

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 for
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 with you
00:00:31 --> 00:00:34: guys design team right now, so very very close to
00:00:34 --> 00:00:37: being published and we will send everyone who is registered
00:00:37 --> 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 20th.
00:00:53 --> 00:00:56: Through the through our awards, we recognized
developments as well
00:00:56 --> 00:00:59: as public policies and programs expand attainable housing in
their
00:00:59 --> 00:01:02: communities. So we hope you'll consider applying for one of
00:01:02 --> 00:01:04: our awards and we'll put the link For more information
00:01:05 --> 00:01:05: on them in the chat.
00:01:06 --> 00:01:09: We also have an annual conference coming up. The 2023
00:01:09 --> 00:01:13: 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
00:02:07 --> 00:02:09: ask that any questions be placed in the Q&A box,
00:02:09 --> 00:02:12: and we will do our best to get to all
00:02:12 --> 00:02:14: of them after her presentation. Thanks for joining us.
00:02:14 --> 00:02:17: Thank you, Rosie for that introduction and hello everyone.
00:02:19 --> 00:02:23: This
00:02:19 --> 00:02:23: is minjee Kim. I'm an assistant professor at FSU as
00:02:23 --> 00:02:26: Rosie mentioned. And I really want to thank everyone for
00:02:26 --> 00:02:30: joining me on this Friday afternoon before the the Christmas
00:02:30 --> 00:02:34: break. I appreciate that you're here with us and it
00:02:34 --> 00:02:37: is really my pleasure to present the finding from a
00:02:37 --> 00:02:40: 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

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

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 hamstrings 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 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 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

would be
00:57:18 --> 00:57:19: an interesting.
00:57:19 --> 00:57:22: Study to figure out where the they they are, they're
00:57:22 --> 00:57:25: placements are you know, a couple years down the road.
00:57:27 --> 00:57:28: Thanks.
00:57:30 --> 00:57:32: Do you know where there might be data points that
00:57:32 --> 00:57:34: show how hope 6 did not meet the diversity goals?
00:57:34 --> 00:57:36: This goes back to the first question I asked you.
00:57:36 --> 00:57:40: Yeah, absolutely. I mean existing research has found that
you
00:57:41 --> 00:57:44: know the residents that have been displaced have not been
00:57:45 --> 00:57:48: able to return or when they're moved they the, the
00:57:48 --> 00:57:53: relocation process didn't really work out for for those
relocated
00:57:53 --> 00:57:56: communities, the the level of or the percentage of low
00:57:56 --> 00:57:59: income households that are included in this.
00:58:00 --> 00:58:02: It is not as significant as as what was what
00:58:02 --> 00:58:07: existed before and even the integrated communities that the
resident
00:58:07 --> 00:58:11: experience has not been. The evaluation of the resident
experience
00:58:11 --> 00:58:14: has not been positive. So given all of the existing
00:58:15 --> 00:58:18: empirical research, is was the basis of why I think
00:58:18 --> 00:58:20: the diversity goal has not been met.
00:58:22 --> 00:58:24: And to leave it off, this is a really great
00:58:24 --> 00:58:26: question from the audience. If you can stick on for
00:58:26 --> 00:58:29: another minute just to answer it, was there anything you
00:58:29 --> 00:58:32: know in reviewing the history of planned communities for this
00:58:32 --> 00:58:35: study did was there anything you had not considered that
00:58:35 --> 00:58:38: you would have not considered had you not reviewed the
00:58:38 --> 00:58:41: history? And what role do you see history playing in
00:58:41 --> 00:58:44: the efforts to address issues of diversity, inclusion and equity
00:58:44 --> 00:58:45: in the planning process?
00:58:46 --> 00:58:47: Right.
00:58:49 --> 00:58:52: So yeah, going back to the the reason why I
00:58:52 --> 00:58:55: started off by history of reviewing the history is that
00:58:55 --> 00:58:59: it history informed us, you know what has been done
00:58:59 --> 00:59:02: in the past and and you know therefore by doing
00:59:02 --> 00:59:05: so suggested the future pathways right. So by reviewing the
00:59:06 --> 00:59:06: history I.
00:59:07 --> 00:59:11: Was able to trace the the different trends in master
00:59:11 --> 00:59:16: 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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