Promoting Inclusive, Equitable Mixed-Income Communities

Treasure Island Development Authority Board Presentation
August 12, 2020
National Initiative on Mixed-Income Communities
Trusted Space Partners
Our Team

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• Trusted Space Partners
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Mixed-Income Motivation:
Three Disturbing Societal Trends in the USA

• **HAVES AND HAVE NOTS**
  Increased social inequality, inequitable access to opportunity

• **US VERSUS THEM**
  Increased diversity, increased polarization

• **WHO BENEFITS?**
  Urban revitalization leads to displacement and exclusion
Thriving, inclusive mixed-income buildings and communities could be part of the solution to a diversifying, polarized America

- Shared access to investment and amenities
- Bridging social divides through proximity
- Increased social networks and social capital
- Demonstrating the economic and social vitality of diversity
- Changing mental models and influencing individual decision-making
Toward Mixed-Income Success at Treasure Island
When we build it, will it happen?

• What will happen when we bring some of San Francisco’s wealthiest and lowest income residents to live alongside one another?

• Our research shows that a successful mixed-income community does NOT emerge organically. It takes extensive planning and commitment from all partners.
Our Phase 1 Scope of Work with Treasure Island

**Highly compelling opportunity**
- Unique starting point, vision, potential and challenges
- Opportunity to add value through our research base, practices and networks
- Opportunity to learn from a unique development context
- Opportunity to model innovation for the mixed-income field

**Focus Areas**
- Community Facilities
- Retail Strategy

**Roles**
- Brokering & Exemplary Practices
- Strategic Assessment & Design
Mixed-Income Success Framework

- Attract and Retain an Income and Racial/Ethnic mix
- Neighborhood Revitalization
- Avoid Displacement by Income and Race/Ethnicity
- Mixed-Income Housing
- Inclusive Social Dynamics
- Economic Mobility for all
Mixed-Income Success Framework

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Economic Mobility for all
Increasing Mixed-Income Success: Inclusive Design of Mixed-Income Housing

**Strategies:**

- Subsidized housing indistinguishable
- Housing and site design should facilitate interaction
- Inclusive third spaces and amenities on site
Increasing Mixed-Income Success: Integrate Mixed-Income Housing into Broader Neighborhood

**Strategies:**

- Broad, well-coordinated partnerships for neighborhood investment
- Determine appropriate building access and sense of welcome to surrounding neighbors
- Intentional means of engaging building residents into the broader neighborhood, with vigilance about race/ethnicity
Increasing Mixed-Income Success: Avoiding Displacement of Low-Income Residents

**Strategies:**

- Consider neighborhood impact of development and take proactive anti-gentrification measures
- Avoid residential displacement and cultural displacement
- Implement a neighborhood “belonging campaign”
Increasing Mixed-Income Success: Attracting and Retaining Higher-Income Residents

**Strategies:**

- High quality property management, trained for a mixed-income context
- Establish strong norms and shared expectations
- Strong and continued invitation to all residents to fully engage in building and neighborhood
Increasing Mixed-Income Success: Inclusive Social Dynamics

**Strategies:**

- Intentional strategies to promote voice, belonging and neighboring across race/ethnicity and class
- Consider inclusion at three levels: individual, social, structural
- Shift the “operating culture”: from fear and isolation to aspiration and connection
Increasing Mixed-Income Success: Economic Mobility

**Strategies:**

- Comprehensive supports and services
- Ongoing supports for retention and mobility
- Leverage the mixed-income context
Where we can help

Establish a Shared Vision and Explicit Commitment to Mixed-Income Inclusion

Advance Capacity and Knowledge-Building

Strengthen Role Clarity and Accountability

Refine Strategies and Intentionality

Expand Assessment and Learning
Operating Culture Shift

“Operating Culture Shift” for Urban Equity, Inclusion and Justice

**FEWER INTERACTIONS**
**THAT ARE:**
- Fear-Based
- Inequitable
- Exclusionary
- Isolating, Siloed
- Discouraging
- Compliance-Dominated
- Dependency-Creating
- Punitive
- Racist

**MORE INTERACTIONS**
**THAT ARE:**
- Aspirational
- Equitable
- Inclusive
- Connected
- Thriving
- Transformative
- Self-Agency-Promoting
- Respectful
- Antiracist
Local communities need **new, broad and diverse networks of positive, aspirational people** to re-populate their civic and economic landscape.

This starts with shaping **new kinds of community moments** - born from a **plurality of perspectives** - for real time, real place connection and exchange, **across existing boundaries and to challenge existing power dynamics**.
### Operating Culture Shift and Community Network Building: The Difference in Practices

<table>
<thead>
<tr>
<th>Traditional Community Spaces</th>
<th>Aspirational Community Spaces</th>
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<tbody>
<tr>
<td>• Reinforce top down decision making and positional power</td>
<td>• Feature co-investment, co-creation</td>
</tr>
<tr>
<td>• Relies on archaic forms of engagement</td>
<td>• Adheres to Form Follows Function</td>
</tr>
<tr>
<td>• Invests in hierarchical forms and Representative decision making</td>
<td>• Reinforce value of human-first peer to peer connection</td>
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<tr>
<td>• Reinforces strict role definition</td>
<td>• Invest in strengthening relationships across difference</td>
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<tr>
<td>• Feature Extraction as learning/information gathering</td>
<td>• Mitigates and loosens formal role definition</td>
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<td>• Separate talk and action</td>
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</tbody>
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| Town Hall Meeting                                                                        | Network Night                                                                                     |
| Residen asks Association Meeting                                                        | Network Action Team                                                                               |
| Focus Group                                                                               | Neighbors Circle                                                                                 |
| Resident Survey                                                                           | One on Ones (on Street or at Doors)                                                               |
| Steering Committee                                                                        | Design Team                                                                                       |
| Workshops                                                                                 | Mutual Learning Exchanges                                                                         |
| Support Group                                                                             | Mutual Support Circle                                                                             |
| Management Sponsored Block Party                                                         | Management/Resident Block Party with Network Invitation                                            |
| Case Management Session                                                                   | Case Management Session with Network Invitation                                                  |
| Recertification                                                                           | Recertification with Network Invitation                                                           |
| Home Inspection                                                                           | Home Inspection with Network Invitation                                                           |
Network Nights

Welcome to OUR Hunter’s View!
😊 NETWORK NIGHT
😊 Welcome
😊 New & Good Circle
😊 Table Talk
😊 Marketplace
😊 Bump & Spark

New and Good Circle
... in 30 seconds...
- Say your name and where you live.
- Share something New & Good in your PERSONAL life in the last few days

Table Talk
- My new idea
- My concern
- My big question
- My inspiration...
Belonging Campaign
Hospitality Covenant

WE PLEDGE TO:

- Treat everyone with the kindness we all want
- Do our own part to take care of the place where we live and work
- Take the time to help each other achieve our goals and aspirations.

Here are some daily practices that help us live out the Hospitality Covenant. We invite you to join us in these and to consider other ways that we can collectively bring this life.

- We speak to every person we pass by with a smile and a greeting
- We take initiative to go beyond what is necessary or required.
- We actively look for positive solutions in every situation
- We pause to listen & understand without acting upon a snap judgement
- We ask questions to learn new perspectives and reveal new ideas to recurring problems

SIGNED: ___________________________ DATE: _________
Sunnydale
Hunters View
Alice Griffith
Potrero

HOPE SF – San Francisco, CA

Evaluation
Consultation
Capacity-Building
Racial Equity and Reparations
More on Our Phase 1 Scope of Work

Focus Areas

• Community Facilities
  • Understand context, assessments, emerging plans and vision
  • Align our consultation with MIG community facilities review
  • Identify promising models for peer learning
  • Recommend possible approaches

• Retail Strategy
  • Understand context, market analyses, emerging plans and vision
  • Identify promising models for peer learning
  • Recommend possible approaches
More on Our Phase 1 Scope of Work

Roles

• Brokering & Exemplary Practices
  • Connect with relevant current and previous partners/clients
  • Identify new local connections
  • Identify new national connections
  • Adapt our own methodology

• Strategic Assessment & Design
  • Review available documentation, attend appropriate meetings
  • Talk with an array of Treasure Island stakeholders
  • Develop recommendations for overall strategic design
Deliverables

- Community Facilities Strategic Memo – Oct 2020
- Retail Strategy Strategic Memo – Oct 2020
- Final summary list of exemplary projects and brokered relationships shared throughout Phase 1 – Feb 2021
- Strategic Assessment & Design Recommendations Memo – Feb 2021
Reactions and Discussion!