

**Fall 2021**  
**MIT Center for Real Estate**

**11.305 Doing Good by Doing Well: Planning and Development Case Studies  
that Promote both the Public Good and Real Estate Value**

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Wednesdays 2:30-4:30 (9-451)

Instructor: Kairos Shen, Associate Professor of the Practice, Center for Real Estate, kaiross@mit.edu  
Teaching Assistant: TBD

Office Hours: By appointment

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### **COURSE DESCRIPTION**

This seminar will study how the messy and complex forces of politics, planning and the real estate market have collectively shaped Boston's urban fabric and skyline in the last two decades. Using some of the city's most important real estate development proposals as case studies, the course will dissect and analyze Boston's negotiated development review and permitting process to explore what it takes beyond a great development concept and a sound financial pro forma to earn community and political support. Throughout the seminar there will be an effort to identify strategies for success and pitfalls for failure within this intricate approval process and how these lessons can be generalized and applied to other cities and real estate markets. For the Fall of 2021, Arthur Jemison, former Group Executive for Housing, Planning and Development at the City of Detroit, will be a featured guest lecturer to present comparative case studies from Detroit.

The following are some key issues and questions the seminar will explore:

- How can the city enlist real estate developers in the implementation of public planning and economic development policies and objectives?
- How do developers build great buildings and places that deliver extraordinary public benefits and civic value to the city that are also commercial successes?
- How the continual give and take between planners, developers and the community can lead to innovative planning and creative developments that enhances both the public good and real estate value.
- How politicians, advocates, activists, and the community adjust their expectations and negotiating positions depending on the project proponent and the purpose of the project.
- How developers modify their proposals and vary their negotiating tactics in response to unpredictable public expectations and non-market forces.
- How the city's planning agency uses its broad discretionary powers to mediate conflicts and negotiate workable compromises between competing community and development interests.

### **COURSE REQUIREMENTS**

This seminar is designed to serve as a practical supplement to the academic courses offered by DUSP and the CRE. Students will be expected to participate in class discussions, but there will be no assignments and grades, credits will be earned through attendance in class. Each session will have a set of associated

readings and articles that will provide the political, planning and community context of the featured case studies. Students are encouraged to familiarize themselves with the case studies through the readings prior to class. Readings are available on Stellar, MIT's web-based platform that contains all relevant information for the course. You need MIT web certificates installed on your computer.

## SYLLABUS AND SCHEDULE

Wednesday, Sept. 8	Introduction
Wednesday, Sept. 15	Private For-Profit Developers (Arthur Jemison) Downtown Detroit and Bedrock
Wednesday, Sept. 22	Private For-Profit Developers The South Boston Innovation District
Wednesday, Sept. 29	Private For-Profit Developers The Big Dig and the Downtown Waterfront
Friday, Oct. 1	Field Trip: South Boston Innovation District
Wednesday, Oct. 6	Non-Profit Institutional Developers Harvard University and North Allston
Wednesday, Oct. 13	Non-Profit Institutional Developers The Longwood Academic and Medical Area
Wednesday, Oct. 20	Once-in-a-Lifetime City Building Opportunities? Boston 2024 and Amazon HQ2
Wednesday, Oct. 27	Institutional / Industrial Development in Detroit (Arthur Jemison) Automakers Expand in the City
Wednesday, Nov. 3	Professional Sports: City Building or Real Estate Development? The Boston Red Sox & the Fenway
Friday, Nov. 5	Field Trip: Fenway & Fenway Park
Wednesday, Nov. 10	Community Based Non-Profit Developer Chinatown and South Bay
Wednesday, Nov. 17	Public Sector Developer The Commonwealth and the Boston Convention & Exhibition Center
Wednesday, Nov. 24	Public Sector Developer in Detroit (Arthur Jemison) Demolition, the Land Bank and Neighborhood Revitalization
Wednesday, Dec. 1	Public Sector Developer The City of Boston and Nubian Square
Friday, Dec. 5	Field Trip: Nubian Square
Wednesday, Dec. 8	Concluding Discussion