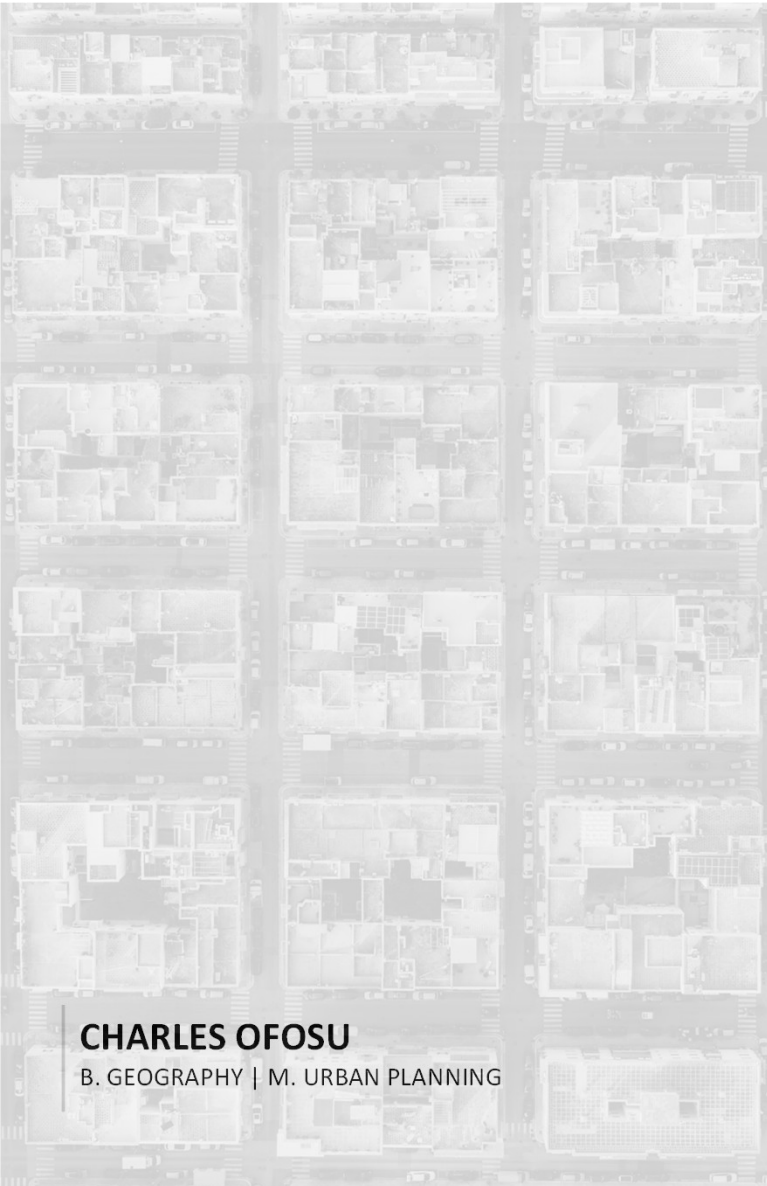




PORTFOLIO

----- URBAN PLANNING -----

CHARLES OFOSU

B. GEOGRAPHY | M. URBAN PLANNING

ABOUT

I am an urban planner and recent Master in Urban Planning graduate from Harvard University Graduate School of Design, with experience at the intersection of transportation planning, climate policy, sustainable urban development, and infrastructure systems. My work explores how cities can respond to rapid urbanization, mobility challenges, and environmental change through equitable and resilient planning strategies.

At Harvard, my research and projects have focused on multimodal transportation, complete streets, new town development, climate resilience, and urban transformation across the United States and the Global South. Through roles with the Harvard GSD New Towns Initiative, Massachusetts State House, and American Planning Association, I have contributed to research, policy analysis, and planning initiatives connecting design decisions with long-term community impact.

Much of my work focuses on creating urban environments that are accessible, sustainable, and responsive to the needs of diverse communities.

CONTACT:

charles_ofosu@gsd.harvard.edu / charlesofosu13@gmail.com

<https://charlesofosu.com/>

www.linkedin.com/in/charles-ofosu

EDUCATION:

Master in Urban Planning, Harvard University Graduate School of Design, Cambridge, MA

2024-2026

- » Master's thesis – *New Towns in Practice: Planning, Governance, and Early Outcomes in Appolonia City (Ghana) and Alaro City (Nigeria)*
- » Conducted applied planning research and studio projects focused on transportation systems, sustainable urban development, and infrastructure planning
- » Relevant courses include Transportation Planning & Policy, Policy Analysis, Land Use & Environmental Law, Public Finance for Planners, Operations Management, Spatial Analysis, and Airline Industry

Bachelor of Arts in Geography and Resource Development, University of Ghana, Accra, Ghana

2018-2022

- » Graduated with First Class Honors
- » Undergraduate thesis: *Road Transport in Ghana: Assessment of the Sustainability of the Bus Rapid Transit System in the Accra Metropolitan Area*
- » Relevant courses include Research Methods, Geographic Information Systems (GIS), Weather & Climate, Resource Analysis, and Regional Development

EXPERIENCE:

Research Assistant, Harvard University Graduate School of Design, Cambridge, Massachusetts **2024-Present**

- » Conduct global research through the New Towns Initiative, examining planned urban developments, governance models, infrastructure systems, and sustainable city-building across Africa, Asia, Europe, and North America
- » Conducted stakeholder interviews, comparative analysis on emerging new towns, and field trips to Appolonia City (Ghana) and Escuintla (Guatemala)
- » Developed research outputs supporting academic publications, case studies, and discussions on urbanization, housing, climate resilience, and long-term city planning

Policy & Legislative Analyst, Massachusetts State House, Boston, Massachusetts **May 2025 – August 2025**

- » Led legislative research and policy analysis on clean energy, transportation, and climate legislation for the Joint Committee on Telecommunications, Utilities and Energy
- » Developed a comprehensive policy report evaluating Low Carbon Fuel Standard proposals, assessing emissions impacts, economic implications, and equity considerations
- » Analyzed 90+ stakeholder testimonies to identify policy priorities, implementation challenges, and recommendations informing legislative decision-making

Planning Intern, Environmental Protection Agency, Accra, Ghana **February 2024 – July 2024**

- » Conducted field-based environmental assessments and site inspections to evaluate land-use conditions, environmental risks, and development impacts
- » Prepared research briefs, reports, and planning recommendations submitted to district authorities to support environmental review and decision-making processes
- » Reviewed environmental policies, permitting requirements, and land-use regulations, contributing to evidence-based planning and sustainable development initiatives

EXTRACURRICULARS:

Project Manager, Urban Planning Post (UPP), American Planning Association International Division **March 2026-Present**

- » Lead operational management of international planning publication platform supporting knowledge exchange among planners, practitioners, and students
- » Oversee editorial workflows, publication processes, and strategic initiatives to improve content quality and organizational efficiency
- » Serve on publication and project selection activities supporting global planning dialogue and professional engagement

Proposal Reviewer, American Planning Association National Planning Conference (NPC26) **2025**

- » Evaluated 11 Transportation and Infrastructure session proposals for the APA National Planning Conference, the premier planning conference in the United States
- » Assessed proposal relevance, innovation, equity considerations, and implementation impact using structured review criteria
- » Contributed to shaping conference programming for thousands of planning professionals, practitioners, academics, and students

SKILLS:

- | | | |
|---------------------|------------------------|----------------------|
| » Adobe InDesign | » Microsoft Excel | » Report Writing |
| » Adobe Illustrator | » Microsoft PowerPoint | » Project Management |
| » ArcGIS Pro | » Microsoft Word | » Research |

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Somerville, MA

CAMBRIDGE STREET

MOBILITY & CONNECTIVITY PLAN

TERM: FALL 2025

COURSE: Urban Transportation Planning & Policy

SITE LOCATION: Cambridge Street, Boston, Massachusetts

ROLE: Transportation Planner | Corridor Analysis

RESPONSIBILITIES: Field observation, transportation analysis, existing conditions assessment, GIS mapping, multimodal corridor planning, streetscape design recommendations, implementation strategy.

OVERVIEW:

Cambridge Street is one of Boston's most important multimodal corridors, connecting Government Center, Massachusetts General Hospital (MGH), Charles/MGH Station, Bowdoin Station, and the Longfellow Bridge. The corridor serves thousands of pedestrians, transit riders, cyclists, hospital staff, patients, emergency vehicles, and daily commuters, yet existing conditions present significant challenges for safety, accessibility, and mobility.

This project evaluated existing transportation conditions through field observations, spatial analysis, and corridor assessment to identify barriers affecting multimodal movement. Building upon these findings, the project developed planning and urban design recommendations that prioritize safer pedestrian crossings, protected bicycle infrastructure, improved emergency access, resilient stormwater management, and enhanced public realm design.

DELIVERABLES:

The final project resulted in a comprehensive corridor analysis and mobility framework supported by field observations, transportation analysis, and urban design recommendations. The proposal presented short- and long-term strategies to improve pedestrian safety, multimodal connectivity, emergency access, and climate resilience along Cambridge Street.

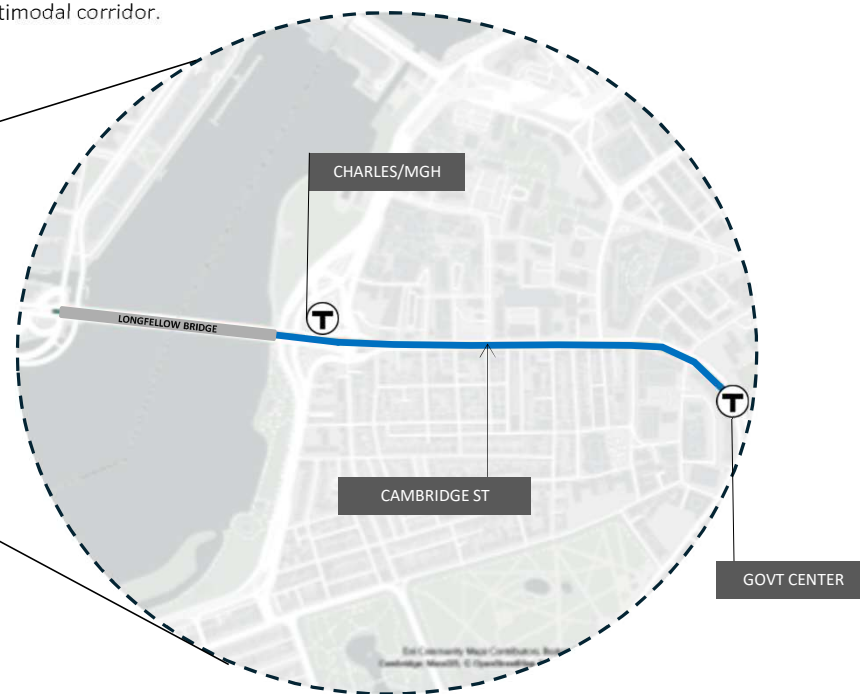
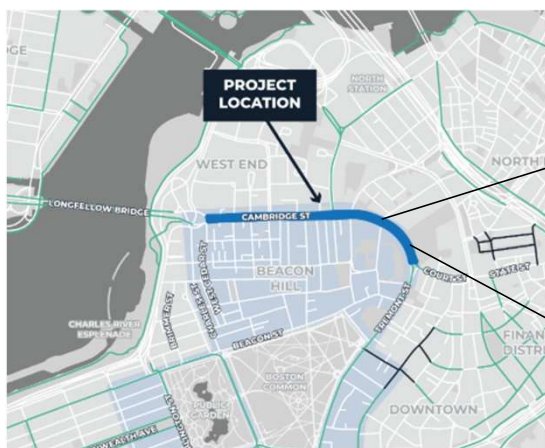


SITE ANALYSIS

Cambridge Street is one of Boston's most important multimodal corridors, linking Government Center, Bowdoin Station, Charles/MGH Station, Massachusetts General Hospital (MGH), and the Longfellow Bridge. The corridor supports substantial daily movement by pedestrians, cyclists, transit riders, emergency vehicles, and commuters.

Despite its significance, Cambridge Street presents several operational and safety challenges. Large signalized intersections and conflict points near MGH, particularly at North Grove and Blossom Streets, create frequent interactions between turning vehicles, pedestrians, and ambulances, resulting in congestion and delayed emergency access. Existing bicycle facilities are fragmented, with faded pavement markings, damaged bollards, and an unsafe median BlueBike station. The corridor is recognized as one of Boston's highest-priority corridors for bicycle improvements and ranks among the city's top streets for injury-related bicycle crashes.

Land use further intensifies transportation demand. The MGH/MEE medical campus is the dominant trip generator, attracting a continuous flow of patients, healthcare workers, visitors, and emergency services. Hotels and office buildings line the north side of the corridor, while restaurants and retail uses on the south side generate frequent deliveries, ride-hailing activity, and curbside conflicts. Combined with planned investments—including the Hurley Building Redevelopment, the MGH Clinical Building, and the proposed Red-Blue Connector—these conditions present an opportunity to reimagine Cambridge Street as a safer, more connected, and climate-resilient multimodal corridor.



10-Minute Field Counts (Charles/MGH Station)

Pedestrian	Private Vehicle	Transit Riders	Bicycle	Motorcycle	Micro mobility	Ambulance	Delivery Trucks
56	41	21	11	14	7	9	2

BICYCLING



Major bike routes using Eastbound



Major bike routes using Westbound

WALKING



Major walking intersections

DRIVING

Morning peak hours



MORNING PEAK HOUR Vehicle Queue Lengths and Level of Service at Signalized Intersections



Vehicle volume data were recorded on weekdays during August 2018.

Afternoon peak hours

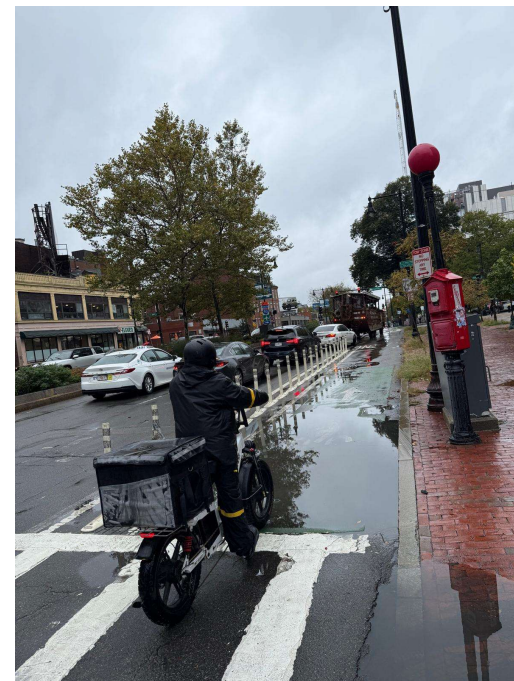


AFTERNOON PEAK HOUR Vehicle Queue Lengths and Level of Service at Signalized Intersections



Vehicle volume data were recorded on weekdays during August 2018.

EXISTING CONDITIONS

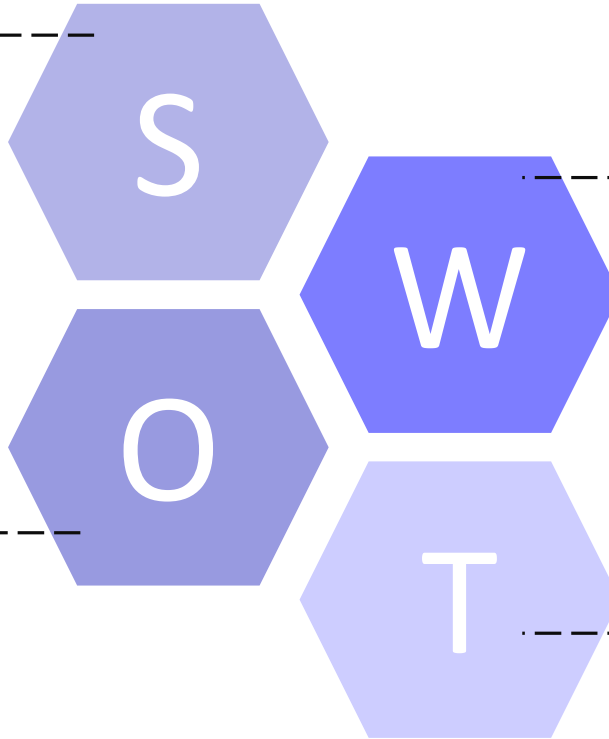


STRENGTHS

1. Critical multimodal corridor connecting Gov't Center, Charles/MGH, and Longfellow Bridge.
2. Major institutional anchors including Massachusetts General Hospital.
3. Strong transit accessibility through the MBTA Red Line and multiple bus routes.
4. Existing bicycle demand and established connections to the Charles River Esplanade.
5. Supported by City of Boston initiatives including Complete Streets, Vision Zero, and Climate Ready Boston.

OPPORTUNITIES

1. Proposed Red–Blue Connector presents an opportunity to redesign the corridor.
2. Major developments, including the Hurley Building Redevelopment and MGH Clinical Building.
3. Green infrastructure and Complete Streets investments can enhance climate resilience while improving accessibility.



WEAKNESSES

1. High pedestrian-vehicle conflict at intersections.
2. Fragmented bicycle infrastructure with faded pavement markings, damaged bollards, and unsafe bikeshare access.
3. Congestion affecting emergency vehicle operations and multimodal movement.
4. Poor drainage resulting in ponding at crosswalks, curb ramps, and bicycle lanes.

THREATS

1. Future construction associated with major redevelopment projects may disrupt corridor operations.
2. Increasing traffic demand and institutional growth may intensify congestion.
3. Balancing emergency vehicle access, pedestrian safety, cycling infrastructure, and curbside activities..

DESIGN STRATEGY

The proposed design strategy responds to the corridor's transportation, safety, and public realm challenges identified through field observations, policy review, and existing conditions analysis. The framework establishes four guiding principles that informed every design intervention, ensuring improvements support a safer, more connected, resilient, and people-oriented Cambridge Street.



The conceptual framework envisions Cambridge Street as a safe, connected, and resilient multimodal corridor. By prioritizing pedestrian safety, transit accessibility, active transportation, and green infrastructure, the proposed design creates a more efficient, inclusive, and people-centered streetscape that supports mobility, public health, and long-term urban resilience.

- **1** **Safer Streets:** Create a corridor that prioritizes pedestrian safety.
- **2** **Multimodal Connectivity:** Strengthen connections between walking, cycling, transit, and emergency services for all users.
- **3** **Climate Resilience:** Integrate green infrastructure and sustainable streetscape design.
- **4** **Human-Centered Public Realm:** Transform Cambridge Street into a comfortable, accessible civic corridor for everyday users.

VISIONING

Safer Pedestrian Environment

- **Signalized, Raised Crosswalks** – At Charles/MGH rear exit + high-conflict intersections (N Grove, Blossom)
- **Extended Pedestrian Phases** – Align with hospital shift changes & peak foot traffic
- **Curb Extensions & Refuge Islands** – Shorten crossing distances & enhance visibility

Protected Multimodal Facilities

- **Protected Cycle Tracks** – Replace faded-painting lanes with physical separation & clear markings.
- **Continuous Micromobility Lanes** – Smooth, obstruction-free, with improved drainage.
- **Expanded Bike Parking & BlueBike Stations** – Prioritize safer, accessible locations.

Resilient & Inclusive Infrastructure

- **Bioswales & Permeable Curb Extensions** – Improve stormwater capture, reduce pooling, ensure year-round accessibility.
- **Slip-Resistant Materials** – Safer crosswalks and ramps during rain and snow.

Human-Centered Experience

- **Traffic Calming Measures** – Narrowed lanes, raised crossings, textured paving for pedestrian priority.
- **Simplified Charles Circle** – Reduce visual clutter for calmer, intuitive navigation.
- **Enhanced Public Realm** – Add benches, greenery, and weather protection for comfort & appeal.

Better Curb & Traffic Management

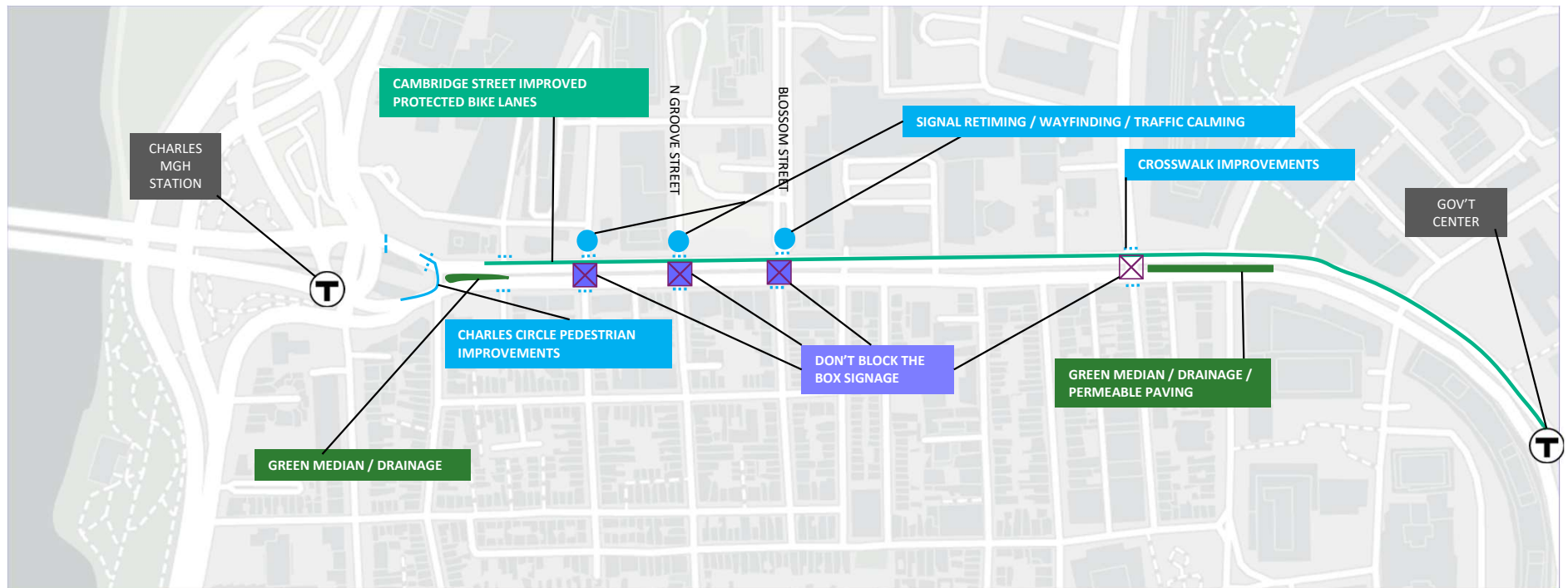
- **Dedicated Drop-Off/Loading Zones** – Reduce double-parking and bike lane blockages.
- **Flexible Curb Zones** – Time-of-day use for parking, deliveries, micromobility staging.
- **Emergency Vehicle Signal Preemption** – Minimize ambulance delays at choke points.

QUICK-BUILD ACTIONS

Tactical and low-cost interventions for immediate safety and mobility improvements.

The quick-build strategy focuses on implementing cost-effective interventions that can rapidly improve safety, accessibility, and corridor operations while laying the foundation for long-term redevelopment. These measures prioritize pedestrian safety, bicycle connectivity, traffic operations, and stormwater management without requiring major reconstruction.

- Bicycle / Micromobility
- Pedestrian
- Conflict Intersections
- Drainage

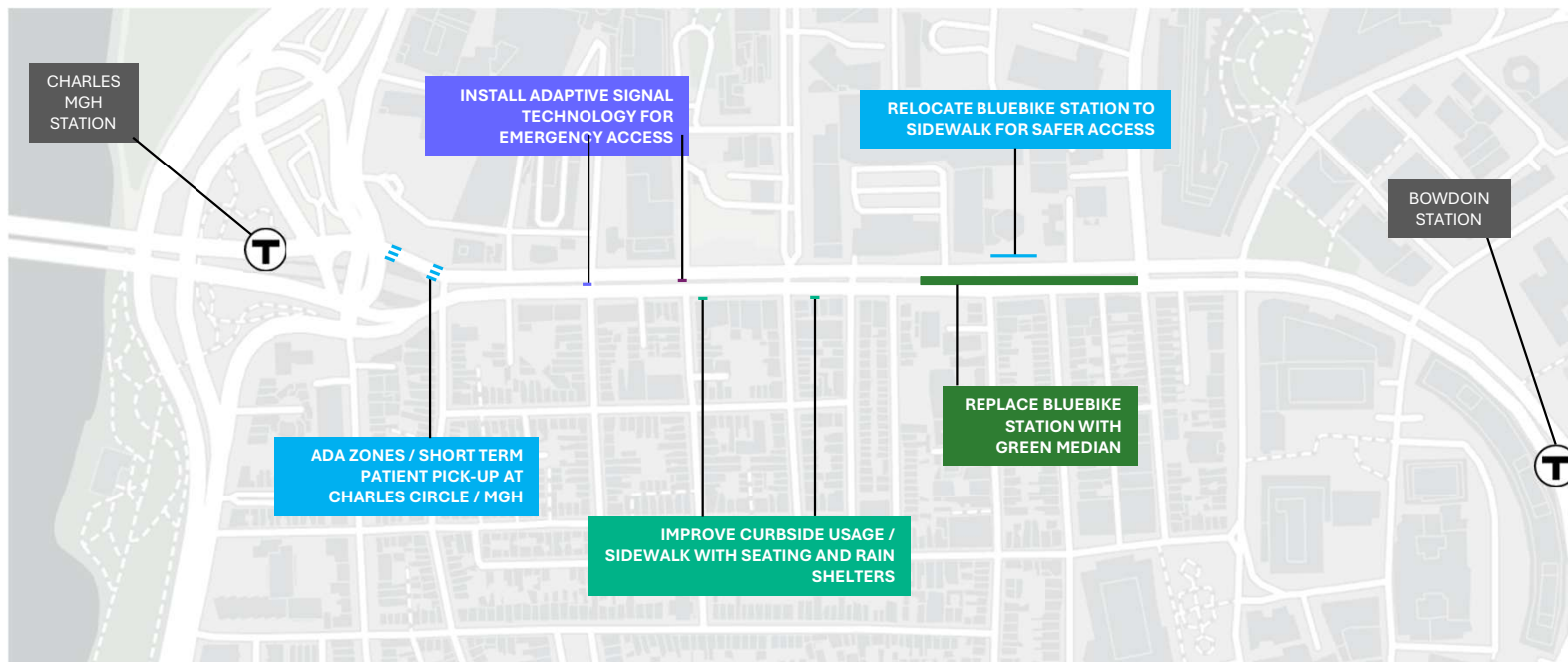


LONG-TERM VISION

Long-term transformation of Cambridge Street into a resilient multimodal corridor..

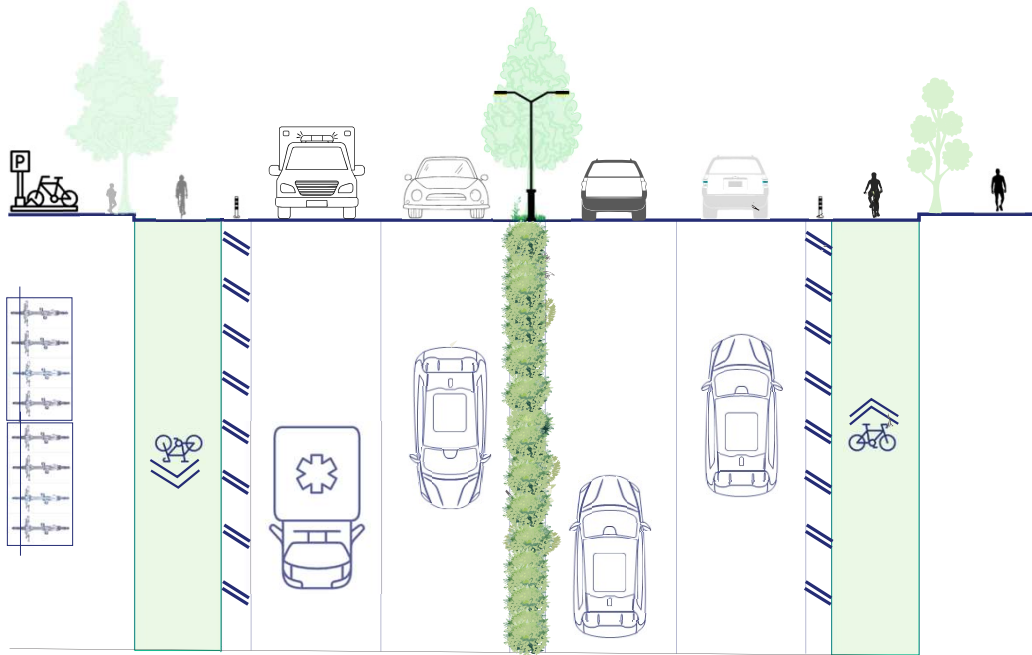
The long-term vision reimagines Cambridge Street through permanent infrastructure improvements that enhance multimodal connectivity, emergency access, public realm quality, and climate resilience. The proposed redesign integrates Complete Streets principles to create a safer, more accessible, and people-centered corridor.

- Public Realm
- Pedestrian Safety
- Emergency Access
- Green Infrastructure



MEDIAN RECONFIGURATION

The proposal optimizes the existing right-of-way through a comprehensive redesign of the center median and adjacent transportation facilities. The intervention introduces green infrastructure, reallocates roadway space for protected active transportation, improves emergency operations, and creates a more efficient and resilient multimodal corridor.



DESIGN INTERVENTION:



Creation of continuous protected bicycle facilities separated from vehicular traffic.



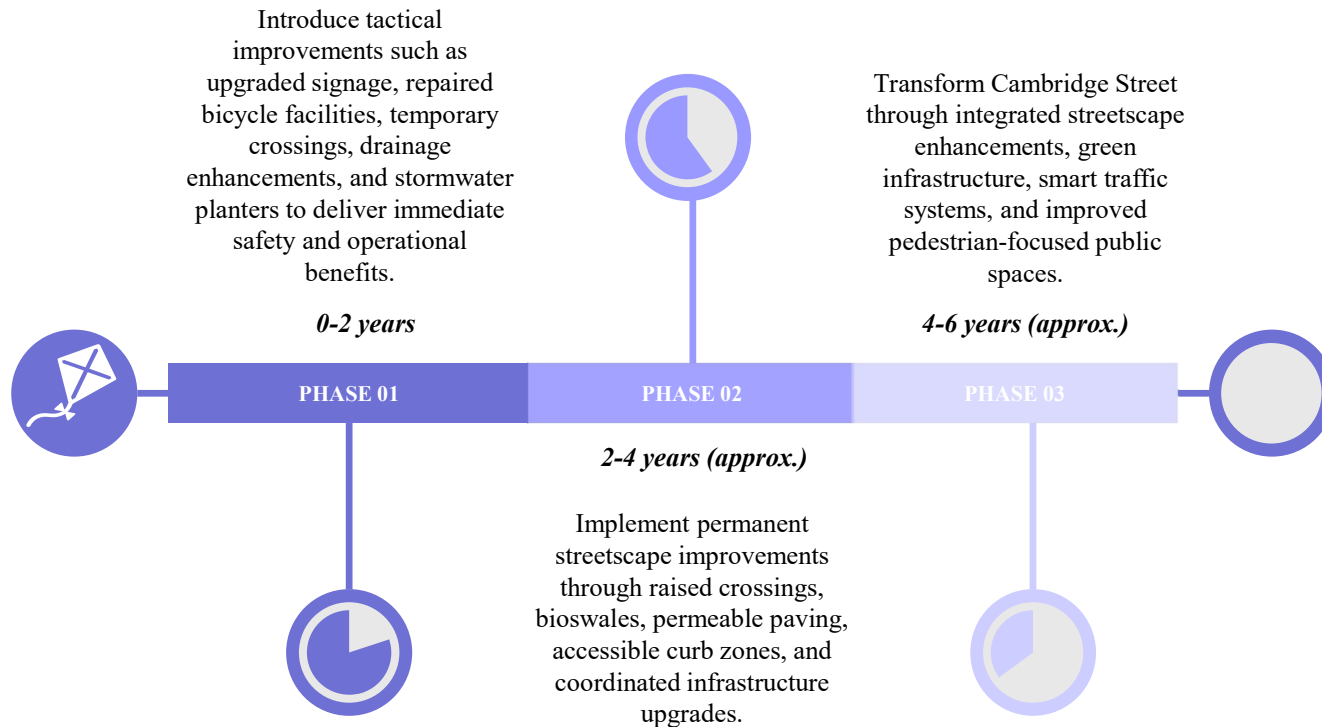
Transforms the center median into a landscaped green corridor that enhances safety, stormwater management, and multimodal connectivity.



Redistributes roadway space to balance pedestrian safety, active transportation, emergency access, and efficient vehicular circulation.

IMPLEMENTATION

PHASES:



PARTNERS:



A NEIBORHOOD AND THE WORLD: HOW UNION SQUARE'S EVOLVING IDENTITY REFLECTS GLOBAL URBAN CHANGE

TERM: SPRING 2026

COURSE: Housing and Urbanization in the United States

SITE LOCATION: Union Square, Somerville, Massachusetts

ROLE: Urban Planning Research | Urban History | Place-Based Analysis.

RESPONSIBILITIES: Historical research, urban planning analysis, neighborhood assessment, transit-oriented development analysis, policy research, technical writing, and publication development.

OVERVIEW:

Union Square represents more than a neighborhood—it reflects over two centuries of urban transformation shaped by transportation, immigration, industrialization, community activism, and transit-oriented redevelopment. This published article examines how planning decisions, infrastructure investments, and demographic change continue to shape one of Greater Boston's most dynamic neighborhoods while drawing lessons applicable to cities worldwide.

DELIVERABLES:

The project culminated in a published feature article that combines historical research, urban analysis, and planning insights to illustrate how transportation, community advocacy, and land-use decisions shape neighborhood transformation over time.



Why Union Square Matters

Union Square in Somerville, Massachusetts, is a neighborhood where more than two centuries of American urban history coexist in one compact landscape. What began as Indigenous land became a colonial pasture, then a transportation crossroads, a working-class immigrant hub, a site scarred by highway-era planning, and today a diverse, rapidly changing community shaped by transit-oriented redevelopment. Its evolution offers insight into the cultural layers, social struggles, and planning decisions that have defined cities across the United States.

Early History & Identity Formation

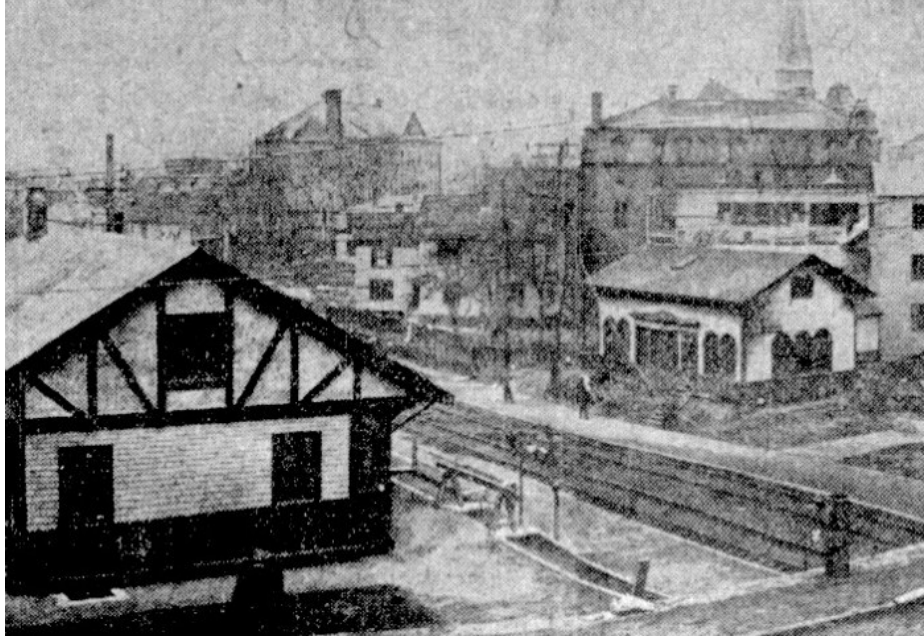
Long before Somerville incorporated as a town, the land that became Union Square was part of the territory stewarded by Indigenous peoples under the Squaw Sachem of Mistick. After colonists acquired the land in 1639, early settler Ralph Sprague established a farmstead near what is now the Square. For nearly two centuries, the area – then part of Charlestown – remained a rural landscape of fields, orchards, and pastures supplying Boston with milk and produce. This agricultural role inspired early names such as the “Stinted Pasture” and “Milk Row.”

By the mid-18th century, a tavern stood at the crossroads, then called “Sand Pit Square” after nearby clay pits used for brickmaking. With only a few hundred residents in the broader area, Somerville was still a sparsely settled agrarian district.

The Revolutionary War elevated the area’s significance. Prospect Hill, rising just above the Square, became a strategic fortification during the 1775–76 Siege of Boston. Tradition holds that on January 1, 1776, General George Washington’s troops raised one of the first American flags from the hilltop citadel. During the Civil War, the area became a gathering point for Union Army volunteers – giving the neighborhood the name “Union Square.”



The Revolutionary War elevated the area’s significance. Prospect Hill, rising just above the Square, became a strategic fortification during the 1775–76 Siege of Boston. Tradition holds that on January 1, 1776, General George Washington’s troops raised one of the first American flags from the hilltop citadel. During the Civil War, the area became a gathering point for Union Army volunteers – giving the neighborhood the name “Union Square”.



*Figure 1: Historic Union Square (circa 1911) – Old and New Union Square Stations.
Source: public domain (via Wikimedia Commons)*

Industrialization & Immigration Waves

Somerville separated from Charlestown and incorporated independently in 1842, just as industrialization was accelerating. Transportation innovations played a decisive role. The 1828 Warren Bridge and the opening of early rail lines in the 1830s funneled traffic along Washington Street, boosting Union Square as a market center. By 1843 the Fitchburg Railroad operated a station near the Square, catalyzing industrial development on newly filled land in what became Boynton Yards.

Factories – brickyards, slaughterhouses, glassworks – proliferated. By the 1870s, substantial wood and brick commercial blocks lined Somerville Avenue, Washington Street, and Bow Street, forming the city’s earliest downtown core.

Immigration shaped the neighborhood’s cultural tapestry. Irish immigrants fleeing famine contributed significantly to the early built environment, working in local industries and constructing triple-decker housing typical of the region. Italians, Polish, and other Europeans followed by the early 20th century, establishing churches, grocery stores, and social clubs that animated the district. By 1940, two-thirds of Somerville’s housing stock consisted of two- and three-family homes.

The absence of early zoning allowed homes, shops, and factories to intermingle organically, producing a walkable, mixed-use streetcar suburb whose texture remains visible today.

Highways, Decline, and Community Activism

The post–World War II decades brought profound upheaval. Like many northeastern cities, Somerville experienced population loss as middle-class families moved to automobile-oriented suburbs, aided by GI Bill mortgages and expanding regional highways. Streetcar lines were removed by 1958, and commuter rail stations soon closed. As transit options diminished, Union Square lost its advantage as an accessible hub.

Industrial decline accelerated disinvestment. Major employers shut down or relocated, shrinking Somerville’s tax base. Aging triple-deckers increasingly became absentee-owned rentals with deferred maintenance. By the 1970s, the city faced severe fiscal stress and gained the unfortunate nickname “Slummerville.”

Highway planning caused lasting damage. The proposed Inner Belt (I-695) would have cut through southern Somerville, including areas directly adjacent to Union Square. In anticipation, the Brickbottom neighborhood was razed in 1950, displacing hundreds of families and erasing an entire working-class community. Persistent community opposition – part of a broader anti-highway movement across Greater Boston – ultimately stopped the highway in 1970. Though the Inner Belt was never built, its impact remained in the form of vacant lots and social disruption.

Yet amid hardship, community resilience took root. The War on Poverty spurred new local initiatives, including the formation of the Somerville Community Corporation (SCC) in 1969, which later became a key affordable housing and community development organization. Immigrant arrivals from Brazil, Haiti, Central America, and South Asia began revitalizing the neighborhood in the 1980s and 1990s, opening bakeries, restaurants, and shops that reshaped the area’s cultural landscape.

By the late 1990s, Union Square began to experience early signs of reinvestment fueled by the broader Boston-area tech boom and rising demand for centrally located housing. While still a working-class community, it was on the verge of major transformation.

The Green Line Era & Contemporary Transformation

The opening of the MBTA Green Line Extension (GLX) in March 2022 marked a historic turning point for Union Square. After decades of advocacy, the neighborhood finally gained direct subway access, reconnecting it to Boston’s rapid transit network and fulfilling long-delayed transit equity goals.

Anticipating this shift, Somerville adopted the Union Square Neighborhood Plan (2016) , which envisions high-density mixed-use development, public realm improvements, and new employment spaces while preserving historic character. The city also selected US2 (Union Square Station Associates) as a Master Developer to coordinate redevelopment of strategic parcels.

In Boynton Yards and the immediate station area, new life-science buildings, creative office spaces, and housing are rising on former industrial land. Longstanding local businesses – such as Taza Chocolate and breweries – coexist with newer enterprises, including the eclectic Bow Market (opened 2018), which showcases micro-retail vendors and cultural events.

Union Square’s unique culture remains highly visible. Annual celebrations like “What the Fluff?” – honoring the marshmallow spread invented locally in 1917 – highlight the neighborhood’s playful identity . Brazilian markets, Punjabi Sikh religious centers, Haitian churches, and Salvadoran eateries sit within blocks of trendy cafés and coworking spaces.

Yet these advances also amplify pressures. Housing costs have surged, driven by regional demand and proximity to Cambridge’s innovation economy. Condo conversions and speculative investments challenge the housing security of working-class families and immigrant communities that revived the neighborhood in earlier decades.

Local government and community organizations have responded with robust planning tools. Somerville strengthened its inclusionary zoning ordinance – requiring 20% affordable units in large developments – and expanded funding for its Affordable Housing Trust . Groups like Union United secured community benefit agreements emphasizing affordability, local hiring, and public spaces.

Since 2000, the neighborhood’s population and profile have indeed changed. Somerville’s population has grown to about 81,000 (as of 2020), reaching its highest level in decades, albeit still below the 1940 peak . The city remains youthful (median age ~32) and highly educated, with many students and young professionals drawn to areas like Union Square.

Union Square today is a place of contrasts: historic triple-deckers beside glass-and-steel labs, long-standing immigrant shops next to upscale restaurants, and grassroots activism shaping negotiations with developers. The neighborhood's identity continues to evolve as it balances growth, equity, and heritage.

Union Square Station at opening day March 2022



Source: Photo by [Wicked Local](#)

Planning Lessons and Global Relevance

Union Square's layered history illustrates several lessons that resonate far beyond Somerville. Its evolution demonstrates how transportation investments, immigration, community advocacy, land-use patterns, and affordability policies shape the long-term trajectory of cities. These themes are echoed across global metropolitan areas facing similar pressures of growth, change, and cultural preservation.

1. Transit shapes neighborhoods for generations.

Union Square's experience underscores the powerful, long-term influence of transportation systems. When streetcar and rail service were removed in the mid-20th century, the neighborhood gradually lost accessibility, jobs, and investment. The absence of reliable transit isolated residents and contributed to economic decline. Nearly seven decades later, the reintroduction of high-quality transit through the Green Line Extension produced the opposite effect, sparking renewed development, employment growth, and public interest. This transformation aligns with international examples – from London's Overground expansion to Bogotá's BRT corridors – showing how sustained mobility access is essential to neighborhood health and opportunity.

2. Immigrant entrepreneurship sustains urban vitality.

Union Square's resilience has long been supported by immigrant communities who reinvigorated the local economy during multiple waves of disinvestment. Brazilian, Haitian, Central American, South Asian, and earlier European immigrant groups opened shops, restaurants, and community institutions that stabilized the area socially and economically. Many global cities, including Toronto, Lisbon, and Melbourne, similarly rely on immigrant entrepreneurs to maintain street-level vibrancy and diversify local business ecosystems.

3. Community activism can reshape major planning decisions.

The successful fight against the proposed Inner Belt highway shows how resident organizing can fundamentally alter infrastructure planning. Grassroots coalitions prevented large-scale demolition and helped shift regional priorities toward public transit. Cities from Seoul to San Francisco have witnessed similar outcomes where civic pressure redirected urban policy and encouraged more people-centered development.

4. Transit-oriented development must integrate anti-displacement strategies.

While new transit brings opportunity, it also raises land values and housing costs. In Union Square, inclusionary zoning, affordable housing trusts, and community benefit agreements emerged to counteract displacement risks. These tools mirror global approaches in cities like Vancouver and Vienna, showing that TOD is most equitable when paired with strong affordability and social protection.

5. Mixed-use, walkable neighborhoods remain inherently resilient.

Union Square's historic pattern of closely spaced homes, small businesses, and interconnected streets has supported adaptability across centuries. This organically developed mix is exactly what many planners now aim to create through contemporary form-based codes and 15-minute city strategies. Its endurance offers a reminder that flexible, human-scale neighborhoods remain the backbone of sustainable urban life.

Conclusion

Union Square's story is one of resilience, adaptation, and continuous reinvention. From its agricultural beginnings to its industrial heyday, through mid-century hardship and today's Green Line-era transformation, the neighborhood reflects the dynamic interplay of planning decisions, demographic change, infrastructure investments, and community activism. Its experience offers valuable lessons for planners around the world seeking to balance growth with inclusion and heritage. As the Square enters a new chapter defined by transit access, innovation, and cultural diversity, its future will depend on how well development can support—not supplant—the communities that have shaped it for generations.

