

Webinar

Diversity and Inclusion in Master Planned Communities

Date: December 16, 2022

00:00:05 --> 00:00:08: Welcome, everyone, and thank you for joining us on this
 00:00:08 --> 00:00:11: Friday afternoon. I'm Rosie Heppner with Uli Stroller Center
 00:00:11 --> 00:00:15: housing. Today, we'll be hearing from Doctor Minji Kim about
 00:00:15 --> 00:00:18: the findings from her research on diversity and inclusion in
 00:00:18 --> 00:00:19: master plan communities.
 00:00:20 --> 00:00:23: As you like has not yet published this report. You
 00:00:23 --> 00:00:25: all are benefiting from a sneak peak and early preview
 00:00:25 --> 00:00:28: of her findings. We hope to have the final report
 00:00:28 --> 00:00:31: published sometime in January, maybe early February. It's
 00:00:31 --> 00:00:34: with you
 00:00:34 --> 00:00:37: guys design team right now, so very very close to
 00:00:37 --> 00:00:40: being published and we will send everyone who is registered
 00:00:40 --> 00:00:40: for this webinar link to the report as soon as
 00:00:40 --> 00:00:40: it's ready.
 00:00:41 --> 00:00:44: In addition to publishing research reports like this one, the
 00:00:44 --> 00:00:47: trigger center is involved in a few other areas of
 00:00:47 --> 00:00:49: work I'd like to share. We have an annual awards
 00:00:49 --> 00:00:53: program that is currently accepting applications until January
 00:00:53 --> 00:00:56: 20th.
 00:00:56 --> 00:00:59: Through the through our awards, we recognized
 00:00:59 --> 00:01:02: developments as well
 00:01:02 --> 00:01:04: as public policies and programs expand attainable housing in
 00:01:05 --> 00:01:05: their
 00:01:06 --> 00:01:09: communities. So we hope you'll consider applying for one of
 00:01:09 --> 00:01:13: our awards and we'll put the link For more information
 on them in the chat.
 We also have an annual conference coming up. The 2023
 Housing Opportunity Conference will take place in Phoenix,
 March 27th

00:01:13 --> 00:01:16: through 29th. Our schedule is on the website, which will

00:01:16 --> 00:01:18: also link in the chat and we'll be adding some

00:01:18 --> 00:01:21: speakers and more information in the coming weeks. So this

00:01:21 --> 00:01:24: is really a great opportunity to learn and network for

00:01:24 --> 00:01:27: a couple days and all things housing. So we hope

00:01:27 --> 00:01:28: we'll see you there.

00:01:29 --> 00:01:32: Now, without further ado, I'd like to introduce Doctor Michiko

00:01:32 --> 00:01:33: Kim.

00:01:33 --> 00:01:37: Minjee Kim is an assistant professor at Florida State

00:01:37 --> 00:01:40: University's

00:01:37 --> 00:01:40: Department of Urban and Regional Planning. She studies the

00:01:40 --> 00:01:44: relationship

00:01:40 --> 00:01:44: between real estate development and urban planning and

00:01:44 --> 00:01:47: writes about

00:01:44 --> 00:01:47: land value capture, large, large scale real estate

00:01:47 --> 00:01:50: developments, public

00:01:47 --> 00:01:50: private partnerships, and equitable developments.

00:01:50 --> 00:01:53: She earned her PhD and Masters degrees from MIT and

00:01:53 --> 00:01:57: has multiple years of experience working in local

00:01:53 --> 00:01:57: governments, including

00:01:57 --> 00:01:59: the cities of Boston and Cambridge.

00:01:59 --> 00:02:03: She strives to identify how planning planners and policy

00:01:59 --> 00:02:03: policymakers

00:02:03 --> 00:02:07: can work with real estate developers to further equitable

00:02:03 --> 00:02:07: development

00:02:07 --> 00:02:09: outcomes. So I'll pass it over to Minchi now and

00:02:09 --> 00:02:12: ask that any questions be placed in the Q&A box,

00:02:12 --> 00:02:14: and we will do our best to get to all

00:02:14 --> 00:02:17: of them after her presentation. Thanks for joining us.

00:02:19 --> 00:02:23: Thank you, Rosie for that introduction and hello everyone.

00:02:19 --> 00:02:23: This

00:02:23 --> 00:02:26: is minjee Kim. I'm an assistant professor at FSU as

00:02:26 --> 00:02:30: Rosie mentioned. And I really want to thank everyone for

00:02:30 --> 00:02:34: joining me on this Friday afternoon before the the Christmas

00:02:34 --> 00:02:37: break. I appreciate that you're here with us and it

00:02:37 --> 00:02:40: is really my pleasure to present the finding from a

00:02:40 --> 00:02:44: research project on diversity and equity and inclusion in

00:02:40 --> 00:02:44: master

00:02:44 --> 00:02:47: plan communities, which has been in the works for for

00:02:47 --> 00:02:48: about a year.

00:02:49 --> 00:02:52: I look forward to sharing the key findings with you

00:02:52 --> 00:02:55: and then I I really look forward to hearing your

00:02:55 --> 00:02:59: thoughts and reactions after after the talk. Please feel free

00:02:59 --> 00:03:01: to use the the Q&A box if you have if

00:03:01 --> 00:03:03: any questions arise during the interview.

00:03:04 --> 00:03:07: In terms of what to expect, I will be delivering

00:03:07 --> 00:03:11: my presentation which will be about about 40 minutes or

00:03:11 --> 00:03:14: so and then afterwards we will, we will take, I

00:03:14 --> 00:03:17: will respond to to some of the questions that are

00:03:17 --> 00:03:19: are shared in the Q&A box.

00:03:20 --> 00:03:23: So with that I will start sharing my screen.

00:03:24 --> 00:03:26: So first of all, so the the title of the

00:03:26 --> 00:03:30: report which will be available in in late January, early

00:03:30 --> 00:03:35: February, is creating diverse and inclusive community lessons, learn from

00:03:35 --> 00:03:38: best practices and master Plan community development.

00:03:40 --> 00:03:43: I would first like to I would first like to

00:03:43 --> 00:03:46: thank the UI staff and my research assistant who may

00:03:46 --> 00:03:49: be here today. I'm listening in Ansible chorkie for their

00:03:50 --> 00:03:53: support throughout the year. But also this report really could

00:03:53 --> 00:03:57: not have been possible without the generous time and expertise

00:03:57 --> 00:04:01: or by the interview and survey participants as well as

00:04:01 --> 00:04:04: the industry experts who review the key findings. And I

00:04:04 --> 00:04:07: really are and many of of the study participants are

00:04:07 --> 00:04:10: on this call, so please, I really want to.

00:04:10 --> 00:04:12: Thank you and I would love to reconnect with you

00:04:12 --> 00:04:15: as many of you as possible to hear your thoughts

00:04:15 --> 00:04:15: on it.

00:04:16 --> 00:04:19: So first of all I would start with the definition

00:04:19 --> 00:04:21: of to lay lay the ground the context for this

00:04:21 --> 00:04:25: report and by starting off with the definition of what

00:04:25 --> 00:04:28: master plan communities are. So master plan communities are are

00:04:28 --> 00:04:33: large scale developments of mixed-use and residential community communities located

00:04:33 --> 00:04:37: at urban peripheries and exurban, suburban, exurban and rural areas.

00:04:37 --> 00:04:40: And they there's no really clear definition of what master

00:04:40 --> 00:04:44: plan communities are scale wise. They can range from wholesale

00:04:44 --> 00:04:46: developments of new towns or cities to communities.

00:04:47 --> 00:04:48: Of several on several 100 acres.

00:04:49 --> 00:04:53: But they can be distinguished from conventional residential subdivisions by

00:04:53 --> 00:04:57: their strong sense of community, long term planning, balanced land

00:04:57 --> 00:05:01: use mix and then and also environmentally sensitive

sustainable practices.

00:05:01 --> 00:05:05: And most importantly, they're they're guided by the master plan.

00:05:06 --> 00:05:09: I would also like to point out that this report

00:05:09 --> 00:05:13: focuses on Greenfield development, not on the communities on urban

00:05:13 --> 00:05:16: brownfield sites. Master Plan communities on brownfield sites and this

00:05:17 --> 00:05:20: is because although the urban projects can be of significant

00:05:20 --> 00:05:24: scale and offer many lessons for the broader community development

00:05:24 --> 00:05:27: practice, the market dynamics and the economics of urban projects

00:05:27 --> 00:05:31: and the challenges that they face are differ considerably from

00:05:31 --> 00:05:32: the Greenfield project.

00:05:33 --> 00:05:36: So this this report is really on the the Greenfield

00:05:36 --> 00:05:37: master Plan community development.

00:05:39 --> 00:05:42: So by nature of their scale, master planned communities have

00:05:42 --> 00:05:45: played and is are playing significant role in meeting housing

00:05:45 --> 00:05:49: demand and shaping the patterns of American urban and suburban

00:05:49 --> 00:05:52: development. They've been a test bed for for innovative and

00:05:52 --> 00:05:56: thought provoking real estate development practices including innovations in mass

00:05:56 --> 00:06:01: production of housing experiments to create integrated communities after the

00:06:01 --> 00:06:03: Civil Rights Act create be the new urbanist and the

00:06:03 --> 00:06:07: smart growth principles have both found their homes in master

00:06:07 --> 00:06:08: plan communities and.

00:06:08 --> 00:06:14: Proliferated from there on and also environmentally sensitive practices, practices.

00:06:15 --> 00:06:19: You allowed, in fact was found by the community builders

00:06:19 --> 00:06:21: and has played a central role. USLI has played a

00:06:21 --> 00:06:25: central role role in elevating the best practices in community

00:06:25 --> 00:06:28: development. Here you see the the title page of the

00:06:28 --> 00:06:31: 1st edition of the Community Builders Handbook, which was published

00:06:31 --> 00:06:34: in first published in 1947. There have been at least

00:06:34 --> 00:06:37: more than 8 addition since, and with the last one

00:06:37 --> 00:06:38: published in in 2000.

00:06:41 --> 00:06:45: However, the history of master plan community is inseparable from

00:06:45 --> 00:06:49: the history of race and class based discrimination and

segregation

00:06:49 --> 00:06:53: in the US. The early planned communities that were developed

00:06:53 --> 00:06:56: during the Inter and Post War period were the centers

00:06:57 --> 00:07:01: of racism as well documented in existing existing literature and

00:07:01 --> 00:07:04: research and and journal journalism. The image that you see

00:07:04 --> 00:07:07: on the left is one of the Kansas City, KS

00:07:07 --> 00:07:07: city.

00:07:08 --> 00:07:12: Country Club district developed by Jesse Clyde Nichols JC Nichols

00:07:12 --> 00:07:14: one of who is the one of the the most

00:07:14 --> 00:07:18: legendary community developer and one of the founders of UL

00:07:18 --> 00:07:21: I. But you can see in the sign that emphasizes

00:07:21 --> 00:07:24: high class and protected community, which in fact in parts

00:07:25 --> 00:07:28: and in practice meant that it was the protection from

00:07:28 --> 00:07:30: the encroachment of black puffle.

00:07:31 --> 00:07:36: Moreover, a contemporary massive plan communities, although they do not

00:07:36 --> 00:07:40: have exclusive explicit discriminatory measures, by nature of their cost

00:07:40 --> 00:07:44: as well as location, many master plan communities are out

00:07:44 --> 00:07:46: of reach for low income households.

00:07:49 --> 00:07:52: Recently, with the the racial reckoning that swept the nation

00:07:52 --> 00:07:55: following the killing of George Floyd in 2020, UI has

00:07:55 --> 00:07:58: really spoken up and acknowledged the role of the industry's

00:07:59 --> 00:08:03: role in promoting and perpetuating racial discrimination, and has committed

00:08:03 --> 00:08:07: to redressing those injustices and signaling such commitment. In 2020,

00:08:07 --> 00:08:09: you are life stripped the name of JC Nichols from

00:08:09 --> 00:08:12: one of its most prestigious school awards, the UL I

00:08:12 --> 00:08:15: Prize for Visionaries and Urban Development.

00:08:16 --> 00:08:19: Most recently, the the new 2022 ULI report, 10 principles

00:08:20 --> 00:08:25: for embedding racial equity and real estate development, explicitly acknowledges

00:08:25 --> 00:08:29: the industry's role in creating and perpetuating racial injustices, and

00:08:29 --> 00:08:33: that the industry has a responsibility and an opportunity to

00:08:33 --> 00:08:36: reckon with that history and remedy its legacy on of

00:08:36 --> 00:08:39: health, economic and other disparities.

00:08:42 --> 00:08:45: So this report is sent within such context and ask

00:08:45 --> 00:08:49: can master plan community, once the epicenter of racial

discrimination

00:08:49 --> 00:08:53: and segregation, the break free of the past camplan communities

00:08:53 --> 00:08:56: be designed to be truly diverse and inclusive and what

00:08:56 --> 00:09:01: role developers play in creating diverse, equitable and inclusive community?

00:09:02 --> 00:09:05: So moving on to the methodology of the research.

00:09:06 --> 00:09:09: This report begins by reviewing the history of master Plan

00:09:09 --> 00:09:14: community development practice, particularly with the focus on how attempts

00:09:14 --> 00:09:17: of exclusion and inclusion have played out in these communities,

00:09:17 --> 00:09:21: and then on understanding this history allows practitioners to comprehend

00:09:21 --> 00:09:24: their landscape in which they operate and inherit.

00:09:25 --> 00:09:28: And either willingly or unwillingly, which in turn allows us

00:09:28 --> 00:09:32: to develop context sensitive and practical solutions to remedy the

00:09:32 --> 00:09:33: past wrongdoing.

00:09:35 --> 00:09:38: The main section of the report presents findings from an

00:09:38 --> 00:09:41: empirical study of a sample of success. The nation's most

00:09:41 --> 00:09:46: successful master plan, community success first started out with financial

00:09:46 --> 00:09:48: success, as the goal was to understand if and how

00:09:49 --> 00:09:52: diversity, equity, and inclusion is even on the minds of

00:09:52 --> 00:09:54: the most successful community developers.

00:09:55 --> 00:09:58: So the sample selection was based on the list published

00:09:58 --> 00:10:01: by RCL Co, one of the industry leading consulting firm

00:10:01 --> 00:10:05: that publishes annual list of top selling master Plan communities.

00:10:05 --> 00:10:08: And so RCL call list from from dating back to

00:10:08 --> 00:10:12: 2010 was reviewed and initial sample of communities were selected

00:10:12 --> 00:10:16: to reflect the regional distribution found in the the compiled list.

00:10:16 --> 00:10:16: list.

00:10:17 --> 00:10:22: Not all Community study communities in this report would appear

00:10:22 --> 00:10:25: on the RCL Co list. Some were recommended by the

00:10:25 --> 00:10:31: the interview survey participants for study participants for their industry-leading

00:10:31 --> 00:10:35: efforts, and then some more smaller communities of the the

00:10:35 --> 00:10:38: national and regional developers.

00:10:39 --> 00:10:43: The collected data for this report includes interviews with 35

00:10:43 --> 00:10:48: industry Professionals, Survey Questionnaire completed on 29 communities, analysis of

00:10:48 --> 00:10:51: UI proceedings and and archival materials, as well as other

00:10:51 --> 00:10:56: publications of Exemplary Master planned communities, and then also municipal

00:10:56 --> 00:11:00: and state administrative entitlement data as well as the marketing

00:11:00 --> 00:11:01: materials of the developers.

00:11:04 --> 00:11:07: So in terms of where these communities are located, as

00:11:07 --> 00:11:10: mentioned earlier, the goal was to have a sample that

00:11:10 --> 00:11:14: reflects the regional distribution observable in the RCL Co list,

00:11:14 --> 00:11:17: and more than half of the selected communities are in

00:11:17 --> 00:11:20: Texas, Florida and Carolinas and other Southern states. A few

00:11:20 --> 00:11:23: are located elsewhere in Nevada, Northwest and Colorado.

00:11:24 --> 00:11:28: The selected sample was also selected to capture different types

00:11:28 --> 00:11:32: of community developers, as the study participants noted that the

00:11:32 --> 00:11:36: type of community development, development development company affects its practice

00:11:36 --> 00:11:40: and so accordingly, three types of developers were identified family

00:11:40 --> 00:11:43: businesses, regional and PC's, and national MPC.

00:11:44 --> 00:11:45: MPC developers.

00:11:46 --> 00:11:49: About half of the study communities opened after the Great

00:11:49 --> 00:11:52: Recession, and the other half others had opened before and

00:11:52 --> 00:11:53: survived the downturn.

00:11:54 --> 00:11:59: Approximately half of the communities will have between ten 1000

00:12:00 --> 00:12:03: to 6000 units at full build out with the other

00:12:03 --> 00:12:07: half ranging from 6000 to up all the way up

00:12:07 --> 00:12:12: to thirty 1619. The inflation adjusted average sales price of

00:12:12 --> 00:12:17: these communities are the homes and these communities were was

00:12:17 --> 00:12:21: 347,000 and \$69 in July 22, 2022 dollars.

00:12:22 --> 00:12:25: All right, now moving on to the history part and

00:12:25 --> 00:12:28: the review of the history of exclusion and inclusion in

00:12:28 --> 00:12:29: master Plan Community development.

00:12:30 --> 00:12:35: As I mentioned earlier, the history of planned Community development

00:12:35 --> 00:12:38: is central to the US real estate industry and the

00:12:38 --> 00:12:43: rapid expansion of urban American cities during the through suburbanization,

00:12:43 --> 00:12:45: in the post war, and into war and post war

00:12:45 --> 00:12:49: periods were driven by these community master plans and

planned

00:12:49 --> 00:12:54: communities. However, as mentioned also mentioned earlier, Community builders also

00:12:55 --> 00:12:59: promoted and cemented racial exclusion and patterns of racial segregation

00:12:59 --> 00:13:00: in these suburbs.

00:13:01 --> 00:13:05: Jason Nichols, the the visionary developer mentioned earlier, is famous

00:13:05 --> 00:13:09: for inventing the combination of racial covenants, covenants and the

00:13:09 --> 00:13:13: Homeowners Association that will enforce the covenants, covenants in perpetuity.

00:13:15 --> 00:13:20: The Community developers also informed and influenced the planning practices

00:13:20 --> 00:13:24: and Federal Housing policies and programs that institutionalized real estate

00:13:24 --> 00:13:27: housing practices and these federal policies in return for the

00:13:27 --> 00:13:30: community builders to create the segregated community.

00:13:32 --> 00:13:35: On the other hand, MPC's have also been used as

00:13:35 --> 00:13:39: sites of social experiment for race and class based integration

00:13:39 --> 00:13:42: in the 60s and the 70s, and this experiment came

00:13:42 --> 00:13:46: from both the private and the public sectors. From the

00:13:46 --> 00:13:50: private side, the visionary developer James Rouse has been touted

00:13:51 --> 00:13:54: as the most exemplary case of such so such undertaking,

00:13:54 --> 00:13:57: such an experiment who has had The Who had the

00:13:58 --> 00:14:02: deliberate intent to create racially and economically integrated?

00:14:02 --> 00:14:06: Communities and worked really to implement such vision from the

00:14:06 --> 00:14:11: public side. The new Communities public program implemented implemented by

00:14:11 --> 00:14:16: HUD, U.S. Department of Housing and Urban Development selected 17

00:14:16 --> 00:14:20: communities to receive federal loan guarantees in return for a

00:14:20 --> 00:14:25: meeting in return for creating racially and economically integrated communities.

00:14:26 --> 00:14:29: And the woodland was, which is the the community of

00:14:29 --> 00:14:32: another visionary developer, George Mitchell.

00:14:32 --> 00:14:35: Was required to, for example, to set aside 17.3% of

00:14:35 --> 00:14:39: housing is affordable to low and moderate income households, and

00:14:39 --> 00:14:43: existing research and empirical research and such efforts as

such

00:14:43 --> 00:14:47: efforts found that the communities these communities are faring better

00:14:47 --> 00:14:52: than generic suburbia, although economic integration has been more challenging

00:14:52 --> 00:14:54: than racial integration.

00:14:55 --> 00:14:58: While the new communities experiment was sweeping the minds of

00:14:58 --> 00:15:03: policymakers and practitioners, another opposite trend emerged in the 1960s,

00:15:03 --> 00:15:07: the concept of gated community. This was also a concept

00:15:07 --> 00:15:11: that's been invented by the community builders and popular popularized

00:15:11 --> 00:15:12: thereafter.

00:15:12 --> 00:15:17: First, the retirement communities and the compounds for the rich

00:15:17 --> 00:15:21: were the places where this concept took off. But soon

00:15:21 --> 00:15:25: after it spread to much larger, much larger population of

00:15:25 --> 00:15:30: planned community. And empirical research has well established that households

00:15:30 --> 00:15:34: living in gated communities are largely wide, older and high

00:15:35 --> 00:15:40: income earners, and and they are racially and socioeconomically segregated.

00:15:40 --> 00:15:43: So immersed in the early 1980s New Urbanism.

00:15:43 --> 00:15:47: Started to gain traction as a better alternative to suburban

00:15:47 --> 00:15:54: development, emphasizing walkability and mixed-use. And urbanism also embraced diversity

00:15:54 --> 00:15:58: as demonstrated by its Article 13. But new Urbanism empirically

00:15:58 --> 00:16:03: has been largely criticized as creating communities for upper and

00:16:03 --> 00:16:05: middle class household.

00:16:06 --> 00:16:10: In the 1990s, the Versity and integration takes a new

00:16:10 --> 00:16:14: meaning within the new Urbanist movement as HUD adopts the

00:16:14 --> 00:16:18: new Urbanist principles to guide the Hope 6 program, which

00:16:18 --> 00:16:21: is the the program to redevelop public housing sites into

00:16:22 --> 00:16:23: mixed income community.

00:16:24 --> 00:16:27: And, and, and and in addition to the the combination

00:16:27 --> 00:16:31: of new urbanist principles and and HUD. I'm sorry, the

00:16:31 --> 00:16:34: Hope 6 program. Some of the new Urbanist communities have

00:16:34 --> 00:16:38: been required to meet integrate income restricted housing units by

00:16:38 --> 00:16:43: local governments through their local inclusionary housing

ordinances. But beyond
00:16:43 --> 00:16:48: such interventions government interventions racial and class
integration have been
00:16:48 --> 00:16:52: hypnotized been at the forefront of Community development
practice. Which
00:16:52 --> 00:16:54: brings us to today.
00:16:54 --> 00:16:57: So, Umm, which in in stark contrast to the the
00:16:57 --> 00:17:03: exclusionary history of community development practice the
the research that
00:17:03 --> 00:17:07: I undertook. Through the research that I undertook, I found
00:17:07 --> 00:17:12: that there is a significant cohort of successful Community
developers
00:17:12 --> 00:17:15: that really have started to embrace diversity as a core
00:17:15 --> 00:17:19: planning principle and and which is signals a break from
00:17:19 --> 00:17:20: from its past.
00:17:22 --> 00:17:25: And their commitment to diversity was not strictly based on
00:17:25 --> 00:17:29: moral obligation the and it was also because the the
00:17:29 --> 00:17:33: embracing diversity for for their communities was good for
their
00:17:33 --> 00:17:37: business. And there were three mechanisms for through
which diversity
00:17:37 --> 00:17:42: helped with with the business of Community planned
Community development.
00:17:42 --> 00:17:46: So first of all diversity and housing product types attract
00:17:46 --> 00:17:50: larger creates a larger pool attracts larger pool of potential
00:17:50 --> 00:17:53: residents and 2nd diversity and housing product types and.
00:17:53 --> 00:17:58: End users make a community more direct attractive to
businesses.
00:17:59 --> 00:18:03: And then also the diversity of existing residents found to
00:18:03 --> 00:18:07: be attracting new residents to the community.
00:18:08 --> 00:18:12: And so each of these mechanisms is further elaborated on
00:18:12 --> 00:18:15: this slide. And so first of all offer a mechanism,
00:18:15 --> 00:18:20: one offering broad and diverse housing product types allows
the
00:18:20 --> 00:18:23: developer to address a larger share of the market as
00:18:23 --> 00:18:28: embodied in the the below quote. Mechanism 2 developers
have
00:18:28 --> 00:18:32: also attested that the diversity in housing product types and
00:18:32 --> 00:18:36: land uses have been attracting new businesses as the
employers
00:18:36 --> 00:18:38: are seeking places to that.
00:18:38 --> 00:18:41: You know, track and attract and retain talent.
00:18:42 --> 00:18:47: And, and and finally, the demographic diversity of existing
residents
00:18:47 --> 00:18:50: seems to be working as a magnet for attracting new

00:18:50 --> 00:18:55: residents. So the these testaments of the the Community developers

00:18:55 --> 00:18:55: are.

00:18:57 --> 00:19:02: Illustrates that embracing diversity in community development practice is not

00:19:02 --> 00:19:05: only good for the diversity and it's for its sake,

00:19:05 --> 00:19:09: but also good for community the the business, that business

00:19:09 --> 00:19:11: of community development.

00:19:13 --> 00:19:16: All right. Now, having made the case for diversity, I

00:19:16 --> 00:19:20: would like to share the seven planning principles for creating

00:19:20 --> 00:19:24: diverse and inclusive communities and that were found in the

00:19:24 --> 00:19:28: studied community and discuss each one in detail. But before

00:19:28 --> 00:19:32: delving into this principles, I would like to acknowledge and

00:19:32 --> 00:19:36: emphasize that Community developers really don't control the full home

00:19:36 --> 00:19:40: buying process and they always have to work in partnership

00:19:40 --> 00:19:42: with home builders and Realtors.

00:19:42 --> 00:19:48: However, by embracing these seven principles, the developers are essentially

00:19:48 --> 00:19:53: creating the backbone of diverse and inclusive communities.

00:19:54 --> 00:19:58: And another note is that the seven principles, although they're

00:19:58 --> 00:20:02: laid out as separate principles, they're not mutually exclusive, and

00:20:02 --> 00:20:04: that community developers should.

00:20:05 --> 00:20:08: Work to incorporate as many principles as possible as they

00:20:08 --> 00:20:10: they work in conjunction with each other.

00:20:11 --> 00:20:15: So the 7th planning principles for diversity and inclusion are.

00:20:16 --> 00:20:19: First of all, as I mentioned earlier, striving for a

00:20:19 --> 00:20:20: diverse land use mix.

00:20:21 --> 00:20:23: Diversifying housing choice.

00:20:24 --> 00:20:26: Focusing on attainability.

00:20:27 --> 00:20:30: And prioritizing nature and open space amenities.

00:20:32 --> 00:20:35: Embedding diversity and company culture and value.

00:20:36 --> 00:20:40: And curating community life that really celebrates diversity and inclusion.

00:20:41 --> 00:20:46: And finally, being intentional about marketing to demographically diverse groups.

00:20:48 --> 00:20:51: So I'll go through each of these principles in in

00:20:51 --> 00:20:55: detail starting with the the first land use diversity, but

00:20:55 --> 00:20:59: but also given in given the the time limitation of

00:20:59 --> 00:21:04: of this presentation of this webinar webinar presentation, I won't

00:21:04 --> 00:21:06: go, I won't have time to go and share all

00:21:07 --> 00:21:11: the details all the cases in this presentation. So there's

00:21:11 --> 00:21:13: a lot more that is that is part of the

00:21:13 --> 00:21:17: report that's not shown presented in this presentation.

00:21:18 --> 00:21:20: So you know this would be. This is just a.

00:21:20 --> 00:21:23: It gives you a flavor of what you can expect

00:21:24 --> 00:21:27: in the report, but does not do justice to to

00:21:27 --> 00:21:30: the the detail that is that can be found in

00:21:30 --> 00:21:30: the report.

00:21:33 --> 00:21:37: So diversity and land use mix can help promote the

00:21:37 --> 00:21:41: the diversity and inclusion in master planned communities in two

00:21:41 --> 00:21:45: ways. So first of all land use plans can integrate

00:21:45 --> 00:21:51: higher density residential uses into traditional detached single family neighborhoods

00:21:51 --> 00:21:56: and therefore creating situations and and environment where different different

00:21:56 --> 00:22:01: types of family households from different culture can interact with

00:22:01 --> 00:22:01: and and.

00:22:01 --> 00:22:04: Engage with one another in a day-to-day basis.

00:22:05 --> 00:22:08: Second the this well.

00:22:09 --> 00:22:12: Second, the the second mechanism is that the good mix

00:22:12 --> 00:22:16: of retail, office and light industrial uses better positions the

00:22:16 --> 00:22:20: community to become more diverse in the long run as

00:22:20 --> 00:22:23: the and and there is a self reinforcing mechanism in

00:22:23 --> 00:22:27: here. So when new businesses representing a range of industries

00:22:27 --> 00:22:31: located in the community, they draw in a correspondingly a

00:22:31 --> 00:22:34: wide range of employees and and to attract and retain

00:22:34 --> 00:22:38: such talent the companies and employers are seeking for a

00:22:38 --> 00:22:39: diversity of.

00:22:39 --> 00:22:42: About being in late housing options and land uses and

00:22:42 --> 00:22:46: so there's a reinforcing mechanism, self reinforcing mechanism where housing

00:22:46 --> 00:22:49: choice product diversity attracts new businesses which in turn attracts

00:22:49 --> 00:22:52: diverse employment base and and then the cycle goes on.

00:22:55 --> 00:22:59: So among the studied communities, I found three communities to

00:22:59 --> 00:23:02: have achieved the highest levels of balanced mix of uses.

00:23:03 --> 00:23:06: Lake, Nona and Orlando, FL, Nexton and South Carolina, and

00:23:06 --> 00:23:09: then Byera which is also located near Orlando but between

00:23:10 --> 00:23:13: Orlando and Florida Space Coast. And as demonstrated in

these

00:23:13 --> 00:23:17: figures in this table, the three communities have significant square

00:23:17 --> 00:23:21: footages of non residential uses that are in in their

00:23:21 --> 00:23:24: experience contributing to the diversity of the community.

00:23:27 --> 00:23:31: And in terms of how they've achieved such significant portions

00:23:31 --> 00:23:35: of non residential uses, the report introduces and discusses the

00:23:35 --> 00:23:39: stories and experiences of each community in much greater detail

00:23:39 --> 00:23:42: which I won't have the time to go into in

00:23:42 --> 00:23:46: this presentation. But at a very high level locational advantage

00:23:46 --> 00:23:49: is is common with common among all three communities and

00:23:49 --> 00:23:53: but also more importantly adaptation to the changing market and

00:23:53 --> 00:23:56: and unanticipated circumstances has allowed.

00:23:56 --> 00:24:01: For these communities to introduce uses that are that are

00:24:01 --> 00:24:06: not strictly residential and and attract employees and other attract

00:24:06 --> 00:24:08: visitors to to the community.

00:24:09 --> 00:24:13: And which then allowed them to build upon such momentum

00:24:13 --> 00:24:17: to create communities that are much more diverse than than

00:24:17 --> 00:24:21: than strictly residential focused community. And in terms of next

00:24:21 --> 00:24:26: and next and flexible zoning district category allows final fine

00:24:26 --> 00:24:30: grained integration of residential uses as you can see in

00:24:30 --> 00:24:33: the with the the land use map of the individual

00:24:33 --> 00:24:34: plots indicate.

00:24:35 --> 00:24:39: So again in the report you will find much of

00:24:39 --> 00:24:42: a lot more detail and in terms of how what

00:24:42 --> 00:24:46: these communities are have done and what are the benefits

00:24:46 --> 00:24:50: that they're seeing and in terms from having a significant

00:24:50 --> 00:24:55: presence of non residential uses in in their community.

00:24:57 --> 00:24:59: Now moving on to the second principle.

00:25:00 --> 00:25:05: Diversifying housing choice, offering diverse housing product types, tenure sizes

00:25:05 --> 00:25:09: and styles, and price range creates a firm foundation for

00:25:09 --> 00:25:13: accommodating a wide range of living arrangements. But this practice

00:25:13 --> 00:25:16: is not you. It's a strategy that's been at the

00:25:16 --> 00:25:20: core of exemplary community development practice, as you can see

00:25:20 --> 00:25:23: in on the image on the right, which is, which

00:25:23 --> 00:25:26: is from Oldham Village in The Woodlands, which was developed

00:25:26 --> 00:25:29: in the 70s. The village in the in the center

00:25:29 --> 00:25:30: with its retail.

00:25:30 --> 00:25:33: Shops functions at the focal point of the village and

00:25:33 --> 00:25:37: within The Walking distance of this village center there are

00:25:37 --> 00:25:41: attached townhomes as well as garden style apartments and condominiums.

00:25:41 --> 00:25:44: A senior care facilities also located at the heart of

00:25:44 --> 00:25:48: the village and then detail attached single family enclaves with

00:25:48 --> 00:25:51: varying densities as you as illustrated in this image is

00:25:51 --> 00:25:55: surrounds the village center and so this again emphasizing that

00:25:55 --> 00:25:59: the diversified vacation of housing product types is not a

00:25:59 --> 00:26:00: unique strategy but it's been.

00:26:00 --> 00:26:04: A. It's been touted as a core principle in a

00:26:04 --> 00:26:08: good in for good community building practice.

00:26:09 --> 00:26:13: This this practice is also referred to as product segmentation

00:26:13 --> 00:26:16: and in the by the industry professionals.

00:26:18 --> 00:26:21: So how diverse their housing product types in the studied

00:26:21 --> 00:26:26: community? To answer this question, developers were asked to report

00:26:26 --> 00:26:30: a report their existing for sale housing product choice choices

00:26:30 --> 00:26:33: in their communities. And among 20 out of 29 communities

00:26:33 --> 00:26:38: offer or offering housing choice beyond detached single family homes,

00:26:38 --> 00:26:42: with townhomes being the most popular alternative. But among the

00:26:42 --> 00:26:46: even among the nine communities that currently only have single

00:26:46 --> 00:26:48: family homes plan to offer.

00:26:48 --> 00:26:51: Different types in the in the coming years and beyond,

00:26:52 --> 00:26:56: the townhomes, duplexes and little ride garden style condos are

00:26:56 --> 00:27:00: also popular popular alternatives to single family home.

00:27:01 --> 00:27:04: So product diversification has been taken to the next level

00:27:04 --> 00:27:07: at Lake Nona as was the case in Nexton. So

00:27:07 --> 00:27:10: Laurie and parking like Lake Nona for example has not

00:27:10 --> 00:27:14: only detached single family homes but also attached townhomes and

00:27:14 --> 00:27:18: missing middle homes such as duplexes and fourplexes. But rather

00:27:18 --> 00:27:23: than grouping the each product specialty type separately with

creating

00:27:23 --> 00:27:26: little enclaves of specialty products which is the typical.

00:27:28 --> 00:27:33: Principle are typical ways in which segmentation is practiced by

00:27:33 --> 00:27:38: the Community developers. The the different products are interspersed throughout

00:27:38 --> 00:27:41: the community which again is opening up.

00:27:43 --> 00:27:47: Taking the the product segmentation to the next level and

00:27:47 --> 00:27:51: this this such practice maybe might refer to as micro

00:27:51 --> 00:27:52: segmentation.

00:27:54 --> 00:27:57: And waterside place and which is the newest village in

00:27:57 --> 00:28:01: Lakewood Ranch offers a wide range of housing options including

00:28:01 --> 00:28:05: detached single family homes, duplexes, townhomes for sale and for

00:28:05 --> 00:28:09: rent and mid rise apartments, senior living facilities and single

00:28:09 --> 00:28:12: family homes built for rent. As you can see in

00:28:12 --> 00:28:15: the the breadth of housing product types that are available,

00:28:15 --> 00:28:19: what's really unique about water side side place is that

00:28:19 --> 00:28:22: it's in two of its neighborhoods, 40% of the homes

00:28:22 --> 00:28:24: will be income restricted.

00:28:24 --> 00:28:28: To meet the Sarasota counties inclusionary housing ordinance and will

00:28:28 --> 00:28:32: be set aside for households earning between 80 to 120%

00:28:32 --> 00:28:33: area median income.

00:28:36 --> 00:28:40: With the diversification of housing choice, rental properties are becoming

00:28:40 --> 00:28:43: an integral part of master plan community. 12 out of

00:28:43 --> 00:28:46: 29 service communities already have multifamily rental products.

00:28:47 --> 00:28:51: Six offer townhome rentals or have single family rental enclaves,

00:28:51 --> 00:28:54: which will be discussed in more detail in the following

00:28:54 --> 00:28:57: slide. And nine are offering low rise garden style apartments

00:28:57 --> 00:29:00: and one is offering high rise multifamily apartment.

00:29:01 --> 00:29:04: And many more communities are adding as you as illustrated

00:29:04 --> 00:29:08: by the lighter, lighter Gray bar. Many more communities are

00:29:08 --> 00:29:12: planning to add rental products with the single family rental

00:29:12 --> 00:29:15: being the the most sought after alternative, which will be

00:29:16 --> 00:29:17: discussed in the next slide.

00:29:19 --> 00:29:22: And actually on the the the point that I forgot

00:29:22 --> 00:29:25: to mention is that the report lays out the the

00:29:25 --> 00:29:29: challenges as well as opportunities and and and strategies

for

00:29:29 --> 00:29:34: successfully including rental products in in master plan communities which

00:29:34 --> 00:29:36: can be found in the report.

00:29:37 --> 00:29:40: All right, so Bill for rent, single family homes built

00:29:40 --> 00:29:44: specifically for rental has grown exponentially in the recent years

00:29:44 --> 00:29:47: that we are all aware of and master plan communities

00:29:47 --> 00:29:50: was not an effective communities were not an exception.

00:29:51 --> 00:29:54: Would be 29 community surveyed for already have so for

00:29:55 --> 00:29:57: rent enclaves and nine more are planning to offer it

00:29:58 --> 00:30:01: in the future. Build for rent communities well conventional wisdom

00:30:01 --> 00:30:05: says that bill for rent communities are homogeneous corporate managed

00:30:05 --> 00:30:09: investment products. But but to the contrary the those located

00:30:09 --> 00:30:13: in a well designed and well planned master planned communities

00:30:13 --> 00:30:16: are often integrated within with the broader community and offer

00:30:16 --> 00:30:20: high quality living experience without the burden of buying a

00:30:20 --> 00:30:20: house.

00:30:21 --> 00:30:25: And moreover the the bill for rent homes because they

00:30:25 --> 00:30:30: are similar to other existing detached single family homes survey

00:30:30 --> 00:30:36: developers and interviewed developers anticipate less NIMBY sentiment reaction coming

00:30:36 --> 00:30:38: from from existing residents.

00:30:39 --> 00:30:42: And all three types of and so UL Center for

00:30:42 --> 00:30:47: housing published the low density housing Rental housing report in

00:30:47 --> 00:30:50: 2021 and identified 3 different types of bill for rent

00:30:51 --> 00:30:54: and and all three types were found already found in

00:30:54 --> 00:30:56: existing in the surveyed community.

00:30:59 --> 00:31:03: And so, moving on to the third principle for diversity,

00:31:03 --> 00:31:08: NPC's are high opportunity neighborhoods. They NPC's offer great education,

00:31:08 --> 00:31:12: amenities, social and social life and lifestyle. And therefore, when

00:31:12 --> 00:31:16: housing costs can be lower than master plan communities, it

00:31:16 --> 00:31:20: is equivalent to lowering the entry barriers to high opportunity

00:31:20 --> 00:31:25: neighborhoods. And therefore making homes in master plan communities as

00:31:25 --> 00:31:29: obtainable as possible is a necessary condition for for

diversifying
the demographic.

00:31:29 --> 00:31:30: the demographic.

00:31:30 --> 00:31:31: Make up of the community.

00:31:32 --> 00:31:35: Developers also point out that there is financial benefit in
00:31:35 --> 00:31:38: bringing down the cost of housing and suggested by the
00:31:38 --> 00:31:41: the following quote quote on the the right building homes
00:31:41 --> 00:31:44: that are attainable to average American health goals is good
00:31:44 --> 00:31:47: for business because that's where really the bulk of the
00:31:47 --> 00:31:48: market demand is.

00:31:50 --> 00:31:54: So this graph captures the attainability of homes in the
00:31:54 --> 00:31:57: study community that I know that it can be a
00:31:57 --> 00:32:00: little bit difficult to read the the little dots and
00:32:00 --> 00:32:04: the numbers here. But so the different colors indicate that
00:32:04 --> 00:32:08: the state different States and there's there's group by state
00:32:08 --> 00:32:11: and the dark dark black dot indicates the average the
00:32:11 --> 00:32:15: price of average new construction which is quite high darker
00:32:15 --> 00:32:19: Gray represents the the price of attainable new construction.
00:32:20 --> 00:32:24: New construction home, newly constructed homes, and then
the lighter

00:32:24 --> 00:32:29: Gray represents the the price of attainable resale home and
00:32:29 --> 00:32:33: with the white dot representing the area MSA median prices
00:32:33 --> 00:32:36: of homes, which include not only the new not only
00:32:36 --> 00:32:40: newly constructed homes, but also existing homes.
00:32:42 --> 00:32:45: So, Umm, several clear trends. Trends can be our
observable

00:32:46 --> 00:32:49: in in this graph in this through this data. First
00:32:49 --> 00:32:52: of all, except in California where the the cost of
00:32:52 --> 00:32:56: housing the MSA median is astronomically high and PC's are
00:32:56 --> 00:33:00: commanding higher home prices than the the metro area's
median.

00:33:00 --> 00:33:05: However, either they're most attainable product in the line
line

00:33:05 --> 00:33:08: or the resale homes are closely aligned with the area
00:33:08 --> 00:33:12: median price, which demonstrates the developers.
00:33:12 --> 00:33:16: Efforts to make their community accessible to the average
middle

00:33:16 --> 00:33:21: income buyers and the difference between the average sales
price

00:33:21 --> 00:33:24: and the most attainable product line was as wide as
00:33:24 --> 00:33:25: \$500,000.

00:33:26 --> 00:33:29: And and also to note that in the in the
00:33:29 --> 00:33:33: report the this range the the wide range of housing
00:33:33 --> 00:33:37: prices is not associated with the sizes of the community.

00:33:37 --> 00:33:41: So even the smallest communities were offering a wide range

00:33:41 --> 00:33:43: of housing price points.

00:33:44 --> 00:33:47: So when it comes to comes to concrete strategies to

00:33:47 --> 00:33:50: bring down the cost of housing, the 2019 UL Wilbur

00:33:50 --> 00:33:54: Center report attainable housing report, there's an excellent job. So,

00:33:54 --> 00:33:57: so as not to replicate the work that's been already

00:33:57 --> 00:34:02: done. This report highlights some additional housing product innovations that's

00:34:02 --> 00:34:05: not, that was not discussed in the attainable housing report.

00:34:05 --> 00:34:09: So for instance, Rancho Mission Viejo portico built by Lennar

00:34:09 --> 00:34:12: has pushed density to its limits, reaching as high as

00:34:12 --> 00:34:13: 29 units per acre.

00:34:14 --> 00:34:17: And by combining the the small square footage with high

00:34:17 --> 00:34:21: density has allowed the developer to bring down the the

00:34:21 --> 00:34:25: cost of housing to \$400,000 for the smallest unit, which

00:34:25 --> 00:34:29: compared to the area median income area median housing price

00:34:29 --> 00:34:34: which was hovering above 9900 thousand is significantly it's unprecedented

00:34:34 --> 00:34:35: that value.

00:34:36 --> 00:34:40: In Reese Crossing which David Weekley homes is testing out

00:34:40 --> 00:34:43: a triplex design that has the option to make the

00:34:43 --> 00:34:48: 1st floor a an individual independence dwelling unit and these

00:34:48 --> 00:34:52: homes are priced and they the low 400,000 compared with

00:34:52 --> 00:34:55: the metro areas median and how home price of \$500,000

00:34:55 --> 00:35:00: which again includes resale and older housing stock as well.

00:35:03 --> 00:35:06: However, when it comes to housing attainability and and product

00:35:06 --> 00:35:11: innovation, regional variations were identified through the conversations with the

00:35:11 --> 00:35:14: developers. Houston market in particular was cited as being very

00:35:14 --> 00:35:18: reluctant to change and introducing different types of products. But

00:35:18 --> 00:35:22: even in Houston, developers such as the Howard Hughes Corporation

00:35:22 --> 00:35:25: and McCord Development are introducing new products to tackle the

00:35:26 --> 00:35:27: housing attainability issue.

00:35:28 --> 00:35:32: So for example in Bridgeland adding a smaller lock program

00:35:32 --> 00:35:36: has allowed the company to bring down the cost of

00:35:36 --> 00:35:39: housing to the low 300 thousands and even below that

00:35:39 --> 00:35:44: and making making homes attainable to first time home buyers.

00:35:44 --> 00:35:47: How? The townhomes that are on 28 foot lots allow

00:35:47 --> 00:35:51: the company to bring down the whole housing prices to

00:35:51 --> 00:35:52: to the 200,000.

00:35:52 --> 00:35:56: And opening up the communities to demographic groups that really

00:35:56 --> 00:35:59: couldn't access master plan communities before.

00:36:02 --> 00:36:06: Moreover, national and regional developers have an additional opportunity to

00:36:06 --> 00:36:10: tackle ATTAINABILITY challenge because of their scale. They can identify

00:36:10 --> 00:36:14: opportunities to build more attainable communities by venturing outside of

00:36:14 --> 00:36:17: the what's called the what what's been referred to as

00:36:17 --> 00:36:20: the obvious path of growth, which means that the cost

00:36:20 --> 00:36:23: of land per unit per home is lower and thus

00:36:23 --> 00:36:26: homes are going to be more affordable. Developers pointed out

00:36:26 --> 00:36:30: several factors to consider when when taking this approach, having

00:36:30 --> 00:36:32: a firm grounding in the metro area.

00:36:32 --> 00:36:36: It's important. Brand recognition is important and trusted partnerships with

00:36:36 --> 00:36:37: the builders is is important.

00:36:40 --> 00:36:43: Finally, a handful of communities have been subject to the

00:36:43 --> 00:36:48: local inclusionary housing ordinances, including Lakewood Ranch that I mentioned

00:36:48 --> 00:36:52: before. These communities have met the the respective demands of

00:36:52 --> 00:36:56: the local ordinances by either building income restricted homes or

00:36:56 --> 00:36:59: by making payment in lieu. And the experience of Chatham

00:36:59 --> 00:37:02: Park here is highlighted as it is the most recent

00:37:02 --> 00:37:06: and carefully thought out plan to provide moderate income, provide

00:37:06 --> 00:37:10: income restricted housing, this there their housing, affordable housing.

00:37:10 --> 00:37:14: And as examples and exemplary for the myriad of its

00:37:14 --> 00:37:18: incentives incentives Co identified with the the the local government.

00:37:18 --> 00:37:21: So for example the town has agreed to create a

00:37:21 --> 00:37:24: trust fund to collect 2.5% of property taxes to be

00:37:25 --> 00:37:29: used for the production of income restricted units. There's also

00:37:29 --> 00:37:32: density bonus which is above and beyond the the the

00:37:32 --> 00:37:36: total number of dwelling units that's been approved the developers

00:37:36 --> 00:37:40: also eligible for for reimbursement of all the permit and

00:37:40 --> 00:37:40: related.

00:37:41 --> 00:37:43: Construction related fees were affordable income restricted units.

00:37:45 --> 00:37:50: And suggesting suggesting pathways for creating creative ways to to

00:37:50 --> 00:37:55: introduce tackle the affordability challenge through public private partnership.

00:37:57 --> 00:38:02: The 4th principle focuses on prioritizing nature and open space

00:38:02 --> 00:38:04: amenities and.

00:38:05 --> 00:38:08: And developers note a clear trend in terms of the

00:38:08 --> 00:38:13: in terms of the trajectory of Community development that there

00:38:13 --> 00:38:16: is a shift from golf courses, gates, gold, gilded Oracle

00:38:16 --> 00:38:20: amenities to to nature, nature based amenities to practical and

00:38:20 --> 00:38:25: more affordable amenities. Amenities in the past have been have

00:38:25 --> 00:38:30: been emphasizing exclusivity and luxury, but whereas present day developments

00:38:30 --> 00:38:34: are being present day developments are are focusing on practical

00:38:34 --> 00:38:35: ones such as community.

00:38:36 --> 00:38:39: Centers and gyms and trails and parks and playgrounds are

00:38:39 --> 00:38:42: cited as the the top priorities and and this shift

00:38:42 --> 00:38:46: toward nature, nature based and outdoor amenities aligns well with

00:38:46 --> 00:38:50: the emphasis on diversity and inclusion. In contrast to the

00:38:50 --> 00:38:54: gated exclusive clubhouses and golf courses. The parks, trails and

00:38:54 --> 00:38:58: other outdoor amenities by definition are non excludable and residents

00:38:58 --> 00:39:01: from all walks of life can can can be seen

00:39:01 --> 00:39:05: enjoying the nature based amenities and often striking up conversations

00:39:05 --> 00:39:05: and.

00:39:06 --> 00:39:09: And meeting populations and demographics that they might not be

00:39:09 --> 00:39:12: meeting at the golf courses and the clubhouses.

00:39:15 --> 00:39:18: And and so and moreover they the nature and open

00:39:18 --> 00:39:22: space amenities because they are caught, they cost less to

00:39:22 --> 00:39:26: build and maintain. They they help with keeping the high

00:39:26 --> 00:39:30: or maintaining the high quality master plan communities more accessible

00:39:30 --> 00:39:32: to a wider range of income groups.

00:39:33 --> 00:39:37: And and and so this means that nature based amenities

00:39:37 --> 00:39:41: are good for both business and also has been highly,

00:39:42 --> 00:39:45: highly valued by the prospective home by residents.

00:39:47 --> 00:39:51: Developer developers can save you more, even more on the

00:39:51 --> 00:39:56: outdoor amenities because NPC's have historically had very high, highly

00:39:56 --> 00:40:01: manicured landscaping. But when the landscaping strategies start to embrace

00:40:01 --> 00:40:04: the the native plants and natural look, the cost of

00:40:04 --> 00:40:07: maintenance is reduced, as was the case and and land

00:40:07 --> 00:40:10: built by Howard the Howard Hughes Corporation.

00:40:12 --> 00:40:15: So the 5th principle relates to the composition of the

00:40:15 --> 00:40:16: development company.

00:40:19 --> 00:40:22: So when the the development company takes the extra step

00:40:22 --> 00:40:26: steps to diversify its employment base, the company is setting

00:40:26 --> 00:40:29: itself up for up to serve a more diverse population

00:40:29 --> 00:40:32: as was suggested in the quote in the previous slide,

00:40:32 --> 00:40:35: the Howard Hughes Corporation. That's an example for example for

00:40:35 --> 00:40:39: the the industry with its formalized effort to embrace diversity,

00:40:39 --> 00:40:43: diversity, equity, inclusion in company culture and value. So Illustratively

00:40:43 --> 00:40:46: the company tracks and publishes the ratio of women and

00:40:46 --> 00:40:49: minority employees both at at the at the company wide

00:40:49 --> 00:40:49: level.

00:40:49 --> 00:40:53: As well as the executive level. And the company also

00:40:53 --> 00:40:57: tracked employee demographics in in regional offices and compared that

00:40:57 --> 00:41:00: data with the broader the the demographic makeup of the

00:41:00 --> 00:41:02: broader metro area.

00:41:03 --> 00:41:07: And attack attempts to closely align that demographic makeup.

00:41:09 --> 00:41:13: The Howard Hughes Corporation Summer Associates program serves as a

00:41:13 --> 00:41:17: feeder system for recruiting diverse talent and focuses deliberately on

00:41:17 --> 00:41:20: recruiting talent that is that is diverse. In 2021 for

00:41:20 --> 00:41:24: example approximately half of the class identified as non male

00:41:24 --> 00:41:28: and or personal color. And what's unique about this program

00:41:28 --> 00:41:31: is that if you're guaranteed housing and The Woodlands to

00:41:31 --> 00:41:35: allow for equal participation opportunity because it's not for for

00:41:35 --> 00:41:38: this housing option and many because The Woodlands.

00:41:39 --> 00:41:42: Located out of one hour outside of of Houston and

00:41:42 --> 00:41:45: then he associates are coming in from outside of the

00:41:45 --> 00:41:48: Houston area that they will simply will not be able

00:41:48 --> 00:41:51: to participate in the Summer Associates program.

00:41:52 --> 00:41:56: So by removing this barrier and offering offering the housing

00:41:56 --> 00:42:01: choice that they're the companies ensuring equal equitable opportunity.

00:42:04 --> 00:42:07: And as it's done in at Howard Youth Corporation, DI

00:42:07 --> 00:42:11: Initiatives should exist as part of the broader ESGN initiative

00:42:11 --> 00:42:14: if available, so that I can be seamlessly integrated as

00:42:14 --> 00:42:17: part of the the broader vision and goals of the

00:42:17 --> 00:42:18: company.

00:42:20 --> 00:42:24: And the 6th principle relates to Community life and curated

00:42:24 --> 00:42:25: by the developers.

00:42:27 --> 00:42:32: Developers have significant influence over community life through events and

00:42:32 --> 00:42:35: amenities that create and manage. And many communities have started

00:42:35 --> 00:42:39: to organize events and programs that celebrate or appreciate diverse

00:42:39 --> 00:42:44: racial and cultural and ethnic backgrounds, nationality, religion, sexual orientation,

00:42:44 --> 00:42:47: family status and disability. And and so through these events

00:42:47 --> 00:42:50: developers is that can engender a sense of community with

00:42:50 --> 00:42:54: where everyone feels welcomed and where diversity values so for

00:42:54 --> 00:42:57: example in summer Summerlin the Howard Hughes Corporation hosts.

00:42:57 --> 00:43:02: Multiple events that celebrate diverse cultures and nationalities in partnership

00:43:02 --> 00:43:06: with local organization, cultural and Arts organization. Similarly, in Lake

00:43:06 --> 00:43:10: Nona the Hispanic, the company partners with the Hispanic Chamber

00:43:10 --> 00:43:14: of Commerce that Metro Orlando to host cultural events that

00:43:14 --> 00:43:18: celebrate Hispanic heritage. As the Bignona has a large historic

00:43:18 --> 00:43:22: Hispanic population greater than that of the the Orlando area

00:43:22 --> 00:43:25: and this diversity can take the form of of religion.

00:43:26 --> 00:43:29: In in Rancho Sorita in Arizona, this diversity is about
00:43:29 --> 00:43:34: the disability status. So the range Authority data sponsors
and
00:43:34 --> 00:43:39: supports the Sorita Green Valley Family Support Network
which is
00:43:39 --> 00:43:42: a local organization not exclusive to to just the the
00:43:43 --> 00:43:47: community but broader region for families that have children
with
00:43:47 --> 00:43:52: special needs and special events are hosted throughout the
year
00:43:52 --> 00:43:55: and the the club the clubhouse is offered as a
00:43:55 --> 00:43:56: venue.
00:43:56 --> 00:44:00: And the company also sponsors financial offer financial
sponsorship to
00:44:00 --> 00:44:04: to the organization and these events are created specifically
for
00:44:04 --> 00:44:08: for families with special needs and open to anyone, any
00:44:08 --> 00:44:10: family with special needs children.
00:44:11 --> 00:44:14: For Rancho, Mission Viejo and Lakewood Ranch, the
inclusion efforts
00:44:14 --> 00:44:17: are focused on fostering interactions across different
generations.
00:44:20 --> 00:44:23: So several lessons can be learned from the existing the
00:44:23 --> 00:44:28: experiences of these communities. First of all, developers
and marketing
00:44:28 --> 00:44:31: professionals noted that it is critical to work in partnerships
00:44:31 --> 00:44:37: with existing resident clubs, nonprofit organizations, cultural
groups. Making events
00:44:37 --> 00:44:39: free and open to public has a lot of advantages.
00:44:40 --> 00:44:43: First of all, it'll attract a more diverse audience. It
00:44:43 --> 00:44:47: also gestures and signals the inclusive inclusiveness of the
community
00:44:47 --> 00:44:50: and also brings more people to the community.
00:44:50 --> 00:44:53: Thereby serving as a powerful marketing tool and it is
00:44:53 --> 00:44:57: important to also finally create an organizational structure
that will
00:44:57 --> 00:45:01: allow the events to thrive even after the community built
00:45:01 --> 00:45:03: out, as was the case in Lakewood Ranch.
00:45:05 --> 00:45:08: Final piece of the principal it relates to marketing. Marketing
00:45:08 --> 00:45:12: for diverse master plan communities occur at both
community level
00:45:12 --> 00:45:16: and House level apartment level. Historically, the developers
had a
00:45:16 --> 00:45:20: greater control and influence over marketing at home.
Builders with

00:45:21 --> 00:45:25: pooled their dollars and delegate the marketing responsibility to the

00:45:25 --> 00:45:29: Community developers. When when this marketing responsibility can be can

00:45:29 --> 00:45:33: be taken back, Community developers can push for greater representation

00:45:33 --> 00:45:36: of racial, ethnic and demographic diversity.

00:45:39 --> 00:45:43: Marketing professionals of the study community strictly abide by the

00:45:43 --> 00:45:47: Fair Housing law, but it also ironically hampers their ability

00:45:47 --> 00:45:51: to target certain demographics, even if they are are wanting

00:45:51 --> 00:45:55: to increase the the representation of racial minorities. One way

00:45:55 --> 00:45:59: to convey the diversity and inclusivity of the community is

00:45:59 --> 00:46:03: to leverage existing residents, as is the case in, for

00:46:03 --> 00:46:07: example, in Brookfield properties in Wendell falls feature the

00:46:07 --> 00:46:09: web page feature short interviews.

00:46:09 --> 00:46:12: Existing residents with diverse backgrounds and interest to convey the

00:46:12 --> 00:46:14: sense of diversity and inclusion in their community.

00:46:16 --> 00:46:19: And to challenge the Tahoe in Washington, the community created

00:46:19 --> 00:46:23: a formal, quote UN quote resident Ambassador program which recruits

00:46:23 --> 00:46:26: existing residents to be champions of the community and meet

00:46:26 --> 00:46:30: and interact with prospective residents, which allows the the future

00:46:30 --> 00:46:33: residents to ask candid questions that cannot be answered by

00:46:33 --> 00:46:37: the marketing team. And social media platforms, not surprisingly, have

00:46:37 --> 00:46:40: become a powerful marketing tool and featuring all aspects of

00:46:40 --> 00:46:44: demographic diversity and social media helps to convey the diversity

00:46:44 --> 00:46:45: and inclusivity.

00:46:46 --> 00:46:47: Goodness of the community.

00:46:49 --> 00:46:53: All right. So conclusion of the the presentation, I would

00:46:53 --> 00:46:57: like to conclude by summarizing the the key takeaways.

00:46:59 --> 00:47:02: So this is a report analyzing the nation's most successful

00:47:02 --> 00:47:07: master plan communities and identified best practices. Master plan communities

00:47:07 --> 00:47:11: are governed by covenants, conditions, restrictions, as well as the

00:47:11 --> 00:47:15: homeowners association. So if they are created to the exclusionary,

00:47:15 --> 00:47:19: then the that exclusionary is, that exclusion will live in

00:47:19 --> 00:47:19: perpetuity.

00:47:21 --> 00:47:24: So it is really important to create a foundation for

00:47:24 --> 00:47:28: the community to become diverse and inclusive in the long

00:47:29 --> 00:47:33: run, which, which is what the seven principles identify, will

00:47:33 --> 00:47:34: help to do.

00:47:37 --> 00:47:40: And but I do want to acknowledge a significant challenge

00:47:40 --> 00:47:43: in in conclusion and and which is that the even

00:47:43 --> 00:47:47: the most innovative and progressive communities have fallen short on

00:47:47 --> 00:47:50: advancing equity. And this is because it's relatively easier for

00:47:50 --> 00:47:54: the developers to embrace diversity and inclusion and create places

00:47:54 --> 00:47:58: where everyone's welcome, which helps with their business. In contrast,

00:47:58 --> 00:48:03: remediating existing racial, ethnic and social economic inequities is more

00:48:03 --> 00:48:06: difficult for two main reasons. First of all, solutions.

00:48:06 --> 00:48:10: To reject solutions to redress in equities as real financial

00:48:10 --> 00:48:14: implications. For example the the economics of development and the

00:48:14 --> 00:48:17: development business is in and of itself and how the

00:48:18 --> 00:48:21: how the capital market functions do not allow for deeply

00:48:21 --> 00:48:25: affordable homes to be built by market forces and indicating

00:48:25 --> 00:48:29: without indicating the need for subsidies and incentives from from

00:48:29 --> 00:48:33: the government agencies and and that's because these communities are

00:48:34 --> 00:48:36: really expensive to build through the.

00:48:36 --> 00:48:39: To begin with, and that the financiers of these communities

00:48:39 --> 00:48:42: will expect reasonable returns on their investment.

00:48:43 --> 00:48:47: Another main challenge is that even if the money problem

00:48:47 --> 00:48:51: solved developers have reported facing the perception of and presidents

00:48:51 --> 00:48:56: against multifamily and homes even within master plan community and

00:48:56 --> 00:49:00: the such entrenched perception and bias cannot be resolved single

00:49:00 --> 00:49:04: handedly by visionary Community developers even if they wanted to.

00:49:04 --> 00:49:08: So therefore, the report concludes by highlighting some of the

00:49:08 --> 00:49:12: crucial role that the public sector can play in tackling
00:49:12 --> 00:49:13: these challenges.
00:49:13 --> 00:49:18: For example, as mentioned earlier, bringing down significant
interventions to
00:49:18 --> 00:49:21: bring down the cost of housing and master plan communities
00:49:21 --> 00:49:24: is 1 pathway and also launching a public discourse and
00:49:24 --> 00:49:29: education around property values and questioning the
assumptions undergirding existing
00:49:29 --> 00:49:32: valuation methods can also help to tackle the perception and
00:49:32 --> 00:49:35: bias against non single family detached home.
00:49:36 --> 00:49:40: So in conclusion, by highlighting the challenges, successes
and the
00:49:40 --> 00:49:44: limitations that Community developers face today, the report
elevates the
00:49:44 --> 00:49:48: the opportunities for greater diversity and inclusion in master
Plan
00:49:48 --> 00:49:52: community development and planning community
development and more broadly, and
00:49:52 --> 00:49:56: which ultimately is to inspire readers to readers and audience
00:49:56 --> 00:49:59: to imagine and an alternative future of community
development. So
00:49:59 --> 00:50:02: with that, I would like to end my presentation and
00:50:02 --> 00:50:04: thank you for your attention.
00:50:05 --> 00:50:09: Thank you so much minji. That was a lot. So
00:50:09 --> 00:50:12: and I know the report has even more. So as
00:50:12 --> 00:50:15: soon as it's ready we will share it. So you
00:50:15 --> 00:50:19: can the audience here can really get into the weeds
00:50:19 --> 00:50:22: of everything you did share with us and.
00:50:23 --> 00:50:26: But we really appreciate your wonderful presentation. We
had a
00:50:26 --> 00:50:29: few audience questions that I'd like to see if we
00:50:29 --> 00:50:32: can get through. One question was in theory, hope six
00:50:32 --> 00:50:35: should have created diversity and mixing income and race,
but
00:50:35 --> 00:50:38: seemingly did not live up to its ideals. What can
00:50:38 --> 00:50:41: land developers and city planners do to further develop
diversity
00:50:41 --> 00:50:44: in existing hope 6 communities? And do you agree that
00:50:44 --> 00:50:46: hope 6 did not reach its diversity goals?
00:50:47 --> 00:50:52: Right. That's a great question. And I do agree with
00:50:52 --> 00:50:55: you Doctor Lee in in large part that hope 6
00:50:55 --> 00:50:59: did not meet its ideals and and go to create
00:50:59 --> 00:51:03: truly integrated and diverse communities.
00:51:04 --> 00:51:06: And and in terms of what can be done to

00:51:06 --> 00:51:10: existing hopes the communities. I mean as I mentioned earlier

00:51:10 --> 00:51:14: this at the beginning of this presentation I really wanted

00:51:14 --> 00:51:19: to focus on the the Greenfield master Plan community development.

00:51:19 --> 00:51:22: So I won't have answers in terms of what can

00:51:22 --> 00:51:25: be done to to retrofit and and improve the the

00:51:25 --> 00:51:29: existing hopes to community but in terms of land developers

00:51:29 --> 00:51:32: but but I do think I do want to point

00:51:32 --> 00:51:34: out that the future of master plan.

00:51:34 --> 00:51:37: We need development more more broadly. I, I in my

00:51:37 --> 00:51:41: reading is moving towards more urban and more infill settings.

00:51:41 --> 00:51:45: There are less land that's been that are available to

00:51:45 --> 00:51:50: for Greenfield large scale Greenfield development and more opportunities in

00:51:50 --> 00:51:53: the the urban and infill settings are being identified. So

00:51:53 --> 00:51:57: identifying ways in which to to learn from that experience

00:51:57 --> 00:52:01: and identifying the ways in which diversity inclusion can be

00:52:01 --> 00:52:05: enhanced in such context will be of critical interest.

00:52:05 --> 00:52:07: To to future master Plan community development practice.

00:52:09 --> 00:52:13: Thanks. And there were a couple questions on the inclusion

00:52:13 --> 00:52:17: of people with disabilities. And I know you spoke a

00:52:17 --> 00:52:20: little bit about it. I think it was the practice

00:52:21 --> 00:52:24: #5 that talked to about Jeremy Sharps in Arizona.

00:52:25 --> 00:52:28: But is there more in the report that the audience

00:52:28 --> 00:52:32: could expect to read about the inclusion of people with

00:52:32 --> 00:52:35: disabilities? Or did you find it there? Aren't they aren't

00:52:35 --> 00:52:36: doing enough?

00:52:38 --> 00:52:41: Master plan communities are not doing enough right now to

00:52:41 --> 00:52:46: reach that demographic. Any any other highlights we can

00:52:46 --> 00:52:50: share

00:52:46 --> 00:52:50: with those that are concerned about the lack of information

00:52:50 --> 00:52:50: about this?

00:52:52 --> 00:52:56: And and thank you for for the questions. I unfortunately

00:52:56 --> 00:53:00: the report does not have additional details of about

00:53:01 --> 00:53:06: disabilities and different forms of disabilities through master

00:53:06 --> 00:53:11: plan in

00:53:06 --> 00:53:11: master plan communities the studied master Plan

00:53:11 --> 00:53:15: communities but that's

00:53:11 --> 00:53:15: not to say that these communities are not doing anything

00:53:15 --> 00:53:18: on the on on to be more inclusive to the

00:53:18 --> 00:53:22: different forms of diversity it was not has not the.

00:53:22 --> 00:53:25: The topic has not come up during the conversations and
00:53:25 --> 00:53:28: the interviews, which is why it's lacking in the report,
00:53:28 --> 00:53:31: but I would be surprised if if that's not on
00:53:31 --> 00:53:34: the minds of the developers. Once you once you start
00:53:34 --> 00:53:36: asking so but but great great points and I would
00:53:36 --> 00:53:37: love to.
00:53:38 --> 00:53:41: Do follow up research or do you know have follow
00:53:41 --> 00:53:45: conversations with, with, with. The developers should see if
different
00:53:45 --> 00:53:47: forms of disabilities are.
00:53:48 --> 00:53:51: Are considered and embraced in the in their practice.
00:53:52 --> 00:53:55: Also that ULI has some other materials on this, Umm
00:53:55 --> 00:54:00: from other teams that you realize as centers and initiatives
00:54:00 --> 00:54:03: as well as our Shaw Forum that took place earlier
00:54:03 --> 00:54:07: this year. I believe Jane could probably share the link
00:54:07 --> 00:54:08: to that report.
00:54:10 --> 00:54:13: Let's see what more questions we can get to in
00:54:13 --> 00:54:16: the limited time we have one question. Most of the
00:54:16 --> 00:54:20: communities studied appear to be either east or West Coast.
00:54:20 --> 00:54:25: Your findings also applied to housing attainment and
attitudes about
00:54:25 --> 00:54:27: development in the Mid South and Midwest.
00:54:28 --> 00:54:31: Yeah. So the featured communities in in this presentation, I
00:54:32 --> 00:54:34: agree with you that it's, it was more focused on
00:54:34 --> 00:54:37: the East and the West Coast examples, but in the
00:54:37 --> 00:54:40: report it's it's more evenly distributed throughout.
00:54:40 --> 00:54:45: The the the regional representation of the study sample,
which
00:54:45 --> 00:54:49: includes the Mid South and the Midwest. So you'll find
00:54:49 --> 00:54:53: more more. You'll find examples from from a, from mid
00:54:53 --> 00:54:56: South and Midwest and in the report.
00:54:57 --> 00:55:01: How can local communities or municipalities encourage
master plan communities
00:55:01 --> 00:55:05: for large scale land owners, more especially encouraging
minority home
00:55:05 --> 00:55:06: builders?
00:55:07 --> 00:55:10: And it all comes down to partnerships right have establishing
00:55:10 --> 00:55:13: partnerships with existing large scale land owners but either
by
00:55:13 --> 00:55:16: initiated by the municipalities or or developer would be the
00:55:16 --> 00:55:20: first place to start in terms of initiating the conversation.
00:55:20 --> 00:55:23: And then the second part regarding my minority home
builders,
00:55:23 --> 00:55:26: that's something that really local governments can help to

increase

00:55:26 --> 00:55:29: and boost the representation of of of minority home builders

00:55:30 --> 00:55:33: when they're at they're working through the entitlement processes of

00:55:33 --> 00:55:35: of these large scale communities.

00:55:36 --> 00:55:38: One of the reasons that giddy communities took off was

00:55:38 --> 00:55:41: the idea of security risk outside the community, fear of

00:55:41 --> 00:55:44: the other. How does the dynamic play in MPC's when

00:55:44 --> 00:55:46: you're trying to make them more inclusive?

00:55:47 --> 00:55:51: The study master plan community do have gated parks or

00:55:51 --> 00:55:54: not all of them but some of them have gated

00:55:54 --> 00:55:59: parts within the the broader broader community. However these gated

00:55:59 --> 00:56:03: sections are the developers are are generally moving away from

00:56:03 --> 00:56:08: these gated sections or either only building for retirement communities

00:56:09 --> 00:56:13: retirement age restricted portions of their communities to be to

00:56:13 --> 00:56:16: be gated and that I and more gentle and more

00:56:16 --> 00:56:17: more broadly.

00:56:17 --> 00:56:22: And in general, I think there's less preference towards gating

00:56:22 --> 00:56:25: and and more fine grained integration that I I shared

00:56:26 --> 00:56:27: in the presentation.

00:56:28 --> 00:56:31: Thank you. Let's see if we can squeeze in. I

00:56:31 --> 00:56:33: think the next two might be.

00:56:34 --> 00:56:37: Quick to answer, is there data that reveals how master

00:56:37 --> 00:56:40: plan communities build equity for the community and the developer

00:56:40 --> 00:56:41: if they're minority home builders?

00:56:43 --> 00:56:46: There's to my knowledge there's no data on it.

00:56:47 --> 00:56:48: Got it.

00:56:49 --> 00:56:51: And do you know if the participants in the Howard

00:56:52 --> 00:56:56: Hughes Corporation summer program found positions in significant senior or

00:56:56 --> 00:57:00: mid career land development and public administrations after completing that

00:57:00 --> 00:57:01: program?

00:57:01 --> 00:57:04: Yeah, I mean that would be a question for for

00:57:04 --> 00:57:09: the Howard Hughes Corporation that representative representatives. But as far

00:57:09 --> 00:57:13: as my understanding was that the summer associates are typically

00:57:13 --> 00:57:18: hired afterwards complete after completing the program. It

00:57:18 --> 00:57:19: would be

00:57:19 --> 00:57:22: an interesting.

00:57:22 --> 00:57:25: Study to figure out where the they they are, they're

00:57:27 --> 00:57:28: placements are you know, a couple years down the road.

00:57:30 --> 00:57:32: Thanks.

00:57:32 --> 00:57:34: Do you know where there might be data points that

00:57:34 --> 00:57:36: show how hope 6 did not meet the diversity goals?

00:57:36 --> 00:57:40: This goes back to the first question I asked you.

00:57:41 --> 00:57:44: Yeah, absolutely. I mean existing research has found that

00:57:45 --> 00:57:48: you

00:57:48 --> 00:57:53: know the residents that have been displaced have not been

00:57:53 --> 00:57:56: able to return or when they're moved they the, the

00:57:56 --> 00:57:59: relocation process didn't really work out for for those

00:58:00 --> 00:58:02: relocated

00:58:02 --> 00:58:07: communities, the the level of or the percentage of low

00:58:07 --> 00:58:11: income households that are included in this.

00:58:11 --> 00:58:14: It is not as significant as as what was what

00:58:15 --> 00:58:18: existed before and even the integrated communities that the

00:58:18 --> 00:58:20: resident

00:58:22 --> 00:58:24: experience has not been. The evaluation of the resident

00:58:24 --> 00:58:26: experience

00:58:26 --> 00:58:29: has not been positive. So given all of the existing

00:58:29 --> 00:58:32: empirical research, is was the basis of why I think

00:58:32 --> 00:58:35: the diversity goal has not been met.

00:58:35 --> 00:58:38: And to leave it off, this is a really great

00:58:38 --> 00:58:41: question from the audience. If you can stick on for

00:58:41 --> 00:58:44: another minute just to answer it, was there anything you

00:58:44 --> 00:58:45: know in reviewing the history of planned communities for this

00:58:46 --> 00:58:47: study did was there anything you had not considered that

00:58:49 --> 00:58:52: you would have not considered had you not reviewed the

00:58:52 --> 00:58:55: history? And what role do you see history playing in

00:58:55 --> 00:58:59: the efforts to address issues of diversity, inclusion and equity

00:58:59 --> 00:59:02: in the planning process?

00:59:02 --> 00:59:05: Right.

00:59:06 --> 00:59:06: So yeah, going back to the the reason why I

00:59:07 --> 00:59:11: started off by history of reviewing the history is that

00:59:11 --> 00:59:16: it history informed us, you know what has been done

in the past and and you know therefore by doing

so suggested the future pathways right. So by reviewing the

history I.

Was able to trace the the different trends in master

Plan community development and the attitude towards

exclusion and inclusion

00:59:16 --> 00:59:21: that wasn't as apparent in my understanding of Community development

00:59:21 --> 00:59:25: practice before before doing that. And so you know, seeing

00:59:25 --> 00:59:29: this ebbs and flows of attempts of exclusion and inclusion

00:59:29 --> 00:59:32: and where we stand today allows me to allow me

00:59:32 --> 00:59:35: to place the report in in that, in the context

00:59:35 --> 00:59:37: in the point in time in which we.

00:59:38 --> 00:59:41: And in which we're, I believe we're at an inflection

00:59:41 --> 00:59:45: point in towards greater integration and so you know his

00:59:45 --> 00:59:48: in that because of that reason I I do believe

00:59:48 --> 00:59:51: that understanding the history is critical.

00:59:52 --> 00:59:55: To identify the starting point in which we start developing

00:59:55 --> 00:59:56: some solutions.

00:59:57 --> 00:59:59: Well, thank you so much. We're over our time, so

01:00:00 --> 01:00:03: I want to be respectful of everyone's Friday afternoon. We

01:00:03 --> 01:00:06: did copy the questions. So for anyone we didn't get

01:00:06 --> 01:00:09: around to or if there were follow-up, we will try

01:00:09 --> 01:00:13: to follow up with you separately about that. And as

01:00:13 --> 01:00:16: always that's really gross center team is available at it's

01:00:16 --> 01:00:20: just housing at uli.org and Jane Fabiola and myself are

01:00:20 --> 01:00:23: monitoring that e-mail and we can respond to your.

01:00:23 --> 01:00:26: Connect you to the right person who can better answer

01:00:26 --> 01:00:30: your question. So for any questions on housing or related

01:00:30 --> 01:00:32: to this report, feel free to use that e-mail and

01:00:33 --> 01:00:35: again the recording will be shared, it will be on

01:00:36 --> 01:00:39: knowledge Finder and then we will also share the report

01:00:39 --> 01:00:41: with you all when it is up and public.

01:00:42 --> 01:00:46: So thank you everyone, and have a wonderful weekend.
Thank

01:00:46 --> 01:00:47: you, Doctor Kim. Thank you.

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