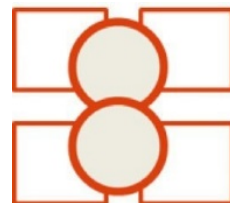# Towards an Equitable Future for Treasure Island:
A Strategic Guide for Promoting
Mixed-Income Inclusion

February 2021

JACK, JOSEPH AND MORTON MANDEL
SCHOOL OF APPLIED SOCIAL SCIENCES
CASE WESTERN RESERVE
UNIVERSITY

National Initiative on
Mixed-Income Communities

Trusted
Space
Partners

Introduction

One Treasure Island engaged the National Initiative on Mixed-Income Communities (NIMC) to provide consultation on creating an inclusive and equitable community. Based at Case Western Reserve University, NIMC has conducted research and evaluation on mixed-income communities in numerous cities and consulted with a range of mixed-income developers, planning departments, initiative funders and community-based organizations. The purpose of this document is to provide a strategic assessment based on our engagement to date of the development team's work to build an inclusive community on Treasure Island and to inform the steps and work needed to bring this vision to its full reality.

The vision for the future of Treasure Island is the equivalent of developing a new small town with the audacious goal of successfully mixing people from different incomes, races, and other social backgrounds. This is a once in a lifetime opportunity. As is true with most audacious goals, this quest carries with it a very serious responsibility to learn from past failures and to bring an extraordinary level of intentionality and commitment to the challenge. Past history with similar attempts, most of which have fallen short of their social inclusion goals, highlight three major shortcomings for how they were led:

1. Reliance on inaccurate assumptions about social inclusion which lead to an insufficiently bold, strategic vision.[1]
2. Disproportionate investment of ingenuity and innovation on the physical and financial aspects of the redevelopment, versus on building the social infrastructure and operating culture.
3. Over-emphasis on creating or preserving a separate system of programs and services to support and "fix" those populations seen as "needy."

As a team of practitioners and researchers committed to the vision of thriving mixed-income communities, we see signs of these shortcomings in the redevelopment approach for Treasure Island. We offer this assessment because we also see tremendous potential and hope for Treasure Island as a breakthrough success story and model for other mixed-income communities.

In *Section 1* of this Strategic Guide, we will highlight four critical, baseline action steps for the core operating team to consider and implement. We believe that successful and timely implementation of these actions is critical to foster the inclusive community on Treasure Island that everyone seeks.

In *Section 2* of this Strategic Guide, we will share our thinking about seven frames we use as we approach this work as well as examples to explore and next steps to undertake. With a common shared vision and commitment to equity and inclusion (Section 1), these frames can be thought of as the different colors of a rainbow. Each is unique and offer a special lens through which to view the work, *and* they are connected, overlapping, and beautiful in their unity. These frames provide lenses to approach the redevelopment of Treasure Island, creating a shared language, purpose, and pathway towards inclusive community.

---

[1] **A few examples of inaccurate assumptions from other situations:** (1) Race relations between neighbors are not that big of deal anymore in progressive places like San Francisco; (2) Organizational staff can easily hold holiday events and other "programs" that will bring people together across lines of difference and build social cohesion; (3) Stringent house rules will be sufficient to create a positive, stable environment; (4) Simply creating inviting common spaces will easily promote people getting to know each other.

Table of Contents

Section 1: Key Action Steps

Step 1: Co-create a Truthful and Inspiring Vision for Equity and Inclusion

We are in the midst of an extremely serious racial and class reckoning. This reckoning calls leaders of the Treasure Island redevelopment to recognize an imperative for a bold, specific vision of change. To ignore this clarion call could set up this brand new town to reproduce the country's race and class social challenges rather than surmounting them. Together, the core leadership team should co-create a shared vision statement for Treasure Island.

Here is **one** possibility of a bold, specific vision statement for Treasure Island that responds to this imperative and call:

> *We envision a community where traditionally excluded and previously marginalized people are:*
> - *intentionally and actively engaged in ways that build connections and share power,*
> - *seen and treated as bringing value to those who are more privileged,*
> - *provided a fairer share of resources, opportunities, supports and power based on past differential circumstances and needs.*

Step 2: Strengthen the Commitment to Social Inclusion by the Public and Private Sector

Developing a new town or large neighborhood in pursuit of a bold, transformative vision of change is challenging, even when there is one visionary leader in control (e.g. James Rouse in Columbia, MD). Attempting this feat across so many different sectors and leaders is nearly impossible, especially given the length of time required and the dramatic societal shifts of this past decade.

A bigger danger in the case of Treasure Island could be that the private sector believes that the nonprofit and public sector will be the ones taking care of social inclusion. If so, this is a huge mistake.

Again, based on our limited engagement, it appears that the top leaders across all sectors need to reconvene, re-envision, reconstitute and revamp their shared commitment and approach to this rare opportunity to develop a transformative example of mixed-income inclusion. In particular, the private partners need a clear, galvanizing leader with internal and external authority and influence who is driven by the challenge of social mixing, combined with a very experienced, equally committed team devoted to successful community co-creation and co-operation.

Step 3: Focus on the Ideal Operating Culture and Begin Living It Out Now

Operating culture is invisible and everywhere. It is the sum total of all of the practices, norms, and habits of a group of people sharing a place or an organization. The redeveloped Treasure Island is inheriting a set of society-wide operating cultures grounded in fear, isolation and even anger: including a national and regional legacy of structural racism, zero-sum economic system, affordable housing paternalism and compliance, and nimbyism. We believe the most effective way for our society and our communities to replace these fear-based "ways of being" is to:

> (1) Agree on a simple way of being that is inclusive and promotes interdependence;
> (2) Begin living it out in every corner of the existing operating culture (including the development team);
> (3) Inspire and invite others to join in.

The toolkit at the end of this document includes one example of a behavior-based covenant we helped establish at a private housing development company in Pittsburgh.

Step 4: Embrace and Execute Community Network Building

To ensure the shift to an inclusive operating culture, we urge immediate implementation of a well-proven strategy called **Community Network Building.** It is an ongoing, intentional process of cultivating new, inclusive networks of aspirational people for real time connection and change-making across existing boundaries and power dynamics. It begins with **four fundamental mindset shifts** within a core group of diverse and committed network stewards (which in this setting begins with those leading the development of Treasure Island):

- **Human Centered:** Real progress is dependent on our ability to connect with and engage each other as genuine human beings, rather than through our formal roles, positions, and labels.

- **Aspirational:** Making change in a complex and demanding environment requires that we bring our best selves and our most aspirational vision for innovation.

- **Non-Institutional Forms:** People are moving away from traditional forms like neighborhood associations, nonprofits, and churches; we need to trailblaze new forms of connection and belonging, like community networks, to sustain change.

- **No Neutral Space:** Many try to ignore existing racial and power divides; we cannot dismantle structural exclusion overnight but we have to decide if our efforts will contribute to existing power dynamics or if we will use each moment to try to disrupt them.

Grounded in these aspirations, the core group relies on **four iterative and interconnected strategies:**

1. **Issue a Compelling Invitation to Others:** In preparation for repeated moments of creative outreach and engagement, the core group must first capture a truthful story of the current reality, linked to a specific moment of opportunity for change and a genuine desire for others to contribute their unique gifts.

2. **Create Intentional Gathering Moments for Exchange:** To ensure that creative outreach leads to formation of an ongoing network, the core group must host gatherings which keep diverse people coming back over time. Many typical community gatherings are led or dominated by a few, and are structured to convey information. Different spaces that are fun and productive are needed to (1) signal a new way of operating, (2) support authentic relationship building, and (3) spark shared thinking and action.

3. **Rely on Intentional Practices for Connection:** Many people are hesitant to connect and exchange ideas and talents. A key aspect of a new kind of moment for exchange is the repeated use of creative practices that help reduce fears and open up hearts, minds, and voices.

4. **Leadership as Stewardship:** Traditional leadership forms are hierarchical and exclude a wider circle of participation and contribution. An alternative form is the use of rotating steward teams focused on sustaining the network, combined with ad hoc action teams led by the person with the passion and skill needed to execute the action path.

In the reference section you can find a tool kit for transforming neighborhood eco-systems that was developed by Trusted Space Partners to illustrate these ideas in one specific context.

Section 1 Conclusion

The four key action steps listed above in Section 1 overlap with recommendations from our first two memos specific to retail and community facilities, as well as with action steps listed below where we dig deeper into the frames we use to approach this work. They are highlighted here as they form the cornerstones upon which a truly inclusive community must be constructed.

Section 2: Dig Deeper: Frames to Consider

Frame #1: Leadership and Governance

Why is this important?

A successful culture of inclusion happens at every level in a community - from government leaders to executives to shop owners to facilities managers to line staff to residents. Inclusion happens when everyone shares a common vision and commitment to do the hard work to live into that vision - and to hold each other accountable. However, while it takes full community participation to live out an inclusive community, committed leadership with authority over the project is critical to establish the vision, set a clear path towards the vision, model it on a consistent basis and hold everyone accountable to achieving the vision.

To be successful, effective leaders must have a deep understanding of why a social impact strategy is critical to the long-term success of the development of Treasure Island. These people must prioritize the social impact work in their schedule, in their decision-making processes, in their hiring, and in their everyday actions. They must be committed to their own racial equity journey and listen deeply to voices speaking truth to power. These leaders must acknowledge their own blind spots and be committed to growth and learning. These leaders are uniquely positioned to challenge long-standing power structures that have promoted racial inequity and to co-create with the community new structures. Ultimately, these people must be ready and willing to share power with the community, believing that everyone has something to contribute and deserves to experience belonging and meaning.

In addition to bold, visionary leaders, it is critical to have an internal catalytic team with a very strong sense of mutual respect and cross-sector learning to initiate, sustain, and spread the shifts in operating culture that are needed to create thriving, mixed-income communities.

Vision

Governing bodies are diverse, representative of the community, and can speak to the vision of developing an inclusive community. They ask challenging questions and provide support while holding the leadership accountable to the shared vision. They check to ensure that the social impact strategy is front of mind and woven into the fabric of every decision in the development process.

Well-positioned leaders understand this vision for an inclusive community and commit to guiding all the players, knowing that there will be challenges along the way. These leaders are committed long-term to co-creating with the existing and new residents, employees, and visitors of Treasure Island a unique place where the desire to foster connection and inclusion shapes every decision and takes precedence over other strong forces (cost effectiveness, maintaining power structures, efficiency) that more frequently are defining criteria.

Action Steps
- Diversify governing boards so they are representative of the community and have a shared vision of an inclusive community. Provide learning opportunities to grow and deepen their understanding, as well as their relationships with each other.
- Identify well-positioned leaders who can articulate this vision and lead the respective partners in the work to build an inclusive community, including identifying the leader from the private development team who will bring visionary authority to the social inclusion imperative.

Examples
Regent Park: Mitch Cohen, CEO of The Daniels Company, has been deeply and personally committed to the social impact strategy in the development of Regent Park in Toronto. His vision has inspired those around him to push into challenges, listen to the community, and foster inclusivity.

Parks Conservancy: From the very beginning of her time at the Parks Conservancy, Christy Rocca listened to community members to understand their issues and what they were looking for in an urban park. She deeply believes that parks are for the people and leads in a way that is inclusive and responsive to community desires.

Key quote
"Courage is contagious. To scale daring leadership and build courage in teams and organizations, we have to cultivate a culture in which brave work, tough conversations, and whole hearts are the expectation, and armor is not necessary or rewarded." - Brene Brown in Dare to Lead

Frame #2: Operating Culture Shift[2]

Why is this important?
We assert that the principal difference between communities and neighborhoods that work and those that languish is that the former have a diverse network—a group of people from different backgrounds who make the choice to embrace differences and to cultivate and act on their interconnectedness. This group works to develop the personal capacity to form mutually beneficial relationships in order to tackle tough challenges, plan for an uncertain future, and cultivate quality of life. These networks rarely occur organically.

While huge human and financial resources are committed to bricks-and-mortar development, limited ingenuity and investment is devoted to building networks and sorting out the complex human aspects of daily operations and community building in contexts where residents come from very different cultural and class backgrounds. There is no doubt that this is the hardest part of this work to figure out.

---

[2] This section is adapted from A Call for Property Management Transformation To Meet the Challenges of Mixed-Income Communities by Frankie Blackburn and Bill Traynor accessed here.

An "operating culture shift" moves developers, housing/service providers, and other organizations from a narrow focus on maintaining compliance, meeting needs and independently solving problems to a more aspirational and creative operating culture designed to create the kind of co-investment among owners, staff and residents needed to achieve both individual and community transformation.

Vision

When a positive culture shift has transformed a community, you are likely to see:
- Long-time, publicly assisted residents trust their new neighbors, many of whom are from a different race and/or class, and respond to invitations to connect authentically.
- New residents of a different economic class, who perhaps felt like they were taking a risk to move into this mixed-income community, are able to suspend their judgement and fears to genuinely lean into "neighboring" relationships of mutual respect and benefit.
- Owner-manager agents, property managers, asset managers, and maintenance staff step out of their compliance-centric professional roles and adopt human-centered practices and protocols that support genuine relationships across race, age, and income for collective place making.
- Supportive service staff stop "helping" and "fixing" long enough to listen. They learn to trust that most, if not all, residents have the capacity and wherewithal to not only help themselves but help others and contribute to community life.

These are the shifts, we believe, that start to change an operating culture rooted in fear and isolation into one rooted in aspiration, connection, and reciprocity.

Action Steps
- Read this article that digs deeper into transforming the operating culture. Explore the example of TREK Development highlighted in the article.
- Learn about the work that Mercy Housing is doing around shifting their operating culture, nationally and in San Francisco.
- Reflect on leadership and staff at the existing housing sites, community facilities, and retail establishments who could be early adopters of this new approach. Develop a task force of these individuals to begin to frame and enact the work.
- Create a vision for an inclusive community and start practicing now. A simple first step: start every meeting with a check in question such as sharing something "new and good." This creates an opportunity to connect on a human level.

Example

Trek Development: This developer took the bold and unusual step of asking each staff member to sign a "Hospitality Covenant," pledging three core behaviors related to positive human interdependence. This strategy, combined with other key steps, has positioned TREK as a trailblazer in developing a new approach for operating affordable and mixed-income housing communities.

Key quote

"We are all human beings—residents, staff, neighbors, and partners—and we are all interdependent on each other for a high-quality life." - Frankie Blackburn

Frame #3: Racial Equity and Inclusion[3]

Why is this important?
As we face a national and local reckoning around the impact of racism on individuals, organizations, and systems in our society, it would be irresponsible to take on a project of this magnitude without using a racial equity lens and centering communities of color throughout the process. Racism has significantly damaged our nation. Treasure Island has a unique opportunity to do the work of racial healing through meaningful and intentional racial equity work.

Racism is a belief, along with reinforcing behaviors and attitudes, that race is a fundamental determinant of human traits and capacities and that racial differences produce an inherent superiority of a particular race. For far too long, housing policies and practices have been used to reinforce racism by privileging certain subgroups and by stigmatizing others. All these actions directly benefited White investors and homeowners, while reinforcing disinvestment and limiting wealth for Black, Brown and other families of color.

Racial equity will be achieved only through intentional actions and decisions. Even with intentionality, racial equity will be difficult to put into operation. Racial equity approaches must proactively address the enduring racism within contemporary policies, programs and practices that routinely advantage White people while producing negative outcomes for people of color. Effective racial equity approaches also explicitly recognize the cultural assets, resilience and strengths within communities of color. This means centering communities of color in the process of advancing change. A focus on shifting the narrative about low-income households of color and promoting belonging rather than othering are also key to advancing racial equity.

Vision
Communities of color are centered in discussions and decisions. They are active participants not just in surveys and focus groups, but in rooms where decisions are made. People of color have leadership positions at TIDA, TIDG, One Treasure Island, the housing developers, architects, engineering firms, community facility providers, and educational institutions. The voices and opinions of people of color are sought after, listened to, and their ideas are implemented, with their active engagement whenever possible. Every proposed system or process is considered from a racial equity perspective. Leaders of every race and class are doing their own personal racial equity work and are committed to growth, learning, and accountability.

Action Steps
- Key leaders should read and delve into the Advancing Racial Equity in Housing and Community Development guide. The guide provides an overview and then has questions for individuals and

---

[3] This section is adapted from Advancing Racial Equity in Housing and Community Development: An Anti-Racism Guide for Transformative Change by Dr. Amy Khare and Stephanie Reyes.

teams to explore racism at various levels. The guide also lifts up several other high-quality resources to support people on their racial equity journey.

- Leaders of the Treasure Island redevelopment should have specific conversations about racial equity and anti-racism, including shared readings and frameworks, and develop a common commitment and specific shared practices for advancing racial equity at Treasure Island.
- All players in the redevelopment should consider when, why and how they engage the existing Treasure Island community in design processes and decisions. How can they be more inclusive?
- Know that addressing racism will be a long journey, but can only be started with small steps and personal accountability.

Examples
Mercy Housing: One of the country's largest affordable housing providers, Mercy Housing has made racial equity one of the core pillars of its current five-year strategic plan. This has included racial equity training at all levels of the organizations from the board and executive to front line staff at Mercy properties. Specific goals and strategies to promote racial equity have been established and a new Vice President for Racial Equity, Diversity and Inclusion has been hired. NIMC was recently engaged to conduct a racial equity assessment of key operating documents used by the Mercy property management division including resident selection criteria, leave violation procedures, house rules and performance review criteria.

Hope SF: Director Theo Miller and his team partnered with NIMC to develop the Racial Equity and Reparations Guide, a practical and challenging guide to understanding this key topic.

Key quote
"Racial equity places priority on ensuring that people of color are afforded opportunities that they historically have been denied and from which they continue to be excluded." - Amy Khare and Stephanie Reyes

Frame #4: Resident and Community Stewardship[4]

Why is this important?
Traditional leadership forms are hierarchical and exclude a wider circle of participation and contribution. They rely on an altruistic model of providing services for others, based off of old power dynamics, rather than empowering others to co-lead. While well-intentioned, the altruistic approach can promote an "us vs. them" culture and does not recognize the strengths, ideas, talents, and passions of lower-income residents. We must move away from this *altruistic* approach of helping residents in affordable housing to an *interdependent* framework.

---

[4] This section is based on the work of Frankie Blackburn in the article The Power of Intentional Networks in Mixed-Income Housing.

In an interdependent framework, if we are going to create high quality places to live and work, we must recognize that everyone in that particular eco-system (residents, staff, partners) is a human being with something to contribute and that we, as human beings, are interdependent on one another's contributions in order to achieve a high quality of living and working. When we treat community members as stewards, we invite them to the table to share power and tap into their expertise and networks to achieve shared goals. We also promote a more sustainable approach to social inclusion where the community build the capacity and sense of responsibility to sustain the community building and operating culture shift over time.

Vision

Instead of asking residents the question "what do you want in this community?" (in other words, what do you need me to do for you?), the developers, designers, community organizers, and nonprofit leaders will ask "what are you willing to make happen?" Everyone involved in every aspect of the project will have top of mind that this is not something being done *for* others, but continually remind themselves and each other that this is something being done *with* others. By practicing network building principles, resident leaders will take on increasing responsibility to keep the network alive and growing. Leadership in a networked environment is different and more akin to a "stewardship" role. Guidance and training are required to do it well.

Action Steps
- In connection with the racial equity and operating culture shift work discussed above, staff at all levels involved in the redevelopment of Treasure Island should reflect on the extent to which they bring more of an altruistic approach to their work and how they can shift to a more interdependent approach.
- Begin now to organize NeighborUp networking nights[5]. By inviting residents to answer the question "what are you willing to make happen?" and using devices like the Marketplace[6] for residents to provide mutual informal support tap into the ideas and passion in the community and foster resident stewards.

Examples:

Here are four very successful and currently thriving examples of place-based community networks of several thousand people each, where diverse teams of community stewards provide ongoing

---

[5] **Network Night** is a *ritualized* community gathering device where diverse residents and workers gather as human-beings to do four things: (1) Have fun (2) Get to know each other (3) Have the conversations they want to have and (4) Exchange small favors with one another. Here is a detailed guide to the rituals and the background behind them.

[6] **Marketplace** is one of the key rituals built into network night and which can also be incorporated into other gathering moments. It is built around the principle of "Wisdom is Everywhere": we all have gifts to share and we all have needs. Each person gets a chance to make either an offer or a request for something that falls into the category of a small favor that a neighbor might need or can provide. It can be tangible or intangible. See a complete description included in the Network Night guide here.

stewardship of the network. Each one has a slightly different way of branding and supporting these key roles and are worthy of a closer review:

[Network Weaver Lab - Impact Silver Spring](#), Silver Spring, Maryland
[Community of Practice - Neighborhood Connections](#), Cleveland, Ohio
[Network Leaders - Union Capital Boston](#), Boston, Massachusetts
[Poder Leaders - Lawrence Community Works,](#) Lawrence, Massachusetts

Key quote
"Look, we are not broken people looking for help, we are whole people with real lives who are looking for friends and partners so we can have more quality of life, just like anyone else. If you want that too, we can work together." - Ms. Joyce Williams, a resident leader in a struggling Boston neighborhood (from Trusted Space Partners website)

Frame #5: Effective Cross-Sector Partnerships[7]

Why is this important?
The redevelopment of Treasure Island, like most projects of this size, requires cross-sector collaboration with partners from all three sectors: public (TIDA), for-profit (TIDG), and non-profit (One Treasure Island). These actors can have fundamentally different motives, organizational cultures, and stakeholder obligations. To achieve success, the partners must develop shared goals and operational principles, exert mutual influence, navigate conflicts in interests and priorities, manage power differentials, and negotiate the sharing of risk and rewards from joint investments.

Vision
Effective cross-sector collaborations include developing greater consensus around goals, increasing role clarity, establishing stronger structures for communication and coordination, increasing understanding of the constraints faced by actors from each sector, building increased trust, familiarity, and mutual accountability over time, and increasing resources and organizational capacity. Collaboration involving a mixed-income community also requires awareness of the stark power differentials given the highly marginalized and vulnerable nature of the target population, with underlying issues of race and class, and the heightened imperative of marketability to an affluent constituency.

Action Steps
- Ensure that all partners have a common vision and purpose for the redevelopment. Clarify roles, establish communication and decision-making procedures, and align expectations.
- Develop a sense of interdependence to avoid actors falling into siloed roles. Ensure that the social impact strategy does not fall only to one entity, but is held as a high priority by all.

---

[7] This section is based on the article The organizational challenges of mixed-income development: privatizing public housing through cross-sector collaboration by Mark L. Joseph, Robert J. Chaskin, Amy T. Khare & Jung-Eun Kim found [here](#).

- Create safe spaces and relationships where partners can hold each other accountable to the shared vision and operating culture shift. Teach and model how to have difficult conversations.
- Given the critical role of key leaders with strong collaboration skills as well as the value of longstanding individual working relationships, it is vital to nurture and support effective leaders and proactively implement retention policies that will reduce turnover and promote a greater degree of staff stability.

Examples
Once again, [Regent Park in Toronto](#) is an excellent example of a cross-sector partnership where, over time, a multitude of stakeholders have developed a shared vision for the mixed-income transformation, a clear sense of interdependent roles and strong ongoing communication and problem-solving. Other strong examples are [Yesler Terrace in Seattle](#) and [Mariposa in Denver](#).

Key quote
A real team is more like a basketball team, one that plays together simultaneously, in an interactive, mutually dependent, and often interchangeable way. … Becoming a real team requires an intentional decision on the part of its members. Teamwork is not a virtue. It is a choice - and a strategic one. - Patrick Lencioni in The Advantage

Frame #6: Building Design, Operations, and Management[8]

Why is this important?
While closely linked to the operating culture shift discussed above, here we focus in on how decisions and practices around building design, operations, and management can shape or block a truly inclusive culture. Treasure Island has a unique opportunity, as the design process unfolds and teams prepare to manage 8,000 new units, to be intentional about creating a culture of belonging and inclusion. If not done well, residents of affordable housing will likely experience "cultural displacement" and feel like outsiders in their own community. They are significantly less likely to experience economic mobility. They may move (be displaced) to communities where they feel safer, where they feel like they belong. To achieve the promise of mixed-income communities, the stakeholders must approach the area of design, operations, and management with an intentionality and urgency to ensure that all residents feel that they belong long-term on Treasure Island.

Vision
Walking down the street, one should be unable to distinguish between market-rate versus affordable housing or between ownership versus rental models. Details matter here. This means that features like entryways, signage, window treatments, visible amenities are comparable. If you walk through a

---

[8] This section is based on the article [A Call for Property Management Transformation to Meet the Challenges of Mixed-Income Communities](#).

building, you should not be able to distinguish between market-rate or affordable units. The affordable (or inclusionary) units are spread across different floors of a building, not consolidated.

All residents, regardless of income or tenancy status, are treated with dignity and respect. Property managers do not have a compliance-based approach to their work, but instead have an aspirational mindset and a human-centered approach. Residents and staff alike seek to connect and engage with one another as genuine human beings, rather than through formal roles, positions, and labels. Recognizing that traditional institutional forms are not effective in these spaces, residents and staff alike are committed to building networks which trailblaze new forms of connection and belonging in community life to sustain connection and real change.

Action Steps
- Start now with the existing housing providers. Engage them with the principles of inclusive property management.
- Activate residents through strengthening the neighborhood network. Rather than asking residents "what do you want to see happen?", ask them "what are you willing to make happen?" Refrain from treating network members as clients, customers, or participants. Recognize and acknowledge them as co-investors and co-owners.
- Engage all current and future developers in the principles of inclusive design and management. Develop clear expectations and goals about the way decisions are made and how property management is designed and implemented.

Examples
Sandstone Quarry Apartments is a newer mixed income housing community in the Northside neighborhood of Pittsburgh where doctors who work in the nearby medical center live next door to former residents of the public housing community once located on the same physical site. Trek Development Group, the owner, developer and manager, intentionally designed the spaces and hired a unique site-based team, skilled in a set of community building practices, to ensure an inclusive and equitable operating culture from the early days of occupancy.

Regent Park, while lifted up several times in this guide for its deep commitment to social impact, also has learned by making mistakes. Across the property, external doors of subsidized townhomes are all the same color. Driving down the street, one can easily determine which clusters are subsidized versus which are market rate.

Key quote
We believe that the lens of "othering and belonging" is a powerful framework to help shape the story of the next decade—a story where we together create the future we want to inhabit, where we reject a politics based on "us vs. them," and where we work together to build a new "we." - Othering and Belonging Institute website.

Frame #7: Youth Engagement[9]

Why is this important?

Recent research has demonstrated the substantial relationship between life outcomes and the neighborhood in which one is raised. There has been no comparable long-term research on the impacts on youth living in mixed-income redevelopments. Qualitative research findings suggest that without intentional planning and implementation of youth development strategies, mixed-income environments alone do not necessarily promote positive youth outcomes and can, in fact, create additional challenges for low-income youth, particularly youth of color (Chaskin, Sichling & Joseph, 2013). *Successful, inclusive mixed-income development should leverage the opportunity to break the generational cycle of poverty for low-income youth.* Yet, few mixed-income developments have a comprehensive positive youth development strategy, customized to the specific opportunities and challenges inherent in a mixed-income setting. Treasure Island, with key partners such as the Life Learning Academy, YMCA, and the Sailing Center, has an opportunity to engage youth today to vision and create meaningful opportunities to shape the island today and in the future.

Vision

Youth engagement is the intentional, meaningful, and sustained involvement of young people in actions to create positive social change, and it can be conducted in various ways. In its report, Youth Engagement in Collective Impact Initiatives, the Urban Institute lays out a youth engagement continuum moving from youth empowerment to youth voice to youth decision-making (p. 3).
- Youth empowerment includes mentorship, leadership development, and community-based service learning projects.
- Youth voice includes collecting youth feedback and using youth advisory boards.
- Youth decision-making includes promoting initiatives that are co-lead by youth and adults as well as establishing young people as the main spokespeople in youth and student run groups.

This could include youth as tour guides for the Treasure Island Museum, leading community service projects on the island, serving on advisory boards for nonprofits on the island, helping shape design decisions, and being active in the maker-culture by developing a creative business enterprise.

Action Steps
- Create a task force, starting with youth themselves, the organizations on the island already working with youth, and the housing providers. Listen to the youth, tap into what is already happening, and dream about initiatives to address the challenges they are facing.
- Establish youth and adult co-leaders in the task force and initiatives. Prepare and train youth and adults alike in how to co-lead. Commit to this model and be accountable to making it work.

---

[9] This section is based on the State of the Field Scan titled Promoting Positive Youth Outcomes in Mixed-Income Developments

Examples

[Promoting Positive Youth Outcomes in Mixed-Income Developments](#) highlights unique youth development programs in five different mixed-income communities.

The [Green Garden Bakery, a youth-led enterprise in a mixed-income community in Minneapolis](#), included in the article above, is also the focus of the article [Youth Voice and Leadership in Mixed-Income Communities: Heritage Park and the Green Garden Bakery](#).

Key quote

Looking back, the most impactful moment of my future was in third grade when I walked past a healthy cooking class for kids in my community. I was hooked. Even after losing my housing in the community and moving around all over the city, I would find my way back to that cooking class every day after school. Soon after, I was introduced to gardening. At first I hated getting my shoes dirty, but I remember the first day I liked the garden. It was when one of the master gardeners taught me about Japanese beetles and how to catch them in a bucket so they didn't eat our corn. For some reason I was totally fascinated. In a couple of years, my friends and I started Green Garden Bakery, but things didn't get much easier in my life as the years went on. I was hit by a car while crossing the street and had to be resuscitated outside of our community space. I received a traumatic brain injury and was out of school for a few months. The first and last people to visit me at the hospital were my Green Garden Bakery teammates. Not long after that I lost one of my best friends and my father was murdered outside my house. I still showed up to Green Garden Bakery that same day. - Green Garden Bakery youth member

Conclusion

We recognize that this is a lot to digest. There is so much to do – and so many competing, very tangible priorities. However, the people who live and work on Treasure Island today, and all those who will join this community in the future, are relying on today's leaders to dig into this work and be intentional about creating an inclusive community.

As you grapple with these ideas and how to bring them to life, we hope you will walk away holding tight to these three pillars:

1. **Do it together**. This means cross-sector partnerships as well as co-creation and shared leadership with residents. This means recognizing the humanity in each other and working towards a shared vision.
2. **Race matters**. One of the lessons from 2020 is that our systems are failing our Black and Brown brothers and sisters. More accurately, they're doing exactly what they were meant to do: disempower those seen as 'other' and hoarding resources for the elite. Leaders today must be on their own journey of racial reckoning and awareness, and must lead others on that path. We must view our choices through a racial equity lens and do the hard work of challenging the system of white supremacy that our nation is built on.
3. **Start now with intentionality**. Start by beginning meetings sharing something "new or good" in your personal life – creating a safe space for human connection. Start by inviting existing leaders in the community – residents, business owners, nonprofit leaders – to join task forces and get to work. Start to live out the inclusive community today in casual interactions, meetings, and decisions.

Thank you. Thank you for your time, for sharing your vision with us, and for digging into this work. We are cheering for you as you take your next steps.

Quick Guide: Key Action Steps and Frames to Consider

Step 1: Co-create a Truthful and Inspiring Vision for Equity and Inclusion	The core leadership team should co-create a shared vision statement for Treasure Island that responds to the national call for racial equity.
Step 2: Strengthen the Commitment to Social Inclusion by the Public and Private Sector	The top leaders in the redevelopment need to reconvene, re-envision, reconstitute and revamp their shared commitment and approach to this rare opportunity to develop a transformative example of mixed-income inclusion.
Step 3: Focus on the Ideal Operating Culture and Begin Living it Out Now	Shift from an operating culture grounded in fear, isolation and even anger to one that is inclusive, promotes interdependence, and is aspirational in nature.
Step 4: Embrace and Execute Community Network Building	Practice the ongoing, intentional process of cultivating new, inclusive networks of aspirational people for real time connection and change-making across existing boundaries and power dynamics.
Frame 1: Leadership and Governance	To be successful, effective leaders must have a deep understanding of why a social impact strategy is critical to the long-term success of the development of Treasure Island. These people must prioritize the social impact work in their schedule, in their decision-making processes, in their hiring, and in their everyday actions.
Frame 2: Operating Culture Shift	A more aspirational and creative operating culture is designed to create the kind of co-investment among owners, staff and residents needed to achieve both individual and community transformation.
Frame 3: Racial Equity and Inclusion	Racial equity will be achieved only through intentional actions and decisions. Effective racial equity approaches explicitly recognize the cultural assets, resilience and strengths within communities of color. This means centering communities of color in the process of advancing change.
Frame 4: Resident and Community Stewardship	Traditional leadership forms are hierarchical and rely on an altruistic model of providing services for others. While well-intentioned, the altruistic approach can promote an "us vs. them" culture and does not recognize the strengths, ideas, talents, and passions of lower-income residents. We must move away from this *altruistic* approach of helping residents in affordable housing to an *interdependent* framework.
Frame 5: Effective Cross-Sector Partnerships	To achieve success, the partners must develop shared goals and operational principles, exert mutual influence, navigate conflicts in interests and priorities, manage power differentials, and negotiate the sharing of risk and rewards from joint investments.
Frame 6: Building Design, Operations, and Management	Stakeholders must approach the area of design, operations, and management with an intentionality and urgency to ensure that all residents feel that they belong long-term on Treasure Island.
Frame 7: Youth Engagement	Successful, inclusive mixed-income development should leverage the opportunity to break the generational cycle of poverty for low-income youth.

References

[Toolkit for Transforming Neighborhood Eco-Systems](#) – by Frankie Blackburn

[Let's Get Rid of the Words "Property" and "Manager" — Shelterforce](#)

[A Call for Property Management Transformation To Meet the Challenges of Mixed-Income Communities](#)

[Joseph.et.al.2019. The Organizational Challenges of Mixed-Income Development - Privatizing Public Housing Through Cross-Sector Collaboration.pdf](#)

[Chaskin, R. J., Sichling, F., & Joseph, M. L. (2013). Youth in mixed-income communities replacing public housing complexes: Context, dynamics and response. Cities, 35, 423-431.](#)

[Youth Engagement in Collective Impact Initiatives](#)

[The Power of Intentional Networks in Mixed-Income Housing](#)

[Promoting Inclusive Social Dynamics in Mixed-Income Communities: Promising Practices](#)

[Promoting Inclusive Social Dynamics in Mixed-Income Communities: Implications for Action](#)