

Treasure Island Redevelopment: Promoting Mixed-Income Inclusion through the Retail Strategy

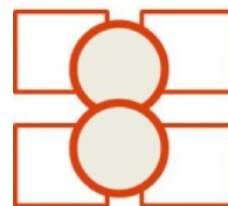
November 12, 2020



JACK, JOSEPH AND MORTON MANDEL
SCHOOL OF APPLIED SOCIAL SCIENCES

CASE WESTERN RESERVE
UNIVERSITY

National Initiative on
Mixed-Income Communities



**Trusted
Space
Partners**

Introduction

Over the next 15 years, the redevelopment of Treasure Island and Yerba Buena Island aims to integrate both islands into the physical fabric and civic consciousness of San Francisco. In today's era of increasing social polarization and inequity and sharp disparities between the burgeoning wealth of the city's tech sector and the precarious livelihoods of the city's low- and moderate-income dwellers, a critical question is how to use the redevelopment to create a more inclusive, equitable future on the islands. The opportunity to envision and create newly-developed San Francisco neighborhoods on Treasure Island and Yerba Buena offers a once-in-a-century opportunity to advance an equitable future in what could become some of the most desirable living in the city.

Treasure Island Community Development, the Treasure Island Development Authority and One Treasure Island are boldly committed to realizing this inclusive vision. The Treasure Island master plan calls for up to 8,000 homes, of which at least 27.2% will be affordable housing, along with retail, commercial, community facilities, recreation and parks development. One of the design principles for the redevelopment¹ commits to promote "diverse social interactions, distinct character, housing options, economic opportunity, eclectic beauty, and civic common ground that is welcome to all."

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 is the only research center in the U.S. exclusively focused on the subject of mixed-income communities. 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. NIMC has been engaged in San Francisco for over a decade providing evaluation and consulting support for the HOPE SF mixed-income redevelopment of four public housing developments in the Bayview area of the city.

We propose that a bold, shared vision for mixed-income inclusion be formulated and adopted to guide the design and implementation of the retail strategy. The vision should convey how important it is that the retail establishments on Treasure Island play a leading role in the island's commitment to inclusion and thriving for all residents. The availability of goods and services that everyone can access and enjoy together is a vital way that a community shows care and belonging for all its members. We propose a high degree of intentionality by all retail owners and operators to cultivate a welcoming spirit, offer pricing and products that appeal to a diverse clientele, recruit a diverse mix of employees including island residents, and encourage mingling and interaction to promote opportunities for social relations and community building.

¹ Design for Development (2011), p.11.

This report focuses on approaches to the retail strategy for the island that would help promote mixed-income inclusion among the extreme income mix, multicultural diversity and range of life backgrounds and circumstances that will exist among the future population. The report is structured as follows. We first provide background context regarding the status and plans for retail on the island, including a SWOT analysis of the outlook for retail, with implications for mixed-income inclusion. We then provide our point of view on mixed-income inclusion, propose a vision, principles and values for the retail strategy, and recommend key elements of a retail strategy for consideration. We then present some key lines of ongoing inquiry with valuable organizations and industry leaders. We conclude with proposed action steps.

Background Context

Current and Projected Population Demographics

According to the Treasure Island Residential Housing Profile, as of May 2020 there are 681 occupied housing units and 1,979 residents on Treasure Island. Over half of low-income residents currently living on Treasure Island are unemployed and receive public assistance. A small percentage of residents in supportive housing units have no income at all. These residents have the hardest time affording products from the stores currently on the Island. Typically these households will shop at extremely low-cost stores off-island such as Foods Co., FoodMaxx, Walmart, and Costco. Without a discount/bulk buying option, these residents will likely have to continue to go off-island for the majority of their shopping even after redevelopment. Other low-income residents work low-wage jobs and receive some public assistance. Many of these households can afford the Island Cove Market currently and will be able to afford to shop on island in the future as long as stores have a range of price points.

Current Retail Facilities and Project Plans

Treasure Island is currently home to businesses that include a full-service grocery store, a convenience store, several restaurants and cafes, the Job Corps Fine Dining Room, a bike shop, and multiple wineries and distilleries. While the grocery and convenience store are used by residents and island employees, the primary customers for most of these establishments are visitors to the island. People typically access these locations by driving (parking is ample) or occasionally by biking from the East Bay. The retail culture on Treasure Island can be described as quirky, unique, casual, and artistic. Many locations take advantage of the temperate climate to allow customers to relax outside and get away. The island itself, and many of its external facing retail establishments, are often described as “hidden gems.”

In addition to these customer-serving retail facilities, there are many businesses including office space and storage that have been taking advantage of less expensive leases on land that provides easy access to San Francisco and the East Bay. It is expected that most of the current commercial tenants

will have to leave the island due to a variety of factors associated with redevelopment included construction phasing, increased rent, mismatch between current and future land use, and size of commercial space. The types of retail establishments hoped to be retained through redevelopment are the restaurants, specialty items, and wineries and distilled spirits businesses. All leases are month-to-month with an annual renewal.

The island was considered a food desert until the arrival in 2012 of the Island Cove Market, a family-owned grocery store and deli. This Market has been described by many as the community hub where you are most likely to bump into a neighbor or colleague, or to meet someone new. It serves both island locals and visitors and is treasured by most who shop there. Current residents must go off the island to access most basic services such as a pharmacy, drug store, medical care, bank, dry cleaning, hair/nail salon, and mailing services. As more residents move to the island, these types of establishments will be vital to support a convenient lifestyle and reduce the need for travel off the island.

The redevelopment plan calls for 140,000 square feet of new retail and commercial space and 67,000 square feet of adaptive reuse of Buildings 1, 2 and 3 for additional retail. The majority of Treasure Island redevelopment areas allow ground floor retail. Mixed-use zoning is concentrated on the southern end of the island where a retail main street is planned. The hangers will be redeveloped into large retail and programming spaces with Building 2 envisioned as a food hall including a future grocery store and Building 3 envisioned to house arts, education and culture programming.

The plan is to bring the retail space to market in smaller, discrete phases as the development of new residences and other amenities increase the demand and pedestrian traffic to Treasure Island, so that businesses have the best chance to succeed. There will likely be a temporary use of existing buildings and provisional structures to meet early retail needs. Anticipated retail includes neighborhood-serving businesses such as personal services, restaurants and cafés, housewares, and health and fitness clubs, and visitor-serving retail including specialty foods, specialty gifts and crafts, and entertainment. Retail tenant spaces will typically range in size from 500 to 5,000 square feet per tenant.

The most important retail needs identified for the first phase of redevelopment are a general store, pharmacy, urgent care/medical care and a restaurant. The following types of retail activity are ultimately envisioned:

- Grocery store
- Convenience goods and services, such as pharmacy, dry cleaning, hair and nail salons, hardware, pet care
- Food and beverage, including restaurants and bars with offerings and price points and appropriate for the range of incomes expected in island residents as well as visitors
- Pet-centric shops

- Health and medical related uses including an urgent care clinic, medical and dental office space, spa, and yoga studio
- Sports and recreation related, including water sport sales and rental, bike shops, batting cages, ping pong parlor
- Home décor
- Arts related including gallery space
- Childcare centers

It cannot be overstated that we are experiencing an extremely difficult retail market in 2020 and extreme uncertainty about the future of retail regionally and nationally in 2021 and beyond. For example, nearly 70 restaurants in San Francisco have permanently shut their doors since the beginning of the COVID pandemic in March. On Treasure Island, restaurants were shut down for several months. Wineries have been impacted by fewer weddings and special events. Lev's Original Kombucha has been hit because tech offices are closed. With the constraints on public indoor activity due to COVID-19 social distancing restrictions, getting outdoors was a vital activity. Then fire season began, and smoke made the air quality so poor that that option was taken away for a few weeks. Most retail businesses are suffering.

Furthermore, unique to Treasure Island and to the current infrastructure challenges there, regular power outages are also presenting a challenge to businesses. This August, both Mersea and Aracely Cafe were burglarized during a power outage. The layers of strain and uncertainty on these businesses make it very difficult to stay afloat, let alone dream about the future.

In this environment, it is a tremendous challenge for retail establishments to consider a vision for their future on the island as the population diversifies. Many of them will likely need support with relocation. Some may need consulting on how to shift their model to accommodate the new residents. They may need favorable leases, especially as the island becomes a massive construction site and off-island visitors significantly decrease. However, what is clear is that there is a unique island culture that permeates the community and its current establishments which is well worth preserving and fostering in the new development.

SWOT Analysis of Retail Outlook, With Implications for Mixed-Income Inclusion

Strengths

- The redevelopment of the island provides an opportunity to reimagine and shape the future of the island, with an emphasis on retail that appeals to a diverse population and promotes mixed-income inclusion.
- The phenomenal views of San Francisco and East Bay and easy access to the waterfront, are attractive to residents of all economic and cultural backgrounds.

- Island has a laidback, casual, quirky culture that can accommodate a variety of interests and activities.
- The current retail mix includes a maker culture, which creates an entrepreneurial spirit for businesses on the island and a distinctive destination for visitors, and could provide employee and entrepreneurial opportunities for a diverse population.
- Treasure Island is a fun day trip from San Francisco or East Bay which brings a diversity of people onto the island who could be customers of future businesses and can add to the sense of a vibrant social mix.
- Island Cove Market is an existing friendly location to bump into neighbors from a variety of backgrounds.
- One TI has established strong job training and job broker programs along with two successful social enterprises in janitorial services and landscaping which together provide a strong platform to promote economic opportunity for low-income residents as the redevelopment of the island brings more employment and service contract opportunities.
- The Jobs and Equal Opportunity Program associated with the Disposition and Development Agreement establishes a first source hiring commitment for at least 25% Economically Disadvantaged Individuals into entry-level non-construction jobs, with One TI serving as the designated recruitment, training and referral source.

Weaknesses

- The current and future retail environment on the island is highly challenging and uncertain, regionally and nationally, driven by multiple converging factors: COVID shut downs and distancing, economic downturn, fire season, and power outages. Even before COVID, the retail sector was being increasingly challenged by a customer shift to online shopping, looking to bricks and mortar retail for experiences, not just products.
- All current retail businesses will have to experience major disruption as a part of the redevelopment process. Existing retail spaces will be demolished. Most that aim to continue to function on the island will face temporary relocation.
- Getting to the island from around the Bay Area is not straightforward. Public transit is challenging (until ferry is available from San Francisco), traffic can be extremely heavy crossing the Bay Bridge, there is a toll from the East Bay and will be a toll to drive onto and off the island, and leaving the island is tricky by car, merging onto the bridge and having to first go west for eastbound travelers.
- For the first few years, the retail will have to contend with a limited local population as the first phases of residential and office buildings are completed.

Opportunities

- With the costs and inconveniences of transportation in the Bay Area and the increasing reliance on working from home, the island will provide a uniquely self-contained community with the opportunity to combine your residence, your work and all of your outdoor leisure

and recreation needs. This should attract an economically diverse population, especially if there are jobs and entrepreneurship opportunities on the island for lower-income households.

- There could be a possible link between an on-island organic garden, community building among a diverse population, workforce opportunities for all skill and experience levels, and sale of affordable, fresh produce at local grocery store.
- There is potential to build off of the entrepreneurial/maker spirit of small-scale producers on the island to enhance and grow this retail community to create entry level jobs and paths to entrepreneurship.
- The broad challenges and uncertainties in the retail sector provide an imperative to focus more attention and investment on supporting the existing businesses on the island and helping them adapt their business models to survive the redevelopment and thrive on the future island.
- There is an opportunity to support small businesses doing creative things, phasing from serving a smaller number of residents in earlier stages of redevelopment and growing over time.
- The increase in remote work and decrease in the need to work in an office could generate a demand for co-working space on the island, once COVID social distancing requirements have eased. These co-working spaces could be intentionally priced and designed to accommodate an economic mix and to promote relationship-building and peer support across lines of race, income and culture.
- Following the trend to experience-driven retail, there is an opportunity to think creatively about other uses of ground floor retail space for creative community-building, such as peer-based learning, do-it-yourself workshops, health and wellness related enterprises and community co-operatives.
- The economic development opportunities committed by TIDA to One TI provide a means of creating businesses that model the principles, values and approach to mixed-income inclusion that One TI would like to see applied throughout the One TI retail sector.

Threats

- There could be a bifurcation of retail spaces between those for higher-income customers and those for low-income customers.
- Redevelopment could result in the loss of the quirky, entrepreneurial culture on the island.
- The toll to get on the island (in addition to the bridge toll for westbound traffic) will impact island employees (especially of nonprofits, retail - low wage workers, most of these folks live in the East Bay) and potential visitors.
- Transportation costs for those who live on the island and work off can be high, requiring payment for multiple transit systems (ferry, muni, BART, AC Transit), and could make it more costly for low-income households to live on the island. Supplemental transportation

and delivery options for the lowest-income residents will be crucially important to enable them to more easily access discount shopping locations off-island.

- Global warming and the increased likelihood of highly disruptive fire seasons throughout the region will impact outdoor activity, along with the retail spaces that promote outdoor activity and social mixing.

NIMC Point of View on Mixed-Income Inclusion

Based on our research and engagement with mixed-income communities, we have developed the following framework to describe mixed-income success:

- 1) Building and sustaining quality mixed-income housing
- 2) Ensuring the housing is well-integrated into the broader neighborhood
- 3) Avoiding displacement by income and race
- 4) Attracting and retaining an income and racial social mix
- 5) Promoting inclusive social dynamics
- 6) Promoting economic mobility for all

Our basic assessment of the state of the mixed-income field in the US is that:

- There has been strong success in physical transformation and neighborhood revitalization.
- There have often been high levels of displacement of original residents and low rates of return.
- There has been strong success at attracting higher-income residents to move into mixed-income communities, but less success at retaining them over time.
- Rather than inclusive social dynamics, there is often limited interaction, high levels of stigma of the residents of affordable housing and a general “us versus them” dynamic in mixed-income communities. These dynamics are strongly shaped and reinforced by race and ethnicity.
- There has been limited economic mobility for low-income households. Ultimately, instead of integration into the mixed-income development, the broader neighborhood and the social and economic mainstream, low-income families of color in mixed-income developments have experienced what we have called “incorporated exclusion.”

Our general prescription is that promoting inclusive, equitable mixed-income communities will require two fundamental shifts:

- A goal shift from separately-defined goals for the various community stakeholders to a shared and explicit vision for inclusive mixed-income communities which emphasizes the common interests of owners, managers, service providers, and all residents.
- An operating culture shift from a narrow, siloed transactional focus on maintaining compliance, meeting needs and solving problems to a more strategic, intentional, aspirational operating culture designed to create the kind of stewardship and co-investment among

owners, staff and residents needed to achieve long-term, sustainable individual and community transformation.

Some key implications for promoting more inclusive and equitable mixed-income communities include:

- Greater attention to developing and cultivating inclusive common spaces and shared amenities and facilities.
- Greater intentionality about integrating the all facets of the housing community into the broader neighborhood.
- Anticipate and prevent not only residential displacement but also “cultural” displacement to make sure that low-income residents feel a sense of belonging and voice in the redeveloped community.
- Establish strong neighboring norms and expectations and train property management for the specific dynamics of a mixed-income community.

<p style="text-align: center;">Proposed Vision and Values for the Retail Mixed-Income Inclusion Strategy</p>

A clear and compelling vision statement is a key tool to ensure that the retail strategy promotes mixed-income inclusion. Based on our review of documents, information-gathering and discussions with Treasure Island stakeholders, we propose the following draft vision for the retail strategy.

Treasure Island Retail Vision Statement - Example

The availability of goods and services that everyone can access and enjoy is a vital way that a community shows care and belonging for all its members. The exchange of goods and services is the core expression of the interdependence among those who live and work in an inclusive community. It is imperative that retail establishments on Treasure Island play a leading role in the island’s commitment to inclusion and thriving for all residents. Stores, shops and restaurants are a key place where the people in a community connect with each other on a sustained, repeated basis.

Therefore, our vision is that the retail establishments of Treasure Island will be:

- *accessible and welcoming to all residents,*
- *intentional about pricing and products that appeal to people from all income levels and cultural backgrounds,*
- *staffed by a diverse mix of employees, most of whom live on the island,*
- *designed to encourage mingling and interaction to promote opportunities for social relations and community building,*
- *opportunities for entrepreneurial ventures led by neighborhood residents.*

We recommend that each establishment be encouraged and supported to develop its own values statement. Please see Appendix A for two examples of value statements from two well-known retail establishments in the world of placemaking: [Findlay Market](#) in Cincinnati, Ohio and [Zingerman's Deli](#) in Ann Arbor, Michigan. Development of underlying values or operating principles is a process that should be unique to any enterprise. However, the existing enterprises on Treasure Island, be

they retail or not, can lay the groundwork for new and existing retail spaces, by adopting and living clear, behavior-based actionable values needed to convert the above stated vision into reality.

Here is an exemplary list of what this might look like:

- We warmly greet every person we encounter in connection with our work.
- We take particular care to give a warm, welcoming greeting to those who appear different from us.
- We take time to get to know those people whom we see on a repeated basis.
- We intentionally communicate, through our branding, marketing, and customer interactions, in ways that are affirming and welcoming of all cultures and backgrounds, and not just to one group.
- We are transparent about our need to make money and maintain our business, while also seeking to provide a range of prices and product options for a community with diverse needs and tastes.
- We seek creative ways to provide goods and services motivated by care for our community's needs and aspirations, as well as by our imperative for profit and growth.
- We welcome customer feedback and wisdom on how to create and sustain a place where everyone feels like they belong.

Key Elements of Retail Mixed-Income Inclusion Strategy

Based on insights and strategies gathered from our review of documentation and discussions with planners and developers, we have identified the following key elements of a retail strategy that can help promote and sustain mixed-income inclusion.

1. Promote the universal desirability of products and services

To attract a diverse clientele a key starting point is to provide services and products that everyone wants on a regular basis. Basic examples include:

- A café with reasonable pricing and good comfort food and beverages.
- Office supplies store with multipurpose printing and copying and items like nice greeting cards.
- A food store with simple prepared dinner meals and pick up items like milk, cheese, eggs and bread.

The national grocery store chain [Sobeys in Canada created a new store brand called FreshCo](#) for the Regent Park mixed-income redevelopment in order to provide reasonably-priced fresh food and produce. The developer, The Daniels Company, negotiated with Sobeys to make sure that the store would carry products and produce familiar to the many cultures represented at Regent Park. The FreshCo brand has now been replicated in cities throughout Canada.

2. Offer items at multiple price ranges

A store can cater to multiple constituencies by offering the same items and services at different price points. For example:

- Serve a basic brewed cup of coffee and a special-made cup of coffee.
- Provide basic household items alongside special “gift like” items.

Consistently high quality (not high price) should be a top priority. A key to attracting customers of all income ranges is to have a high quality product and experience at reasonable prices. Depending on the nature of the service or products, often quality can be more important than wide range of options.

3. Easy visibility and access, high intentionality about signaling inclusion

To get high and diverse traffic, it is crucial for locations to be highly visible and to make access easy. Customers should feel invited and welcomed as they walk or drive by, even before walking in. Ideally there is a door right on to the street. There should be no tell-tale signs of lack of trust for certain people, for example highly visible security guard at door or signs in the window that convey exclusion. On the contrary, there should be signage and art that makes clear the retail establishment caters to an economically and culturally diverse clientele.

The plans for [Go Green Grocery](#) run by the Inner-City Muslim Action Network in Chicago is a good example.

There should be a priority of recruiting diverse ownership of the retail establishments as well as an emphasis on recruiting and retaining diverse staff. The first source hiring agreement in the Jobs and Economic Opportunity Program with One TI as the designated referral source provides a key mechanism for ensuring that low-income individuals are hired for available entry-level jobs.

The branding and décor should convey inclusion. Owners and staff should make intentional efforts to engage and build relationships with all customers, with particular sensitivity and welcome to customers who might feel uncertain of their belonging.

4. Environment is welcoming and casual, encourages frequent visits

The more visits that customers make to the store, the better for building a sense of attachment and community. Frequent visits generate more chances to bump into neighbors and interact with a variety of other customers. Everyday, seemingly mundane activities are key to producing diverse, interconnected communities by helping people get “habituated to difference.”² An example of success from the commitment to high frequency of extended visits is [Union Market in Washington, DC.](#), where the aim is for the average customer to come three to four times a week for around 5 hours total.

Also, it is very important that staff behavior and the physical environment sends a clear message: You are welcome and you belong here. Staff behavior should be casual: customers can walk in, sit or browse without feeling pressured to buy something every time. For locations that are large enough, important to create living rooms or family rooms for the community to relax and linger.

5. Focus on creating community building experiences while shopping

Pre-COVID-19, there was a growing shift from among some retailers to create face to face interaction with and among customers. These retailers were finding success [by delivering in-store community building experiences](#) to those who want to feel a part of something larger and desire a [sense of belonging](#). This includes free activities such as trial testing of products, wellness classes and yoga. It also includes strategies such as building a narrative and sense of purpose for the products

² Noble, G, 2009, ‘Everyday cosmopolitanism and the labour of intercultural community’, in A Wise & S Velayutham, (eds.), *Everyday Multiculturalism*, Palgrave Macmillan, New York, pp 46-65.

and service experience and drawing on local community as ambassadors. Grocery stores are offering cafes, wine/beer bars, or even sitting areas with free WiFi to offer a more complete customer experience.

Some examples:

- [Steadfast Supply Store](#), Washington DC (The Yards Redevelopment)
- [Politics and Prose](#), Washington, DC
- [Bus Boys and Poets](#), Washington, DC
- [Red Emma's](#), Baltimore, MD
- [Saxapahaw General Store](#), Saxapahaw, NC

It remains to be seen how the retail sector evolves after the pandemic eases. Treasure Island might have an advantage, given its attractive vibe as a destination spot and its abundance of outdoor space, to create engaging experiences for retail customers.

Specific Ideas for Retail Strategy

Our scan of retail strategies that aim to promote engagement and inclusion yielded some specific ideas for types of retail establishments and other possible supportive organizations and strategies. Please also see Appendix B for a list of some intriguing San Francisco retail establishments with a unique story and approach to inclusion and opportunity.

1. A catalytic mixing hall with a community flavor

This would be a primary spot for island residents, employees and visitors to meet a few people for coffee/tea during the day and to holding small meeting. It would also be a welcoming spot for individuals to linger to work or relax. There could be a gradual transition into nighttime venue for casual socializing, were alcohol consumption available but not the dominant activity. Food could be provided by a rotating group of vendors, like food trucks. The hall could be large enough to have a separate but highly visible space for community gatherings and private functions. Ideally it would be owned and operated by a person or team with a strong orientation to engage community members and promote community bonding. In the early years, the hall may require subsidy to be a viable operation.

In University City District (UCD) in Philadelphia, the flagship space, [The Porch at 30th Street Station](#), was formerly a bleak parking lot outside of iconic 30th Street Station, the country's third busiest Amtrak station. The UCD team wanted a better way to welcome visitors to Philadelphia, so they started by putting out simple, moveable tables, chairs, umbrellas, plants, and adding some basic activities programming to attract visitors. Over the years, they used [rigorous and creative data collection and analysis to make the space more appealing](#) by adding swings, food options, diverse arts performances, and thousands upon thousands of plants, and have been rewarded with increasing numbers of visitors.

[The Hall in San Francisco](#) is another excellent example. Originally intended as a temporary use of space that was undergoing the permit process for mixed-use redevelopment, The Hall ended up lasting for three years. The developers of The Hall experimented in its early months with how to keep it as active as possible. They came to realize that multi-functional spaces are critical. The Hall's

pop-up food establishments were busy at lunch time and dinnertime. To keep the space active, they began to host job fairs in the space from 2:00-4:30pm. These timing constraints drove creativity about feasible activities. The space came to feel like a “clubhouse for the community.” Community members were invited to come and to plan their own events there. There was an effort to community members feel like they had agency, ownership and equal access over the space.

Another good example is [Berg'n](#) in Crown Heights in Brooklyn.

2. Small vendor marketplaces

Proactive support for micro-businesses is a strong strategy for building inclusive communities. There are a range of options of how to incorporate them in a retail plan, there could be pop ups in lots of different spaces or they could be clustered in one central location. Intentional network formation and relationship building among the micro-business owners would provide peer support and serve as a model for others living and working on the island.

Some good examples:

- [Fenton Street Market](#), Silver Spring, Maryland
 - <https://takomavoice.com/2012/05/03/fentonstreetmarket/>
- [Mercado Central](#), Minneapolis, Minnesota
- [Findlay Market](#), Cincinnati, Ohio
- [Freehand Market](#), Saxapahaw, North Carolina
- [Bow Market](#), Somerville, Massachusetts

Particularly in this COVID-19 era with increased vacancy of storefronts, pop-ups can be used to generate retail activity and provide a lower-cost, short-term means for business and social entrepreneurs to market their product, services and activities. Pop-ups are a good means of generating a diverse range of retail activity that can appeal to a socio-economically-mixed clientele and provide opportunities for interaction and community building.

A leading innovator in this area is [WallPlay](#), which has worked with [Sidewalk Labs](#) to create a [Pop-Up Toolkit](#).

3. Community-driven “Teach and Learn” storefronts

Community based learning centers were very popular in the 1960s. Over the last ten years, they have enjoyed a re-birth. Many Community Colleges operate “community enrichment programs” for non-credit. Others have attempted to create a retail version of small centers where neighbors come together to teach and learn from each other. This kind of neutral space which values the adage “wisdom is everywhere” offers a place like Treasure Island a unique opportunity for a new, non-programmatic form of community building.

An example: [Brooklyn Brainery](#), Brooklyn, NYC

4. Separate organization to provide targeted support for small businesses and community building

This umbrella organization would take responsibility for promoting the success of the small businesses on the island. It would be lead and staffed by people with small business acumen and experience, with a special focus on marketing, special events and community building. It could be a

cross between a Main Street Organization and a Business Improvement District. Small business owners feel a sense of membership and shared ownership in organization.

Some examples:

- [University City District](#) in Philadelphia
- [3CDC](#) Cincinnati, Ohio
- [District Bridges](#) in Washington, DC
- [Low Country Local First](#) in Charlestown, South Carolina

5. Community ambassadors for the retail district

This would be a team of community ambassadors who serve on a rotating basis to provide informational support to residents and visitors and promote and maintain community norms. The ambassadors should reflect the income and cultural diversity of Treasure Island, including the languages spoken by residents. This would be an excellent opportunity to engage and build capacity among the youth and there should be high intentionality in the formation of ambassador teams and relationship building. The ambassadors could receive stipends or in-kind benefits for service. The position should feel like an honor and a privilege to serve the community. The intentional mixing and relationship building of community ambassadors would serve as a model for others living and working on the island.

San Francisco has a robust [community ambassadors program](#) that could be modified and expanded onto Treasure Island. Another strong example is the [ambassador program](#) in University City District, Philadelphia. Both of the programs have public safety as a clear focus. For Treasure Island, while promoting public safety and norms should be a clear function, the priority focus could be community-building and promoting a sense of welcome and belonging among a diverse population of residents and visitors.

6. Create a comprehensive, proactive plan for existing retail

Although economic and social conditions are highly tenuous and unpredictable for the existing retail tenants on Treasure Island, these owners and establishments represent a major asset in this time of uncertainty about whether and when new retail establishments will be able to come to the island. There should be a comprehensive assessment and plan created for how best to sustain the existing businesses and help them effectively serve the current Treasure Island residents and visitors and how they can be enhanced over time to attract and maintain customers from a widely diverse population. Support for business maintenance and development could be made conditional on establishing of a values statement and business plan that includes local training and hiring and catering to a socioeconomically diverse clientele.

One innovative company enhancing and promoting retail in mixed-use spaces is [Graffito](#), a strategic partner to developers looking to activate ground floor retail of mixed-use projects. An exemplary project is [Arsenal-on-the-Charles](#).

One approach to supporting existing retailers through the existing uncertainty would be to [charge rent that is partially or fully tied to sales](#). Particularly in the COVID-19 era, this is becoming a stipulation requested by retail tenants. Such an arrangement could be used to incentive retailers to take the action commitments to promoting an inclusive community outlined above.

7. Create economic development opportunities for residents that model mixed-income inclusion

The economic development opportunities in the Jobs and Equal Opportunity Program agreement between One TI and TIDA are an excellent opportunity for One TI to model and demonstrate a commitment to mixed-income inclusion. The agreement envisions enterprises such as a conference center, a coffee shop, catering services and a bicycle-lending library. The One TI economic development opportunities could be provided with strong technical assistance and coaching to establish the inclusive practices outlined earlier in this report such as inclusive branding, marketing and signage, hiring of a diverse population of residents, providing a customer experience that promotes a strong sense of welcome and belong and opportunities to build social connections across lines of difference.

A good example of an economic development opportunity connected to entrepreneurship training for a diverse population is the Nibble Kitchen. [Nibble Kitchen](#), in Somerville, Massachusetts is a collective of chefs and business owners who are part of the Somerville Arts Council's Nibble Entrepreneurship Program, which enables immigrant entrepreneurs to explore culinary careers through training and mentorship from industry professionals.

<h3>Key Lines of Inquiry and Contacts for Possible Follow-up</h3>
--

Our information collection identified several lines of inquiry for further exploration and numerous contacts who could be valuable connections and ongoing sources of information as the Treasure Island redevelopment proceeds. We would like to discuss and prioritize these contacts for further conversations directly with members of the Treasure Island team.

1. How can community network building strategies be applied in a mixed-income retail context?

Community Network Building is a philosophy and strategy for building relationships and shared collaboration across lines of difference, in a non-institutional setting. Bill Traynor and Frankie Blackburn, principals of Trusted Space Partners, sparked and built community networks in their extremely diverse hometowns of Lawrence, Massachusetts and Silver Spring, Maryland, respectively. Out of these networks, still thriving to this day, several entrepreneurs have applied these principles and concepts in retail settings and would be good sources of information.

- **Vendor Markets and Art Museums – Megan Moriarty**, currently based in Boulder, Colorado. Megan3532@gmail.com
- **Coffee Shop – David Fogel**, based in Silver Spring, Maryland; info@bumpngrind.co
- **Restaurant/Book Store/Event Location – Mary Guerrero**, based in Lawrence, Ma.

2. What retail strategies can be learned from experienced developers who have been highly intentional in developing in diverse, mixed-income communities?

These developers and their retail partners have successfully served a mixed-income population over a sustained period of time.

- **Mitch Cohen**, President and CEO, The Daniels Company – Developer of Regent Park, Toronto, mitchellcohen2@icloud.com
 - Retail partners (contacts not yet made) – Sobeys FreshCo grocery store, Royal Bank of Canada, Tim Horton's Coffee Shop, Rogers Telecom
- **Bryant Foulger**, Chair, Foulger Pratt Development – Developer of Downtown Silver Spring, bfoulger@foulgerpratt.com
- **David Roodberg**, CEO, Horning Brothers – Tivoli Square in Columbia Heights, Washington, DC, dhoodberg@horningbrothers.com
- **Vicki Davis**, Managing Partner, Urban Atlantic – Developer of Parks at Walter Reed, New Carrollton Metro, vdavis@urban-atlantic.com (contact not yet made)
- **Jodi Mclean**, CEO, Edens – Developer of Union Market in DC and Mosaica in Northern Virginia (contact not yet made)

3. What are the most effective roles of community-based economic and neighborhood development non-profit entities to promote inclusive mixed-income retail?

Non-profit organizations that play these roles include community development organizations, Main Street revitalization organizations, Buy Local First organizations and major community development corporations with a large breadth and scope.

- **Jennifer Kuiper** works at [District Bridges](#), a smaller organization which has an origin story grounded in neighbors and businesses coming together to promote and connect across a very diverse Washington, DC neighborhood called Columbia Heights. Over a ten-year period, this organization has grown from a volunteer led group to a staff of eight people hyper-focused on the intersection between residents and businesses in four rapidly gentrifying neighborhoods. (Jennifer was born and raised in San Francisco, and lived most of her adult life there, and knows Treasure Island well.) jkuipermpp@gmail.com
- **Matt Bergheiser** is the highly entrepreneurial CEO of University City District in Philadelphia. Their retail district and community ambassadors program was referenced above. One body of work that University City District is known for is their West Philadelphia Skills Initiative, which has been highly successful in bridging the gap between neighbors in need of work and jobs available via new economic development efforts. They are a broker of big real estate and economic development deals, they are a place-maker, they are community builders and they are a large anti-poverty initiative, all wrapped into one. matt@universitycity.org

4. What can be learned about inclusive retail from inclusionary zoning, transit-oriented and smart growth development efforts?

Montgomery County, Maryland and the State of Massachusetts are both known for being early leaders in inclusionary zoning and in transit-oriented developments, and the linkage between the

two. There are many people in each of these regions who can offer insights and learnings regarding the retail aspects of these developments. Through our network of relationships, we offer two great starting points:

- **Andre Leroux**, Long time Executive Director of the Massachusetts Smart Growth Alliance and Principal of Leroux Solutions. Andre@Leroux.solutions
- **Reemberto Rodriquez**, Silver Spring Regional Director, Montgomery County, Maryland, Reemberto.Rodriguez@montgomerycountymd.gov

5. What can be learned from leaders promoting innovative neighborhood retail development?

- **Jesse Baerkahn** (contact not yet made), the lead principal of Graffito SP, is a leader and innovator in the field of neighborhood retail development. Graffito has a number of innovative projects in mixed-income neighborhoods. Baerkahn is out in front in terms of tracking the impact of COVID-19, short and long term, on neighborhood retail. “Graffito operates as a Strategic Partner to landlords, tenants, and developers focused on the ground floor activation of mixed-use projects. Our work spans from project inception to completion and exists at the intersection of retail leasing, neighborhood strategy, urban design, and branding. GSP’s approach embraces a local-first mentality that is steeped in the context of the places and spaces we work.”
Video of Presentation by Baerkahn [Placemaking and Retail in Today’s Rapidly Changing Mixed-use Environment](#)

6. What could be the role of business improvement districts in diverse, mixed-income communities?

Are there plans for a business improvement district on Treasure Island? Andre Leroux, of Leroux Solutions (referenced above) referred us to:

- **Marco Li Mandri** of New City America (contact not yet made) which has lead the creation of many complex BIDs throughout California and in San Francisco.
- **Matt Bergheiser** (referenced above), University City District, is also a well-known innovator in the arena of BIDS, and recently wrote a very interesting article entitled Equity, Race, and placemaking: [Reimagining how business improvement districts use their power.](#)

Proposed Action Steps for Treasure Island Retail Strategy
--

1) Clarify roles and responsibilities for developing and advancing the retail strategy with attention to mixed-income inclusion. Consider how TIDG and TIDA can use upcoming redevelopment decisions and processes to promote the strategies recommended in this report. For example, leases and ground leases could be used to draw attention to the Island’s retail vision and principles and require businesses to develop their own mixed-income inclusion values statements and commitment. For the following action steps, identify the roles and responsibilities of TIDG, TIDA, One TI and other key stakeholders.

2) Identify key local champions for the retail strategy and form a retail task force. Bring in some fresh, visionary energy with retail district experience from the corporate, public and non-profit sectors. Include representatives of the existing island retail establishments as well as residents. Review and discuss NIMC retail strategy report.

3) Consider engaging a cutting-edge retail space innovator, informally or formally, to help strategize about the uncertainty and opportunities in the retail sector given the realities of COVID-19 and other current challenges. Possible retail thought leaders to engage:

- **Andre Leroux**, Principal of Leroux Solutions
- **Jesse Baerkahn**, Graffito SP
- **Marco Li Mandri**, New City America

4) Establish an explicit aspirational vision and principles for retail on Treasure Island. Review and modify proposed vision and principles in NIMC retail strategy report.

5) Explore creation of a University City District-type umbrella organization. Engage with Matt Bergheiser to learn more about the origins and success of their organization and how such a model might be of value to Treasure Island.

6) Inform the creation of a retail plan with explicit inclusion strategies. Incorporate an explicit mixed-income inclusion strategy with key strategy elements shared in NIMC report. Include explicit plans to sustain and enhance existing retail. Identify strategy for subsidizing local entrepreneurial ventures and other establishments that will need the support while island market demand grows. Follow up discussion with Regent Park about their approach to subsidizing local entrepreneurs.

7) Initiate early pilots of mixed-income inclusion strategies and activities with existing stores including the Island Cove Market and the restaurants. For example, restaurants could hold a community night one night a week with special meals, discounts and community building activities. Engage residents in brainstorming other ways that current businesses could promote greater engagement from a more diverse clientele.

Appendix A: Examples of Retail Principles and Value Statements

Findlay Market Cincinnati, Ohio

<https://www.findlaymarket.org/mission>

Our Core Values

Local: We value freshness above all, emphasizing a variety of locally grown food and unique, locally created products sold by people we know as friends and neighbors. We embrace our role as a vital anchor for a strengthened central city and Over-the-Rhine.

Authentic: We value genuine human connections and social interactions that a vibrant, dynamic public marketplace promotes. We value the diversity in all definitions that exists among our merchants and our shoppers.

Value-minded: We believe in providing our shoppers fresh, high quality foods at fair prices and a rich product array that will satisfy a wide range of shopper needs. We provide an inclusive shopping experience that is unparalleled in our region.

Entrepreneurial: We create a supported environment for diverse startup businesses and the growth and sustainability of locally owned and managed businesses.

Responsible: We honor our role as stewards of a thriving landmark and demand integrity in our interactions with our shoppers, merchants, employees, volunteers, and community partners.

Zingerman's Grocery Store Ann Arbor, Michigan

<https://www.zingermanscommunity.com/about-us/mission-guiding-principles/>

MISSION STATEMENT

We share the Zingerman's Experience
Selling food that makes you happy
Giving service that makes you smile
In passionate pursuit of our mission
Showing love and care in all our actions
To enrich as many lives as we possibly can.

GUIDING PRINCIPLES

So, how do we bring the Zingerman's Experience to as many people as possible? We hit our 3 Bottom Lines and we live by our Guiding Principles. The Guiding Principles talk about how we work together, how we relate to each other, to our guests, to our suppliers, to our community. These principles are at the core of everything we do; they drive our decision making, they help us with our

planning, and they guide us in our daily work. We hope that during the time that you are here you will help us to build on, revise, refine and strengthen Zingerman's Guiding Principles. We successfully share the Zingerman's Experience by following our principles and living our commitment to providing and/or building:

1. Great Food!
2. Great Service!
3. A Great Place to Shop and Eat!
4. Solid Profits!
5. A Great Place to Work!
6. Strong Relationships!
7. A Place to Learn!
8. An Active Part of Our Community!

1. Great Food!

At Zingerman's, we are committed to making and selling high-quality food. Great food at Zingerman's means:

We are a food-driven business.

While we engage in many activities at Zingerman's, first and foremost we are in business to sell food. Our other work—including accounting, design and management—is done to support and advance the sales of our food.

Flavor in our food comes first.

We choose our products first and foremost on the basis of flavor. We sell food that tastes great. We want our food to be full-flavored, delicious and enjoyable to eat.

Our foods have tradition. We sell foods that have roots, a heritage, a history. We seek out traditionally-made, frequently hand-crafted foods which are primarily of peasant origin. These are foods that people have been eating for centuries and will continue to eat for centuries to come.

We work to sell our food at the peak of its flavor.

Traditionally-made foods are alive and different everyday. They are affected by weather, soil, climate, the skill and craft of the producer, and the care and handling by our staff. We regularly taste and evaluate our products in order to assure our guests of the most flavorful food possible.

Good food makes life more fun.

We value the pleasure one gets from savoring a sliver of fine farmhouse cheddar, or from the aroma of an aged balsamic vinegar. Eating and appreciating good food makes life more enjoyable. We value the opportunity to sell and enjoy so many fine foods.

Good food is for everyone, not just a select few.

We make our food accessible to as many people as possible. We put our guests at ease with our food. No advanced degrees are needed to appreciate it—just a willingness to taste and experience the pleasure it provides. To that end, we will gladly offer a taste of our foods to our guests.

Our foods look great.

Our food always looks neat, fresh, appealing, eye-catching. A just-split wheel of Parmigiano-Reggiano, a just-off-the-grill Georgia Reuben (#18) are sights to behold. We work to present them to our guests simply and effectively. We display our food in abundance to demonstrate both our commitment to the food, and to convey that at Zingerman's, our food comes first.

2. Great Service!

We go the x-tra mile, giving exceptional service to each guest.

We are committed to giving great service—meeting the guests’ expectations and then exceeding them. Great service like this is at the core of the Zingerman’s Experience. Our guests always leave with a sense of wonderment at how we have gone out of our way to make their experience at Zingerman’s a rewarding one.

Our bottom line is derived from customer satisfaction.

Customer satisfaction is the fuel that stokes the Zingerman’s fire. If our guests aren’t happy, we’re not happy. To this end, we consistently go the x-tra mile—literally and figuratively—for our guests. The customer is never an interruption in our day. We welcome feedback of all sorts. We constantly reevaluate our performance to better accommodate our customers. Our goal is to have our guests leave happy. Each of us takes full responsibility for making our guest’s experience an enjoyable one before, during and after the sale.

We believe that giving great service is an honorable profession.

Quality service is a dignified and honorable pursuit. We take great pride in our ability to provide our guests and our staff with exceptional service. Service is about giving and caring for those around us.

We give great service to each other as well as to our guests.

We provide the same level of service to our peers as we do our guests. We are polite, supportive, considerate, superb listeners, and always willing to go the x-tra mile for each other.

3. A Great Place to Shop and Eat!

Coming to Zingerman’s is a positive and enjoyable experience for our guests.

We surround our guests with great food, great energy and great experiences.

The guest’s first exposure to Zingerman’s is a breathtaking experience: food, energy and excitement are everywhere. There is a palpable feeling of excitement. The aromas of fine food waft through the air. Visually, incredible-looking food surrounds us.

We provide a dazzling environment for our customers and staff.

It’s neat! It’s clean! It’s Zingerman’s! Floors are swept and mopped constantly, windows sparkle, employees fall to the floor, colliding with each other as they race to clear each table before the guest has hardly moved away from it.

We follow safe food-handling procedures.

Handling food carries with it responsibility for the health and well-being of our guests. We are well-informed on safe food-handling procedures and implement them consistently in every area of our work.

Our policies and systems help the businesses run better.

We understand that our actions have an impact on our customers. With this in mind, we retain the flexibility to make exceptions to our rules when it is in the best interest of our guests to do so. We do not hold our guests responsible for not being familiar with our systems.

4. Solid Profits!

Profits are the lifeblood of our business.

We operate at a healthy level of profit.

Profits provide us with security and growth potential—both for the business as a whole and for each of us as components of that business—in order to fulfill our mission. Attaining healthy profits requires a concerted and consistent contribution from everyone at Zingerman’s. Toward that end, we educate our entire staff about the financial workings of the business.

We want to make our profit work for our staff, our growth and our community, as well as for the businesses.

We reinvest our profits in the business. We share profits with the staff. We give back to our community through donations of money, time and products.

We are committed to being fiscally responsible in our work.

We spend according to our means. We are willing to delay gratification in order to build long-term rewards.

We are a growth business. We are committed to healthy, productive expansion and growth of our sales, consistent with our mission and our principles.

5. A Great Place to Work!

Working at Zingerman's means taking an active part in running the business. Our work makes a difference.

We are empowered by the creativity, hard work and commitment of our staff.

It is the energy, effort and involvement of our staff that helps make Zingerman's successful. We seek to build on the creativity and intelligence of everyone here.

We are committed to each other's success.

Each of us is committed to the success of everyone else who works at Zingerman's. We support each other, listen well, facilitate and encourage each other's growth and advancement.

We compensate our staff well.

We provide income, a benefits package, profit sharing, meaningful work, and a sense of community for our staff, which balances their needs with the resources of the business.

We provide opportunity for growth and advancement.

We actively work to provide for the healthy growth of our business. In so doing, we provide opportunities for staff who wish to grow within Zingerman's.

We involve as many people as possible in the running of the business.

We bring as many people as practical into the operation of the business. In so doing, Zingerman's runs more effectively, benefiting from everyone's abilities, creativity, experience and intelligence.

Each of us is committed to being proactive in our work.

We aggressively tackle difficult issues without waiting to be asked. We know that each of us bears the responsibility for what goes on around us, and we have the opportunity and ability to effect positive change within the business.

We work to improve in every area.

We seek to improve our performance, individually and as a group, and work to our fullest potential, through self-reflection, education, cooperation and feedback from others. When something is not working, we look at ourselves to improve before we look at the work of others. We do so as individuals, as departments and businesses.

We learn from our errors and work to correct them.

When we make mistakes, we view them as opportunities for growth and change. When we make an error we do not seek to assign blame, rather, we try to avoid repeating the problem in the future.

We strive to create a safe workplace.

We work within the limits of our space to create a safe workplace. We continually reevaluate and act to improve our work space. We walk slowly and carefully on the stairs, we never leave knives unattended in the sink, we pay close attention at all times when using slicers. We catch each other when we fall.

Zingerman's embraces diversity.

We go out of our way to build a diverse and well-balanced workplace. We hire individuals regardless of race, religion, gender or sexual preference.

We like to have fun.

And we take our fun very seriously. So don't mess with it.

6. Strong Relationships!

Successful working relationships are an essential component of our health and success as a business.

We build long-term relationships with our customers.

The long-term relationships with our guests are more important to us than any short-term transaction or interaction. To that end, we go the extra mile to take care of our guests and their families; we learn their tastes, their favorite sandwiches, their shopping needs.

We are committed to long-term working relationships with our staff.

We build mutually rewarding and long-term relationships with our staff, based on a commitment to each other's success, mutual respect, and shared values. We work to retain those positive relationships even after one of our staff has chosen to leave Zingerman's.

We establish rewarding relationships with our suppliers.

We view our relationships with our suppliers as a partnership in which both sides benefit. Our dealings are based on courtesy and consideration.

We build connections with other businesses who share similar values.

We seek out like-minded businesses to develop an effective support network for ourselves. We work with them to share information and ideas. We give back to the food industry through seminars, articles and participation in industry events.

We celebrate group achievement and recognize individual success.

We regularly go out of our way to enjoy and recognize our accomplishments as a business. When one of us is successful we are all successful. At the same time, we also recognize our individual achievements and overwhelm each other with a steady stream of positive reinforcement.

7. A Place to Learn!

Learning keeps us going, keeps us challenged, keeps us on track.

We educate our guests, staff and ourselves about the food we sell.

We constantly work to educate our guests, ourselves and our community about good food. We believe that the more we learn about food (where it comes from, how it's made, how to use it), the more effectively and profitably the business will operate.

We actively educate our staff about the workings of the business.

We regularly share business information with our staff. The more we understand about the business the more productive we will be.

We actively educate ourselves about all aspects of our jobs.

We consistently seek to improve our understanding of our own jobs by staying current in industry literature, regularly reading books and periodicals on subjects both directly and peripherally related to our work, and attending conferences and trade shows.

8. An Active Part of Our Community!

We believe that a business has an obligation to give back to the community of which it is a part.

We participate in improving life in our community.

We are committed to leaving a positive mark on our community. We actively work to make our community a better place to live by contributing time, food, money, energy and information.

We encourage our staff to participate in community service.

We encourage our staff members to contribute to their community, to be active citizens, to work to better our environment.

We're here to stay

We're committed to building long-lasting, mutually beneficial relationships with our city, our neighborhood, and our community. We are committed to a long-term business strategy that will keep us in our community for many years to come.

Appendix B: Reference List of Exemplary Retail Models

San Francisco Examples

[Philz](#) - coffee store, founded in SF, now across the country.

“Our story: It all began in 1978 when Phil purchased a convenience store in the heart of the Mission District. . .In his off-hours, Phil blended and tested brews, trying to make the perfect cup of coffee. After 25 years of experimenting, Phil moved his kitchen table into the convenience store and Philz Coffee was born. *From its first day, Philz was about quality and care, warmth and connection.* This is what makes Philz feel like home. It's not just about coffee—it's about people.

Our People: At Philz, our team is our family. We'd love for you to join us as we build *a culture focused on kindness, generosity and connection—a place where everyone can be their authentic selves.*”

New Door Ventures

New Door Ventures has recently closed its social enterprises, Ashbury Images (print shop) and Pedal Revolution (bike repair). The official closing date for both businesses was June 1. They provided a [FAQ](#) for the context surrounding the decision. They will continue to provide employment and education programs for low-income, transition-age youth and continue to fight and work toward opportunity and economic mobility for all Bay Area youth.

Values Statements

- Youth: Youth are assets to our community. Their voice is central to our work, and they have the capacity to create their own path of learning and growth.
- Work: Jobs are a vital part of the successful transition from youth to adulthood. Work enables learning, growth, and economic sustenance for all people, especially opportunity youth.
- Inclusion, Equity, and Social Justice: Inclusion and equity are the doorways to opportunity for our youth. We strive to create an inclusive, equitable environment for youth and all who wish to join us in our work.
- Relationships and Community: We build trusting relationships with our youth and believe that a supportive community is critical for personal and collective growth. Our community partners are fellow catalysts in creating opportunities for youth.
- Learning and Excellence: We strive to create profound impact in our work. We are learners in pursuit of excellence for the benefit of young people.
- Integrity: We operate with integrity and authenticity. We are thoughtful stewards of all resources entrusted to us.

Could be worth a conversation for lessons learned about social enterprises.

CEO: Omar Butler

SF Program Director: Joel St. Julien

[Bakeworks](#) (closed until June 2021)

Hayes Valley Bakeworks operates the cafe as a non-profit “social enterprise.” In addition to food and coffee, they provide employment and training for people with disabilities, who are homeless or at risk. Hayes Valley Bakeworks is the brainchild of Toolworks, which is already involved on Treasure Island. Toolworks partners with the bakery to create a supportive environment for participants who learn all facets of the food service business. Local producers and suppliers also take part in the training program, offering career advice and sharing their passion for the food industry.

[Berkeley Bowl](#)

Has a large bulk foods section was pretty significant that could cater to lower income families. They also have sections of food for different ethnicities.

[Tommy’s Joynt](#)

Tommy's Joynt is the Original Hof-Brau of San Francisco, and has become one of San Francisco's longest living institutions. Has community tables where diners are seated with other parties.

“While the City has been changing year after year, we remain steadfast in our opposition to change. We want things to remain the same because our founders, Tommy Harris & Al Pollack, established a reputation in San Francisco; a reputation that promises hot food and cold drink at a price that parries our atmosphere. Our atmosphere is like our food, no frills.”

[Butcher’s Son](#)

- Vegan with a highly diverse clientele. Brother and sister duo opened The Butcher’s Son in February 2016. Goal is to make plant-based food more accessible to everyone, with an aim to provide nostalgic comfort food without a trace of animals.

[The Hall](#) in San Francisco.

National Examples

[Zingermans Community of Businesses](#), Ann Arbor, Michigan

[Findlay Market](#), Cincinnati, Ohio

[Bump and Grind Café](#) in Silver Spring Maryland

[Union Market](#) in Washington, DC.

[Steadfast Supply Store](#), Washington DC (The Yards Redevelopment)

[Politics and Prose](#), Washington, DC

[Bus Boys and Poets](#), Washington, DC

[Red Emma’s](#), Baltimore, MD

[Saxapahaw General Store](#), Saxapahaw, NC

[Berg’n](#) in Crown Heights in Brooklyn

[The Porch at 30th Street](#), Philadelphia (Outdoor version)

[Fenton Street Market](#), Silver Spring, Maryland

<https://takomavoice.com/2012/05/03/fentonstreetmarket/>

[Mercado Central](#), Minneapolis, Minnesota

[Findlay Market](#), Cincinnati, Ohio

[Freehand Market](#), Saxapahaw, NC
[Brooklyn Brainery](#), NYC
[University City District](#) in Philadelphia
[3CDC](#) Cincinnati, Ohio
[District Bridges](#) in Washington, DC
[Low Country Local First](#) in Charlestown, SC
[Crosstown Concourse](#), Memphis Tennessee
[Heat da Spot](#) in Washington, DC
[Bow Market](#) in Somerville, MA

Appendix C: Useful Literature and Resources
--

<https://www.q20lab.com/retail-spaces-that-build-community>

<https://www.mytotalretail.com/article/why-successful-retailers-create-community-spaces-for-customers/>

<https://medium.com/sidewalk-talk/introducing-a-pop-up-toolkit-for-retail-recovery-8cea9deb0b98>

Social Seams in Mixed-Income Neighborhoods: A Case Study of Garfield Square Park

Noble, G, 2009, 'Everyday cosmopolitanism and the labour of intercultural community', in A Wise & S Velayutham, (eds.), *Everyday Multiculturalism*, Palgrave Macmillan, New York, pp 46-65.

Weaving Social Seams: Stable, Racially and Ethnically Diverse Communities as Places of Social Innovation Philip Nyden Loyola University Chicago Paper presented at European Urban Research Association Conference September 2012