensive tool that helps cities understand and measure equality or equity. Originally piloted in New York City, ISLG expanded the program with generous funding support from The Rockefeller Foundation. Since Spring 2017, the Equality Indicators tool has been adopted in 100RC member cities Dallas, Oakland, Pittsburgh, St. Louis, and Tulsa.

The development of the Equality Indicators tool is a collaborative process in which the project team researches local inequities, disadvantaged groups, and government priorities that are specific to the city's context, and develops a framework in conjunction with local stakeholders – including government agencies, community members, and local policy groups – that measures the disparities faced by marginalized groups across key areas such as education or housing. Once a baseline report has been created, cities are tasked with refreshing the data annually, so that they can measure change over time. Establishing baseline and annual data increases government and stakeholder alignment over the level of disparities in the city, as well as an understanding over where progress is and isn't being made. The Equality Indicators reports can be utilized to support policy development, provide insight on the effectiveness of current initiatives, and highlight gaps in the city where new action needs to take place. By making the data publicly available, municipalities can increase transparency and accountability within their cities. In cities like Tulsa, annual Equality Indicators reports have become a rallying point for several nonprofits, who have been able to use the data to gather support for their causes, and work the data into their strategic plans.

For more information, visit http://equalityindicators.org/.

"When we embarked upon this path of finding out what our greatest disparities look like, we focused on getting the message out there that it's okay to talk about the negative things, the disparate things in our city. We've set off a conversation that is more data-informed – we can measure against what we've done previously and where we can go in the future. We want to change the numbers so we can change the lives of Tulsans for the better."

– DEVON DOUGLASS, FORMER CRO OF TULSA

New York City Poverty Measure

Each year the New York City Mayor's Office for Economic Opportunity publishes a report on income poverty in the city. The analysis (the "NYCgov" measure) uses publicly available survey and administrative data to consider resources and expenses that the U.S. Census Bureau does not include in its calculation of the official U.S. poverty measure. Among resources, the NYCgov measure includes after-tax cash income, nutrition assistance programs, and housing and heating assistance programs. Among expenses, the NYCgov measure considers the high cost of housing in NYC, work related expenses and uses national data on family spending for necessities. Figure 1.1 summarizes and contrasts the differences in the two poverty measures, while Figure 1.2 illustrates how the two poverty measures compare over time.

Established in 2008 and mandated by the City Charter since 2013, the NYCgov Poverty Measure aims to help NYC policymakers understand the realities of the City's economy and how families fare as a result. Under the NYCgov measure, the poverty rate and the poverty threshold (minimum cost of living adjusted for family size) in New York City are both higher than those found in the official poverty measure. By conducting its own detailed analysis of local conditions, NYC gains insight into the effects of policy on poverty and allows the City to create opportunities that move families above the poverty threshold.

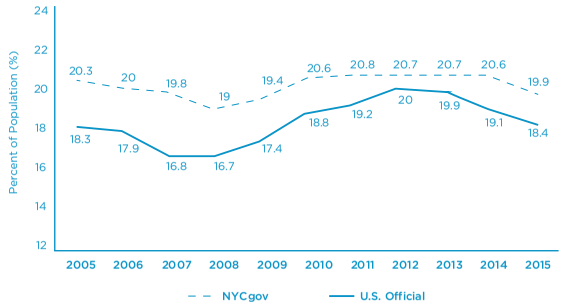
The most recent report[49] shows that the NYCgov poverty rate fell from 20.7 percent in 2013 to 19 percent in 2017, a 1.7 percentage point, statistically significant decline. In the same five-year period, the near poverty rate – the percentage of people living at 150 percent of their poverty threshold or below – fell from 45.9 percent to 43.1 percent, a 2.8 percentage point decline which is also statistically significant. Based on these rates and accounting for population growth, NYCgov estimates that about 236,500 fewer people were in poverty or near poverty in 2017 than would have been in 2013. This reduction puts the City on course to achieve its stated goal to move 800,000 people out of poverty or near poverty by 2025.

FIG. 1.1 COMPARISON OF POVERTY MEASURES

	U.S. OFFICIAL	NYCGOV
THRESHOLD	Established in early 1960s at three times the cost of "Economy Food Plan."	Equal to the 33rd percentile of family expenditures on food, clothing, shelter, and utilities, plus 20% more for miscellaneous needs.
	Updated by change in Consumer Price Index.	Updated by the change in expenditures for the items in the threshold.
	No geographic adjustment.	Inter-area adjustment based on differences in housing costs.
RESOURCES	Total family pre-tax cash income. Includes earned income and transfer payments, if they take the form of cash.	Total family after-tax income. Includes value of near-cash, in-kind benefits such as SNAP. Housing status adjustment. Subtract work-related expenses such as childcare and transportation costs. Subtract medical out-of-pocket expenditures.

Source: New York City Government Poverty Measure 2015

FIG. 1.2 U.S. OFFICIAL AND NYCGOV POVERTY RATES, 2005-2015



Source: New York City Government Poverty Measure 2017

The reductions in poverty and near poverty in the city, the report shows, have been broadly shared, with many groups seeing declines. The groups whose poverty rates went down from 2013 to 2017 include Hispanics, non-Hispanic Asians, non-Hispanic Whites, New Yorkers under 18, people with a high school degree, and non-citizens, among others.

The report also includes some of the array of programs the City operates that work to lower the rate of poverty. The City's anti-poverty initiatives include a commitment to build or preserve 300,000 units of affordable housing, universal high-quality pre-K for all 4-year-olds, paid sick leave, and innovative, technology-focused approaches to improving social services benefits access. Increases in the minimum wage, which the City strongly lobbied the state to raise, have been one of the most important factors in driving down poverty. In 2017, the most recent year covered by this report, the minimum wage in the city reached $11, on its way to $15 in 2019.

The annual NYCgov report uses publicly available administrative data to understand how policies and programs are impacting residents. Although the analysis can reveal conditions that may not reflect favorably on the status quo, they do allow leaders and all stakeholders to understand reality and respond effectively. For example, while the recent NYC data show that poverty has steadily decreased it also identifies who has not benefited equally from the gains. The City is committed to bringing opportunity to all New Yorkers, and this annual examination of data helps fuel the critical work needed to achieve that goal.

Conclusion

Although the past cannot be changed, cities stand poised to chart a new future based on racial equity, using radical but necessary approaches to create resilient urban landscapes that are stronger, more flexible, and adaptive to the major challenges of the 21st Century. As the Network Exchange in Boston, and this report have shown, by acknowledging the injustices of the past, cities can begin to achieve more equitable communities and governance. Collaboration across societal divides, and forming solutions through a lens of resilience, are key to realizing this potential.

Rather than a catalogue, our descriptive report, "Racial Equity: Resilient Cities at the Forefront," is a living document, a blueprint for pursuing innovative strategies, partnerships, and solutions that will yield a resilience dividend and allow cities to grow stronger as a result. It showcases best practices, successful strategies and new resources, but just as importantly, lays the groundwork for further work and collaboration.

Racial inequity affects the entire urban ecosystem, rather than any one discrete part of it. By viewing racial equity as an issue that cuts across urban and humanitarian sectors, governments, NGOs, and private and public stakeholders can rethink their relationships to racial equity and to one another. Integrating racial equity into urban planning for other major shocks and stresses will invariably yield multiple benefits and form new entry points for meaningful change.

Throughout the pages of this report, practitioners can find these new paths and begin to chart their own. They can revisit solutions for other challenges and reconceptualize their use; they can embrace open and courageous leadership in engaging in honest and open dialogue with their employees and communities; they can utilize existing levers of procurement, funding, financing, and regulatory mechanisms to advance equity and resilience goals; they can partner with communities to co-create solutions that benefit all marginalized populations; and they can leverage data and impact measurement to measure their success and gaps in achieving racial equity outcomes. And most importantly, they must collaborate to build on what is already a vast arsenal of solutions and experiences.

With this strategic document, we hope to continue the hard work of addressing racial inequities as part of our future of building urban resilience. Through the ingenuity and partnership of the Network Exchange participants, and their subsequent contributions, we hope to catalyze further solutions and partnerships required for our cities' future success.

Acknowledgements

In "Racial Equity: Resilient Cities at the Forefront," we share 12 international best practices from cities and partners in the 100RC Network. These are stories about municipal leaders, local organizations, and international actors that are responding to community needs, and meaningfully addressing racial disparities to build more resilient, cohesive, and prosperous cities.

We would like to acknowledge all the city staff members, community partners, technical experts, and international organizations whose innovations are represented in this document, and the important work they are pioneering for others.

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