

SOM Inclusive Economic Development Ideas Lab: Rethinking Community Engagement



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IEDL Spring 2020



Image Source: Data Haven

Rethinking Community Engagement

Presentation Overview

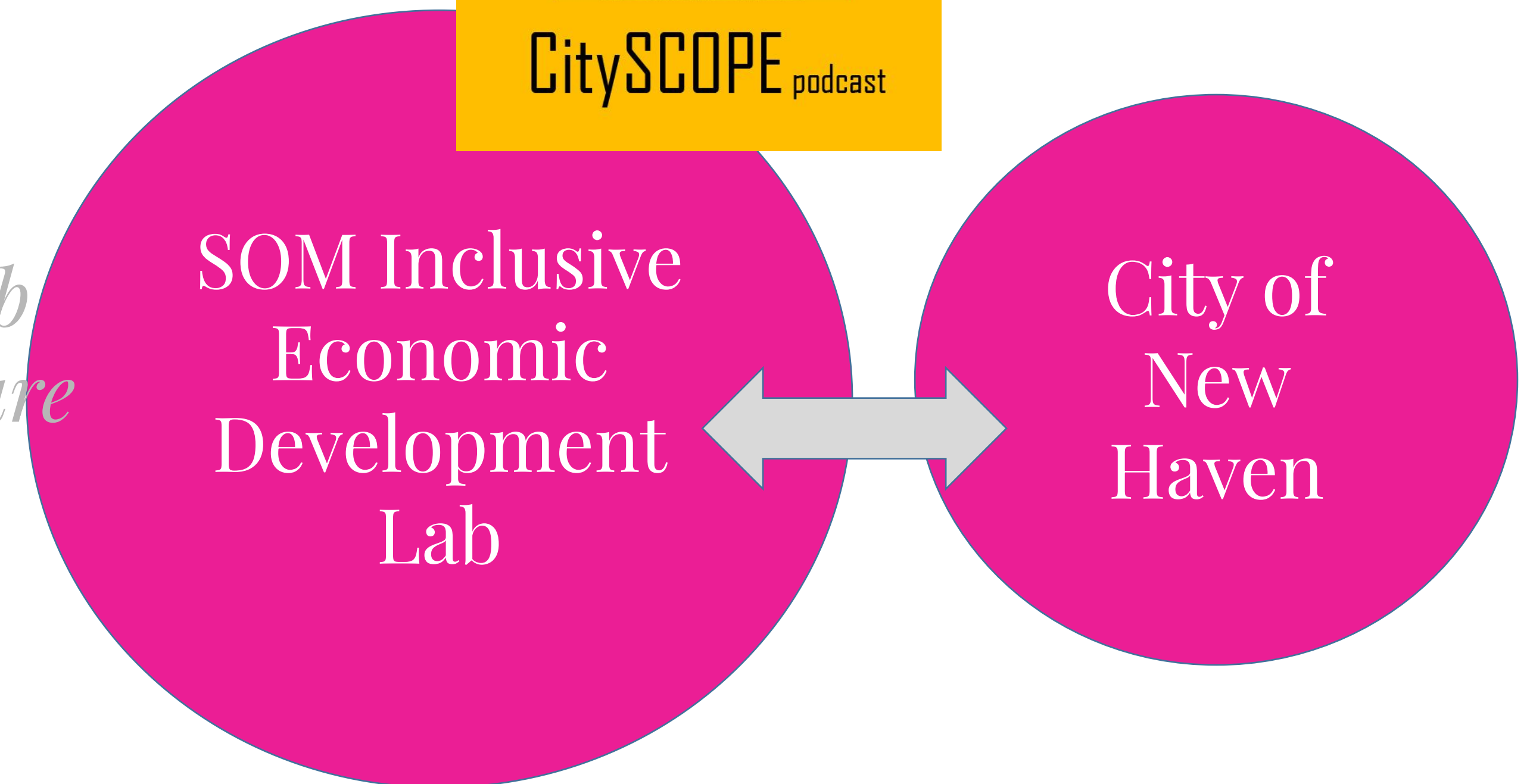
Overview of Inclusive Economic Development Lab at Yale SOM

Deliverable #1 Appreciative Inquiry Method for IED/ VOICES reports pilot

Deliverable #2 Cutting Edge Models for Community Engagement-6 domains

Recommendations for Greater New Haven

Season 2: Rethinking Community Engagement
(August 2020 publication date)!



Anika Singh Lemar, Yale Law School
David Schleicher, Yale Law School
David Dodson, Made in Durham
Ferry Rubin, Jewish Vocational Services
Kirsten Delegard, Mapping Prejudice
Kevin Ehrman-Solberg, Mapping Prejudice
Sarah Camiscoli, Integrate NYC
Eric Gordon, Director Engagement Lab
Elihu Ruben, Yale School of Architecture
James Johnson-Piatt, Urbane Development
Prabal Chakrabati, Boston Fed
Robert Shiller, Yale School of Management
Barbara Biasi, Yale School of Management

Deliverable #1

Appreciative Inquiry and Inclusive Economic Development/ VOICES report

Inspired by BakerRipley in Houston, TX



than 110 years ago. It is where BakerRipley set the foundation for what it is today - a community development organization responsive to what's happening locally and around the world, and that empowers people to earn, learn and belong.



It is precisely as a response to the challenges of the early 1900's that our story begins. Houston's population was growing rapidly, but the East End lacked social services and the vote; and the East End lacked social services. Sybill Campbell, a school teacher in the East End, saw the lack of services first-hand when she saw a young girl waiting to be picked up from school. Inspired by her to act, she quickly enlisted Baker to address the immediate need for a school and kindergarten.

In February of 1907, a group of 12 men met under the leadership of Baker to form the East End Settlement Association, which would later become the East End Community Center. With an influx of new Houstonians, the East End needed a place to live. The Rusk Settlement House in 1908. The goal was to provide a place where everyone could find a home and a community.

In 1940, Ripley House, the first community center in Houston, opened its doors to the East End. It provided all the services that a community center should have, and its main distinguishing feature was its focus on preventative medicine. During the 1940s, the East End was a place where people came to find a home and a community.

EAST END SNAP-SHOT

85% of the population in the East End is Hispanic/Latino

75% of residents live in homes where Spanish is the primary language spoken

37% of households have annual incomes of \$25,000 or lower, and the median household income is \$37,033

Source: ACS 2014 5-year estimates, HIS Census Bureau

A COMMUNITY WITH CHARACTER

Throughout its history, the East End has been home to immigrants and members of the working class due in large part to its proximity to the Port of Houston. It's the site of Harrisburg, an early Texas trading post that preceded the city of Houston, and was a former seat of government of the Republic of Texas. Today, the East End has some of the city's oldest neighborhoods, including the Second Ward, Magnolia Park and Eastwood.

The area is known for its unique artistry and rich culture, which reflects its immigrant, working-class and industrial character.

Over the past decade, the area has attracted an increasing number of young professionals for its housing, relatively lower cost of living and location near downtown. With these assets and Metro's Harrisburg Light Rail Line, the East End is one of Houston's flourishing urban districts. The new development has brought a few challenges, particularly increased housing prices and property taxes. In the future, residents envision a place where everyone can enjoy the new amenities and improvements.

"I started going to Rusk Settlement when I was three or four and I never stopped. My wife, my family and all that I have were made possible because of the services and help I received at BakerRipley, specifically at Ripley House."

- Felix Fraga, former Director at Ripley House

CLOSE AND CONNECTED

This is a community of hardworking and welcoming neighbors who are informed and actively involved in decisions and changes that affect the neighborhood. They have recently played a part on the improvements in safety and infrastructure in the East End - some streets are now well-lit, its sewer system has been updated, and its bus shelters are maintained. A work in progress, the East End continues working to improve their infrastructure as it grows.

Perhaps more than in any other community we serve, we heard that individuals were already engaged in learning to improve themselves, their family and their neighborhood. Due to the long history of Ripley House, learning at the center was part of people's family history and was seen as an important tool for self-empowerment.

Known as a place that nurtures leaders, Ripley House has played a significant role in the development of a number of Houston's community leaders. They include Diana Davila Martinez, State Representative for District 143 in the Texas Legislature from 1993 to 1998; Adriana Gomez, HCC Trustee and one of the founding members of the Tejana Center for Community Concerns and the Raul Yzaguirre School for Success; and Dr. Laura Murillo, President and CEO of the Houston Hispanic Chamber of Commerce, among many others.

People have seen first-hand how small or local actions - when undertaken together - can have a much larger effect. One notable example is the successful work with City Council members Gallegos and Gonzalez in 2015 to bring Emancipet, a mobile unit offering affordable pet spay and neuter services, to Houston and specifically to Ripley House. All of these opportunities have helped neighbors make positive changes in the community and, more importantly, have empowered them to see themselves as important community change agents.



ALL TOGETHER FOR A HEALTHY ECONOMY

"Strong, successful. Same as before, people need to come together. Parents, grandparents, everybody has to come together for a better future for the children."

- Blanca Saldana, neighbor

We envision a community with a healthy economy that has local businesses, community centers and schools working in partnership for the East End. We imagine a place with more organizations that help enrich the community, provide more choices for customers locally and enable individuals to earn money from their own businesses. It's also important that the new businesses coming in help maintain the family feel of the neighborhood. We welcome the revitalization of the East End, and we appreciate the safety, cultural and transportation improvements. However, we also face some challenges, like increased house prices and taxes. While we understand the benefits, we want to ensure that the things we love about our community - people and culture - are not erased. That's why the access to affordable housing and quality infrastructure in the neighborhood is important in fostering our

families' well-being. There's plenty of opportunity to renovate abandoned homes into affordable housing, as well as offer financial and homebuyer education that will help us make sound financial decisions regarding our homes and our future.

LEARNING IS THE KEY FOR ADVANCEMENT

Here in the East End, we see learning as a catalyst of advancement for our families and the community. We know what it takes to get a great education and be a good citizen: it's up to the students, school administrators, teachers, parents and the community. As parents, we value effective and fluid communication between school and home. This is a major theme for us, and we have a desire for more activities that build on and broaden our children's interests and experiences, especially extracurricular activities around the arts, STEM, career preparation and sports. There is room for more youth programming - in and out of school, related to teaching and mentoring. They could be connected to volunteering opportunities that help them share this knowledge. Furthermore, we think a senior center would be a great addition to the school community. As adults, we are willing to take the necessary steps to improve our job outlook, whether this is through English classes, adult education, technical training or on the job training in partnership with others in the community.

A WELCOMING PLACE FOR GENERATIONS TO COME

One of the many strengths of our community is that we truly think about the wellbeing of future generations living in the East End, and we're willing to play a role to ensure a positive future for them.

Civic engagement is an important component of our community. Helping our neighbors through the naturalization process is an opportunity for them to become even more involved and something we highly value.

We'd like to see more support for activities and groups that brings us together towards a common cause. We see cultural activities, festivals and celebrations as a tool to bring people together and teach them about the neighborhood's rich history and culture. Sports, dance and other physical activities are fundamental to our well-being, and we would benefit from more of these activities.

We understand the connection between belonging and being well, and our seniors especially see the importance of learning and socializing with others in maintaining good health. It's an opportunity for them to pass on their wisdom and teach others about the community. We are a community that supports each other in an effort to make our East End vision a reality.



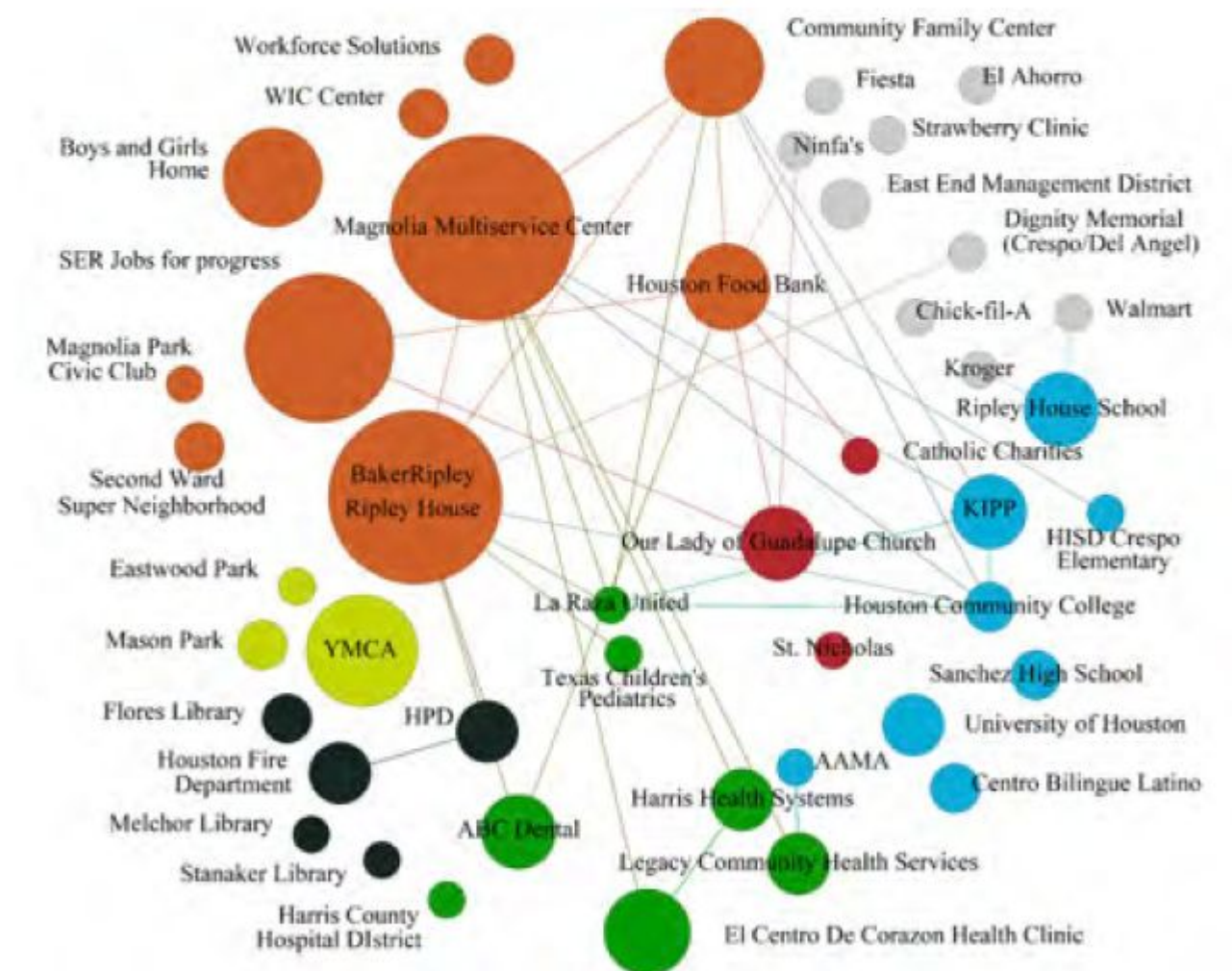
LOOKING FORWARD IN THE EAST END

BakerRipley has always had a presence in the East End and, in 2018, it's about to get bigger. We are coming back to our roots and opening up our main office on Harrisburg Boulevard. We are moving back to where we started more than 110 years ago and are as committed as ever. Like we've always been, we will be at our neighbors' side, working together to make your vision a reality.

Our neighbors want to make sure that everyone has the opportunity to participate in the process of change. As new development continues, all stakeholders should encourage inclusivity and resiliency, so that the East End of the future is built upon everyone's strengths and fulfills a collective vision.

COMMUNITY CONNECTIONS

Residents, business owners and community organizations identified 174 unique assets in the community. The map below highlights assets that were noted as important three or more times.



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In February of 1907, a group of 12 men met under the leadership of Baker to form the East End Settlement Association, which would later become the East End Community Center. With an influx of new Houstonians, the East End needed a place to live. In 1908, the Rusk Settlement House in 1908. The goal was to provide a place for our guiding principle today: "To extend social and friendly aid to all those within the East End."

In 1940, Ripley House, the first center in Houston, opened its doors as part of the Rusk Settlement. It provided all the services that are now focused on preventative medicine. During the 1940s, the East End was a place of hope and opportunity.

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Over the past decade, the area has attracted an increasing number of young professionals and families. Its housing, relatively lower cost of living and location near downtown. With these assets, the East End is one of Houston's flourishing urban districts. The development has brought a few challenges, particularly increased housing prices and pressure on the infrastructure. In the future, residents envision a place where everyone can enjoy the new amenities and the East End's rich history.

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Steps:

1 on 1 interviews

Focus Groups

VOICES report-large community meeting

Create shared vision

Action teams form

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LOOKING FORWARD IN THE EAST END

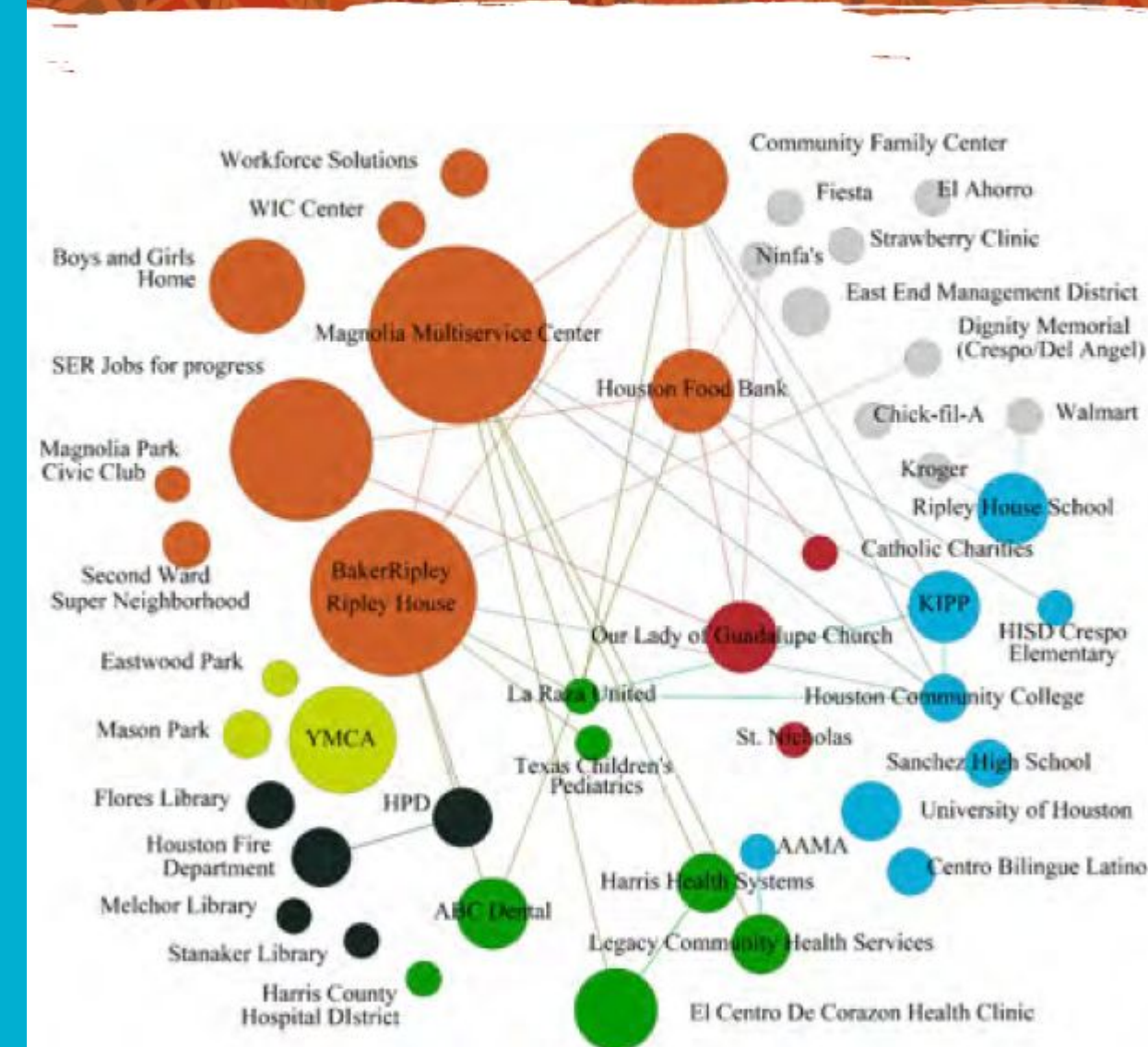
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"I think a successful community is one that can provide for all of its members. You could say that's the goal."

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P.O. Box 271989
Houston, TX 77277
713.667.9400
www.bakerripley.org

Piloting the VOICES approach

DIXWELL

EAST ROCK

Fair Haven

EAST SHORE/ANNEX

GUILFORD

MADISON

VOICES



“Off the record” conversations with select community leaders and residents in Greater New Haven & Archival research



CITY THAT SUPPORTS ONE OTHER

“Community rich in love, supporting one another.”

“I knew I was going to do everything in my ability to change this city and provide safety for these children.”-Sean Reeves

Grandfather was a “force multiplier” in his community, I also try to “make people look better than they are”, honoring dignity of neighbors coping with poverty. -Orlando Yarborough

CITY OF STRIVERS

“I had to do what I needed to do to make a life for myself because that’s what he did.”-Bruce Trammell

“I made a choice to lean in and get through this.” -Allyx Schiavone

“I always wanted to be a teacher...and he said, ‘How you doing? Are you a teacher yet? I said, ‘Yeah, I’m in school to become a teacher.” He said, ‘I knew you’d be a teacher.”-Erik Clemens

“I was 4 and she got a new testament that had one column English and one column Spanish. That summer, by working everyday, I learned the alphabet. I learned to distinguish letters, words and then was able to read full sentences by the end of the summer.” -Lee Cruz

“I go up to Mr. Deluca, I speak English, I shouldn’t be here (in ESL) so he clearly understands I speak English, but there is no process to get me out. So he talks to the counselor and he says, we don’t know what to do because there is no process. I had to go to a psychologist so that they could determine I could speak English which I had been speaking all along”-Lee Cruz

“From here, as far as you could see, there were factories, men walked home from work with their lunch packs, tired, proud”-Stacy Spell

CITY OF DREAMERS

“I took longer than most but I arrived. And it was one of the most transcendent experiences of life--seeing the top of Machu Picchu...I had an epiphany, I thought, to accomplish my work, all I have to do is take one step at a time.”-Eric Rey

“I’m trying all these things--nothing’s working. I’m listening to all these voices telling me ‘go this way, go that way.” I said you know what, at some point, I need to stop and listen to myself, to reflect and really, really figure out what makes me passionate, what fuels my spirit and really feeds me on a spiritual level.” -Ashley Burney

CITY OF FAMILIES

“I come from the second biggest black family in New Haven, and we were tied to Newhallville. You couldn’t throw a rock without hitting someone from my family.”-Stacy Spell

Learning to appreciate and draw on siblings strengths in adulthood-Elizabeth Nearing

Even caught in cycle of violence and trauma, support found in extended family, community and ‘other mothers’-Kelly Knight

“Excuse me, I said and I introduced myself, when I was 14 or 15 years old, I was in some trouble and I used to see you on the train, and I would watch you, just wanted to thank you for being a role model for me because you really saved my life”- Erik Clemens

CITY WRITING ITS OWN STORY

Cycle of violence and trauma, untiring desire for health and fulfilling human relationships and connection-Kelly Knight

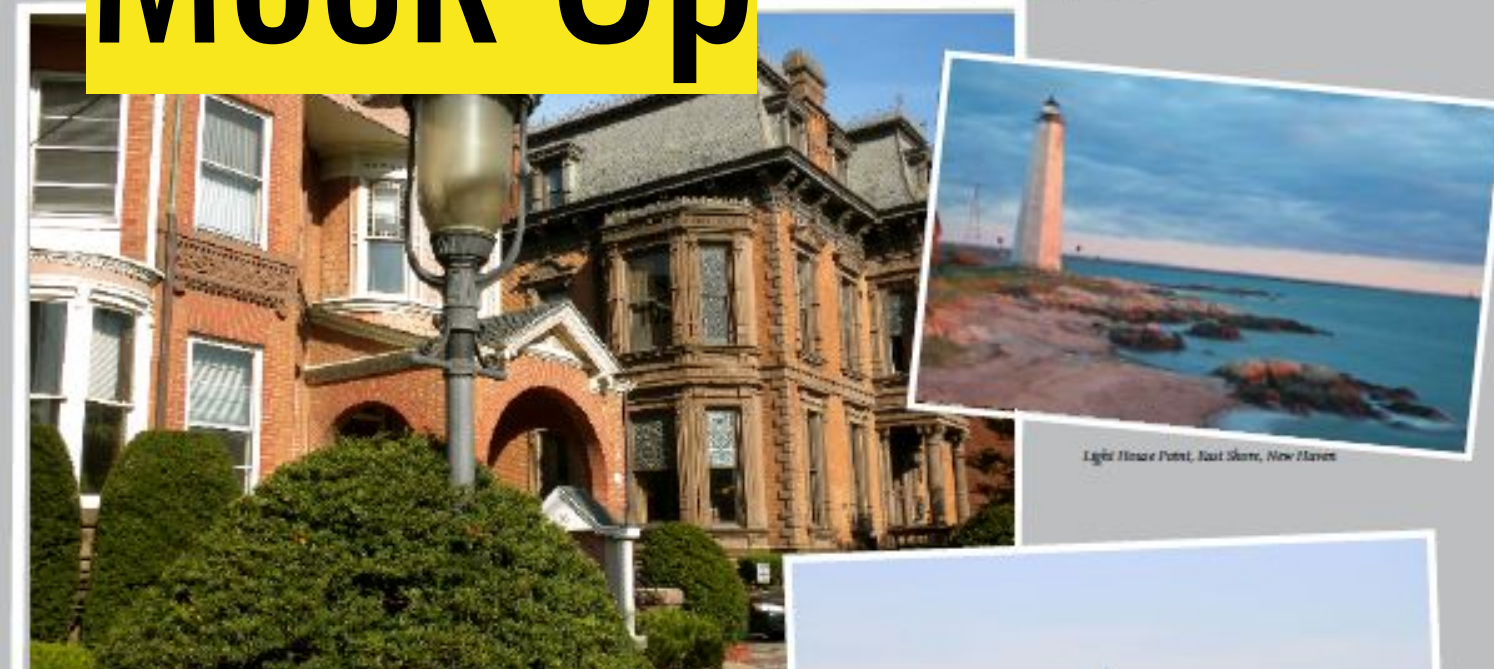
“We are still here”-Stacy Spell

The shame of being a black single mother, I wanted everything but that, I didn’t want that label and stigma. I learned to love motherhood. I embraced it. I want more for him. -Kia Levey-Burden

EAST ROCK & EAST SHORE

Mock Up

IEDL at Yale SOM
SPRING 2020



A Historic Community

In 1639, Reverend Henry Whitfield purchased land from the Menunkatuck tribe who lived in the area now considered Guilford and Madison. Since then, the area has been used for farming, granite-quarrying, shoe-making, and, unsurprisingly, given their location on the coastline fishing, and shipbuilding.

Ship-building faded away as rail systems were built in the 1850s. Connecticut's first rail line was the New Haven and New London Railroad connecting these communities with New Haven and beyond. With the railroads, population grew, and the area became popular for vacation homes.

A century later, in the 1950s, the turnpike was constructed and both Guilford and Madison became more attractive as a bedroom community for commuters to New Haven. During the 1950s, each town grew rapidly and constructed new schools and parks on seemingly every street corner.

While still a home to many "weekenders" and other summer visitors, Madison and Guilford have seen their population grow through the past several decades to each having about 20,000 residents today.

GUILFORD & MADISON SNAPSHOT

90% of residents are White
4% of residents are Latino
0.7% of residents are Black
97% of adults are high school graduates
\$110,000 Guilford median income
\$104,754 Madison median income



What's Going On Today?

Guilford and Madison residents are proud of their histories: Guilford alone has five historic house museums. With beautiful beaches and open-space preserves, residents are proud of and eager to protect the natural beauty that surrounds them. Madison has a downtown historic village district, a Historic District Commission, and a private grass-roots initiative called the Madison Land Conservation Trust to enrich the town's characters and protect its open space.

Educational resources are plentiful in both neighborhoods, which have some of the best schools in the state. In 2003, Daniel Hand High School, a school that far surpasses state averages in almost every metric, opened, and in 2015, Guilford completed construction of a \$92 million high school.

Guilford and Madison are both small, tight-knit communities. Because of their close proximity to New Haven, residents still enjoy the amenities of a city. Many residents commute daily from the small town to downtown New Haven to work, shop, dine, and engage with the broader community.

GUILFORD & MADISON

IEDL at Yale
SPRING 2020



CITY OF NEW HAVEN

IEDL at Yale SOM
SPRING 2020



Yale SOM Inclusive Economic Development (IEDL) Rethinking Community

The Inclusive Economic Development course was developed and taught by the issue, develop a relationship with fellow students and alumni. In Spring 2020, we will launch each session, we showcase a podcast.

Inspired by the work for asset based development, appreciative inquiry in community conversations

EAST ROCK

64% of the population is Caucasian
16% is the neighborhood's poverty rate
9% is African American
82.8 is their average life expectancy

EAST SHORE

67% of the population is Caucasian
3% is the neighborhood's poverty rate
20% is African American
80.7 is their average life expectancy

affordable housing as their home ownership rates fall at only 26%.

Fair Haven

SNAPSHOT

81% of the population is Hispanic/Latino
70% of residents live in homes where Spanish is the primary language spoken
11% is African American
42% of households have annual incomes of \$25,000 or lower and the median household income is \$30,714

schools that any Connecticut learners, and gifted students. Schools and no student may be



However, looking toward New Haven, residents of these coastal suburbs seem to most notice crime and poverty, without For example, advocates since it burdened the Metro-

esident New Haven and economic both housing state's minim afford Yale N resour cultur comm incom town's housi like Y emplo While that h than 5 every percer on res for em While that h afford

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IEDL at Yale SOM
SPRING 2020



FAIR HAVEN



PRELIMINARY:

IEDL at Yale SOM
SPRING 2020

EDUCATION

The Town of Guilford, Connecticut, is served by four elementary schools, two middle schools, and one high school, which are some of the best in the state. This district has three times the state rate of AP math course participation and more than double the rate of AP science course participation. However, there is not much diversity in the Guilford school system though studies show that diversity in school yields long-run benefits for students: 84% of the student body is White, 7% is Hispanic, 4% Asian, and less than 1% Black.



IEDL at Yale SOM
SPRING 2020

“Off the record” interviews & archival analyses

“There is a strong sense of community between my neighbors and myself in Madison. However, I also feel a commitment to New Haven, and I’ve established my business in downtown New Haven.”

- MADISON RESIDENT

The community turns out--some meetings have people lining the walls, standing room only.

We have had times when all the relevant players - the university, unions, the city - have come together to optimize solutions.

New haven is a fabulous city – it is a microcosm of the US; very diverse. students get to engage with it; they are not isolated on a gated campus.

“small enough to be friendly, big enough to be interesting”

Characters are what make city what it is.

A Historic Community

In 1639, Reverend Henry Whitfield purchased land from the Menunkatuck tribe who lived in the area now known as Madison. Since then, the area has been an important location for granite-quarrying, shoe-making and, until the 19th century, location on the coastline fishing and shipbuilding.

Ship-building faded away as rail systems were built. Connecticut's first rail line was the New Haven Railroad connecting these communities with the rest of the state beyond. With the railroads, population grew, and the area became popular for vacation homes.

A century later, in the 1950s, the area was transformed. Guilford and Madison became more attractive communities for commuters to New Haven. During the 1950s, each town grew rapidly and constructed new schools and parks on seemingly every street corner.

While still a home to many “weekenders” and other summer visitors, Madison and Guilford have seen their population grow through the past several decades to each having about 30,000 residents today.

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\$104,754 median income

NEW HAVEN

VOICES

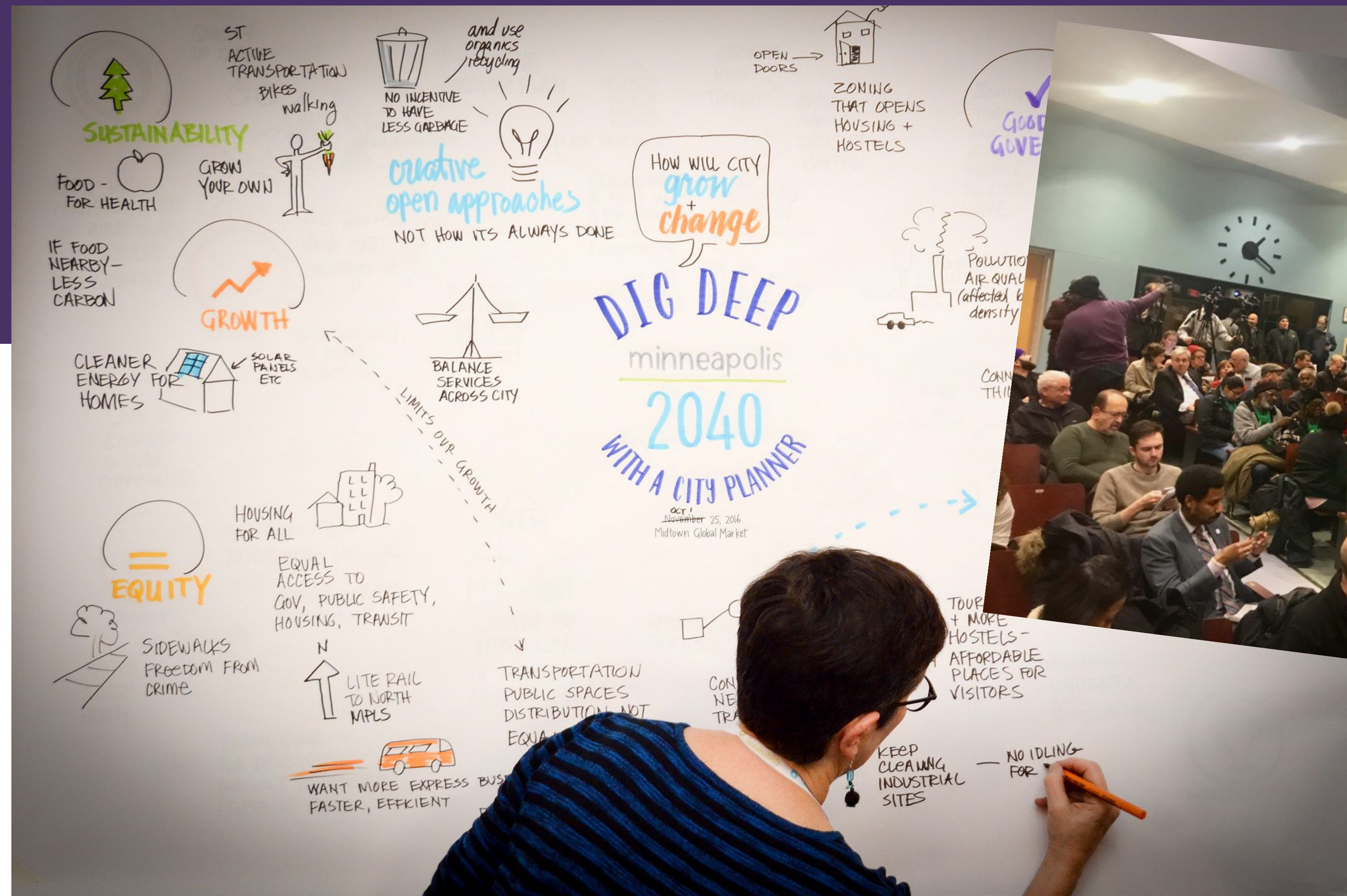


Deliverable #2

Cutting Edge Models for CE Across 6 IED Domains

**Housing, Regional Cooperation, Education, Civic
Engagement, Workforce Development, Planning**

AFFORDABLE HOUSING



RETHINKING MODELS FOR CE: AFFORDABLE HOUSING

Issues with CE in Affordable Housing

CE appears to be a positive good, but in many ways, it has worked against the creation of more affordable housing in cities across the US



**Racial
Integration**

NIMBYism

**Socio-Economic
Factors**

**Owner vs. Renter
Divide**

RETHINKING MODELS FOR CE: AFFORDABLE HOUSING



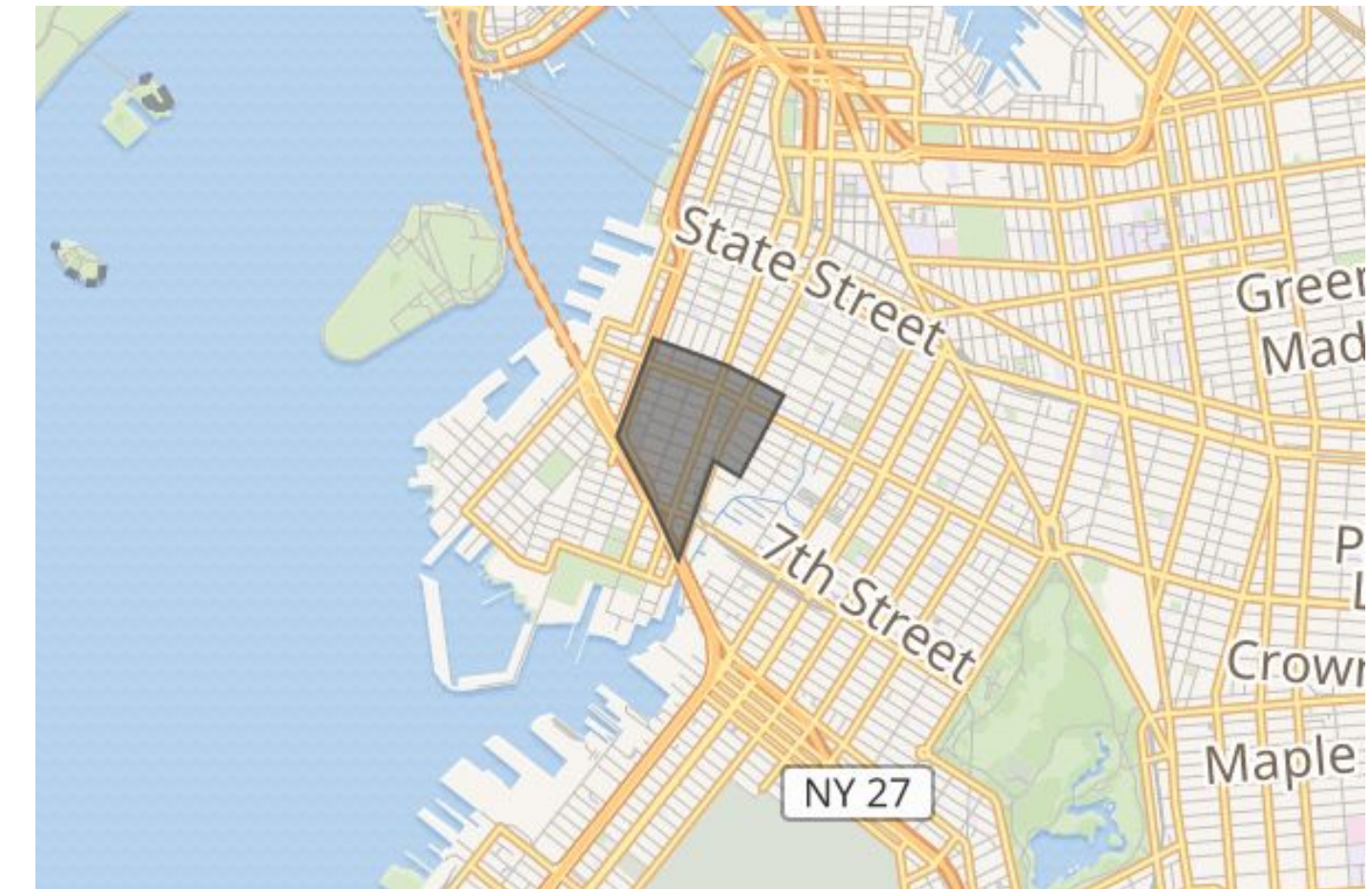
"I am not the first CED lawyer to quote Arnstein's comparison of public participation to vegetables ('The idea of citizen participation is a little like eating spinach: no one is against it in principle because it is good for you.') but I might be the first to wonder whether it is possible to have too much of a good thing."

Anika Singh Lemar, Yale Law School

RETHINKING MODELS FOR CE: AFFORDABLE HOUSING

Carroll Gardens, Brooklyn

- Rezoning plan that encompassed 86 blocks of 3-4 story row houses with 4-5 multifamily apartment buildings
- Existing rules allowed owners with extra long front yards to build houses up to 70 feet high but these would have towered above the 50 foot high houses that were currently there
- **Neighbors complained about these “pop up developments”** so the **Planning Commission recommended downzoning** to ensure that new construction would be “more consistent with the existing scale of the neighborhood”
- Results and Consequences:
 - **Loss of potential housing units** lost because of this down-zoning
 - Neighbors who are physically close have strong incentives and organizational capacity (physical ties that reduce cost of networking and collective action) to oppose changes -- works against those who are more dispersed and disorganized that would benefit from additional housing

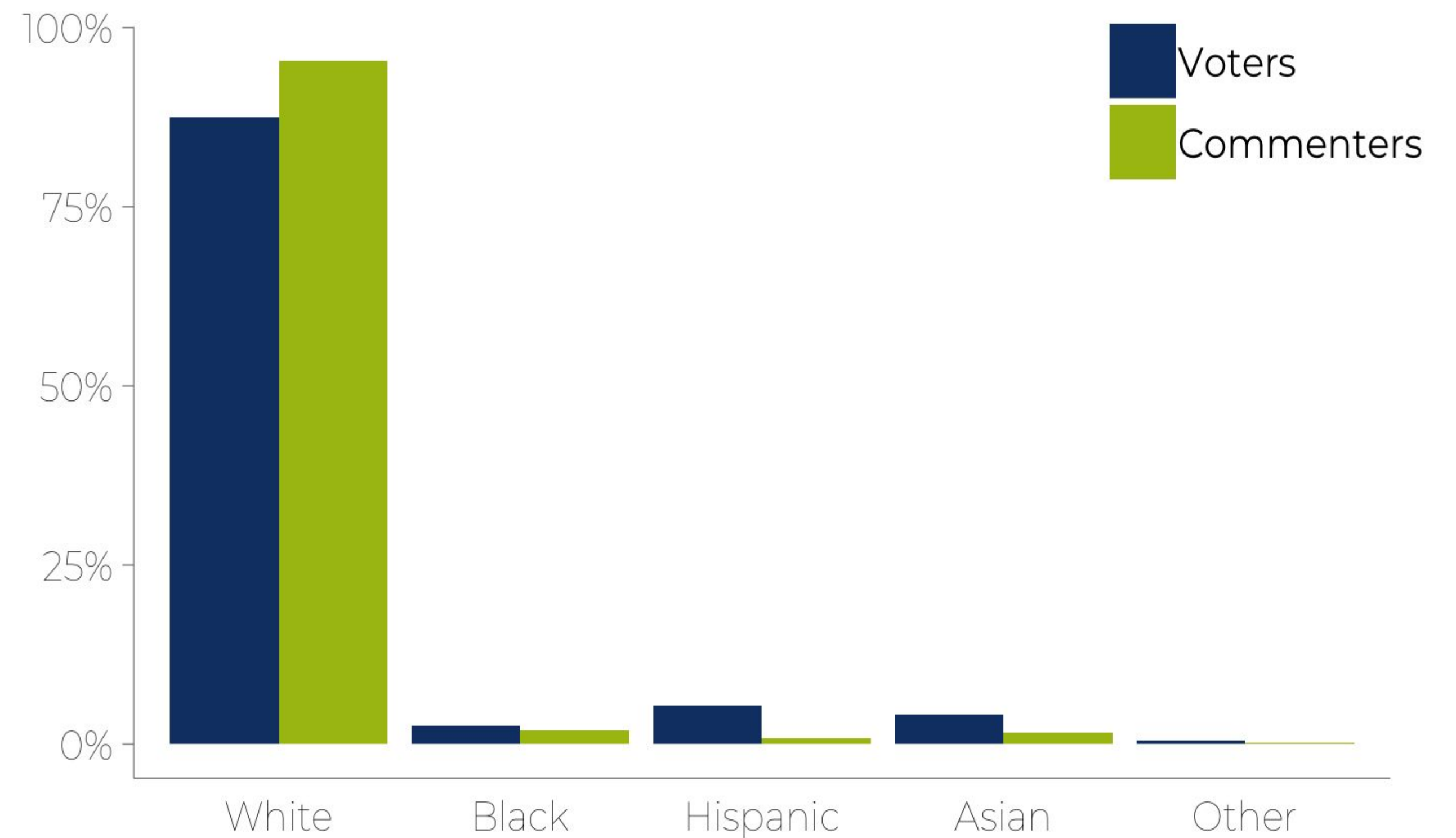


CE & HOUSING: BEYOND ANECDOTAL EVIDENCE

In their book, Neighborhood Defenders: Participatory Politics and America's Housing Crisis, Katherine Levine Einstein, David M Glick, Maxwell Palmer undertake a systematic study of community meetings

- Methods:
 - 97 cities and towns over a 12 year time frame
- Findings include:
 - People of color are **disproportionately underrepresented** in land use forums
 - older, long time residents, male

COMMENTERS AND VOTERS BY RACE



RETHINKING MODELS FOR CE: AFFORDABLE HOUSING

CE as a Negative Force in Affordable Housing: Beyond Anecdotal Evidence

- Additional findings include:
 - Participants often had a high level of familiarity and expertise with complex land use regulations, showcasing **professional backgrounds in law, design, engineering**, etc.
 - Multiple individuals in their study attended meetings with **lawyers or identified as lawyers** opposing projects -- advantages those with financial means for litigation
 - Neighbors coordinated with each other and **organized in advance of public meetings**, with this cohesion enhancing their political influence
 - Towns with **more restrictive zoning regulations had more lawsuits**, and the more lawsuits there were in the town, the lower the share of permitted units in multifamily buildings

RETHINKING MODELS FOR CE: AFFORDABLE HOUSING

Opportunities to Shift Practice (Schleicher)

“Balancing the Zoning Budget”

- Local governments should pass laws that require the City to **create a local “zoning budget” each year**
 - Mandatory offsetting down-zoning with up-zoning policies

“Planning An Affordable City”

- **Regularly reviewed, binding comprehensive plans** -- plans and maps that cover entire city and are difficult to unwind with subsequent amendments
- **Consequences for failing to hit development targets**
 - Some mechanism for neighborhood or citywide accountability... there should be limits on ability to do downzoning until citywide housing goals (can be defined with figures such as vacancy rates or building permits issued) are met
 - To extent city wants to build in bonuses, should do what they can to produce a “price list” ex ante to reduce information costs to outsiders



RETHINKING MODELS FOR CE: AFFORDABLE HOUSING

Opportunities to Shift Practice (Schleicher) (continued)

"City Unplanning"

- **Tax Increment Local Transfers (TILTs)** as a more effective tool for incentivizing pro-development forces, when compared to development impact fees or community benefit agreements
 - Problem with impact fees and CBAs is they are a tax on development essentially
 - TILTs say the City can dedicate increased property tax revenues to nearby neighbors in the form of property tax reductions

HOW DEVELOPMENT WORKS WITH A CBA

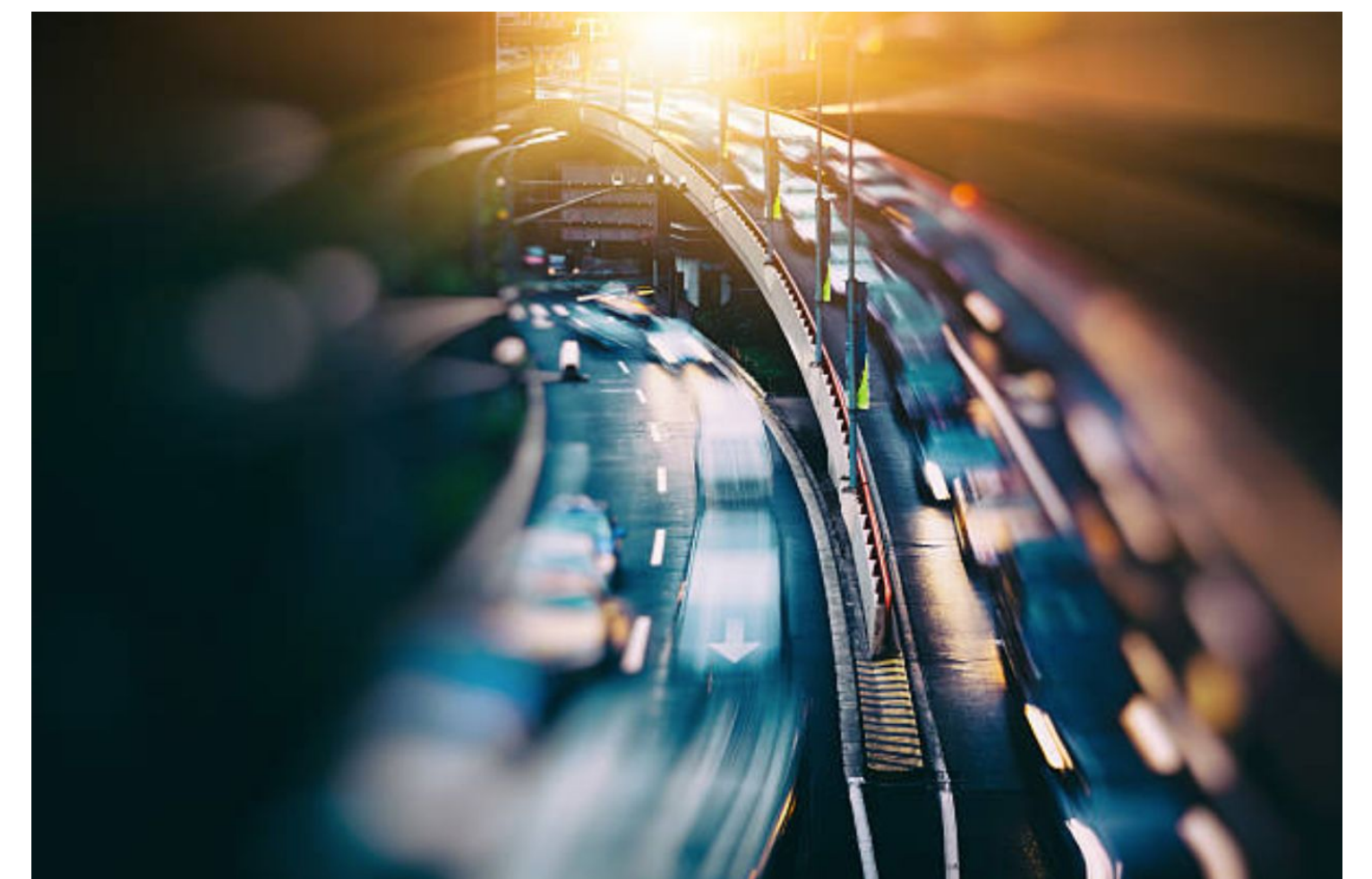
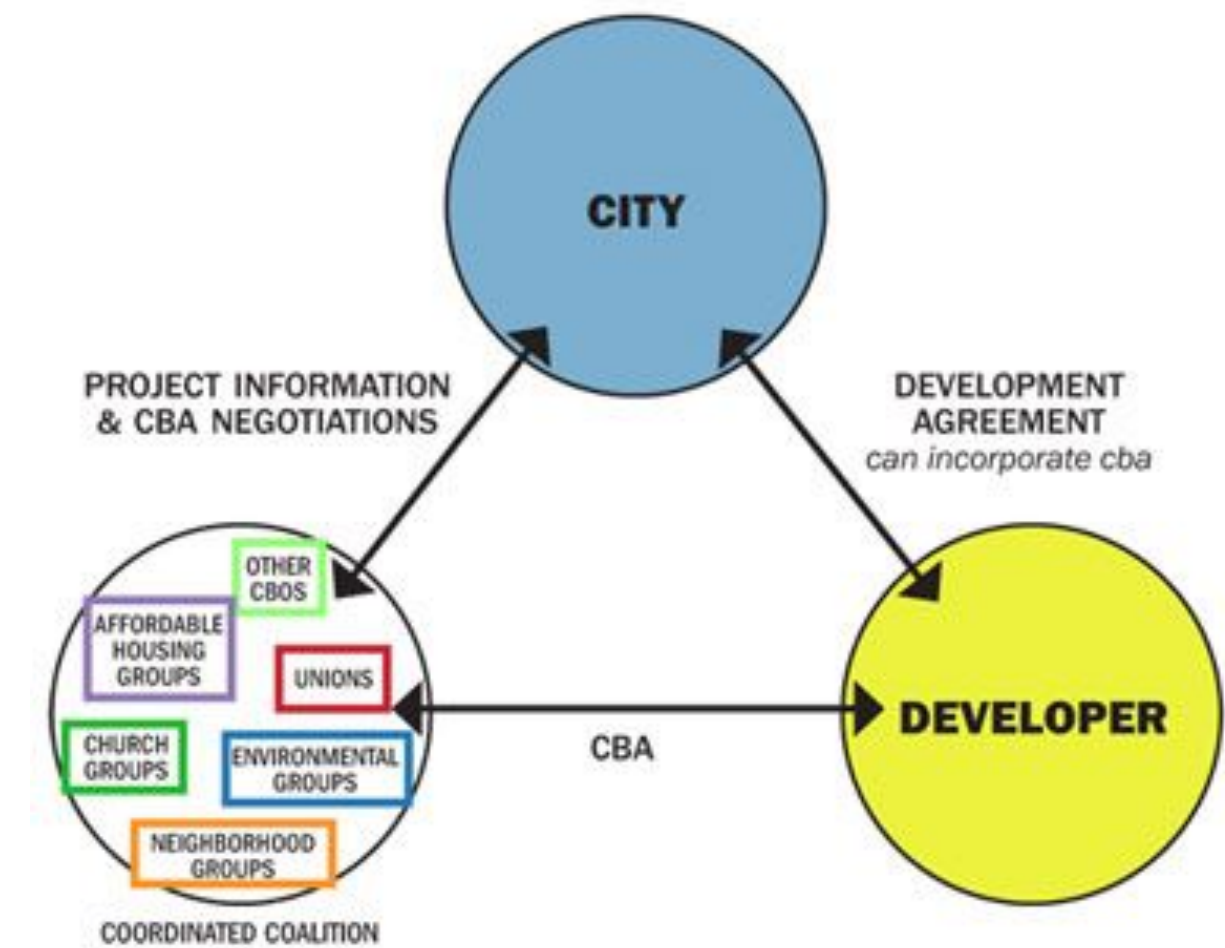


Image Sources: YES! Magazine, iStock Getty Images

RETHINKING MODELS FOR CE: AFFORDABLE HOUSING



Rigorous Structure at Meeting Level (Singh Lemar)

"Overparticipation: Making Sense of Land Use Public Processes"

- **Meeting the public where they are (and record data!)**
 - Comprehensive planning processes ought to include public participation that emphasizes outreach to community organizations, historically disenfranchised communities, communities unlikely to attend public hearings, and communities susceptible to silencing by the public hearing atmosphere
- **Reduce information costs and ensure that everyone has the ability to register with the City to receive notice of land use hearings**
 - This would allow affordable housing advocates, the homebuilders' lobby, disability advocates, advocates for social services agencies and others to receive notice of individual development approval applications and use their expertise to express their support, where the local homeowners might predictably organize against a multi-family housing development, for example



RETHINKING MODELS FOR CE: AFFORDABLE HOUSING



Codifying and Requiring this Rigorous Structure (Singh Lemar)

"Overparticipation: Making Sense of Land Use Public Processes"

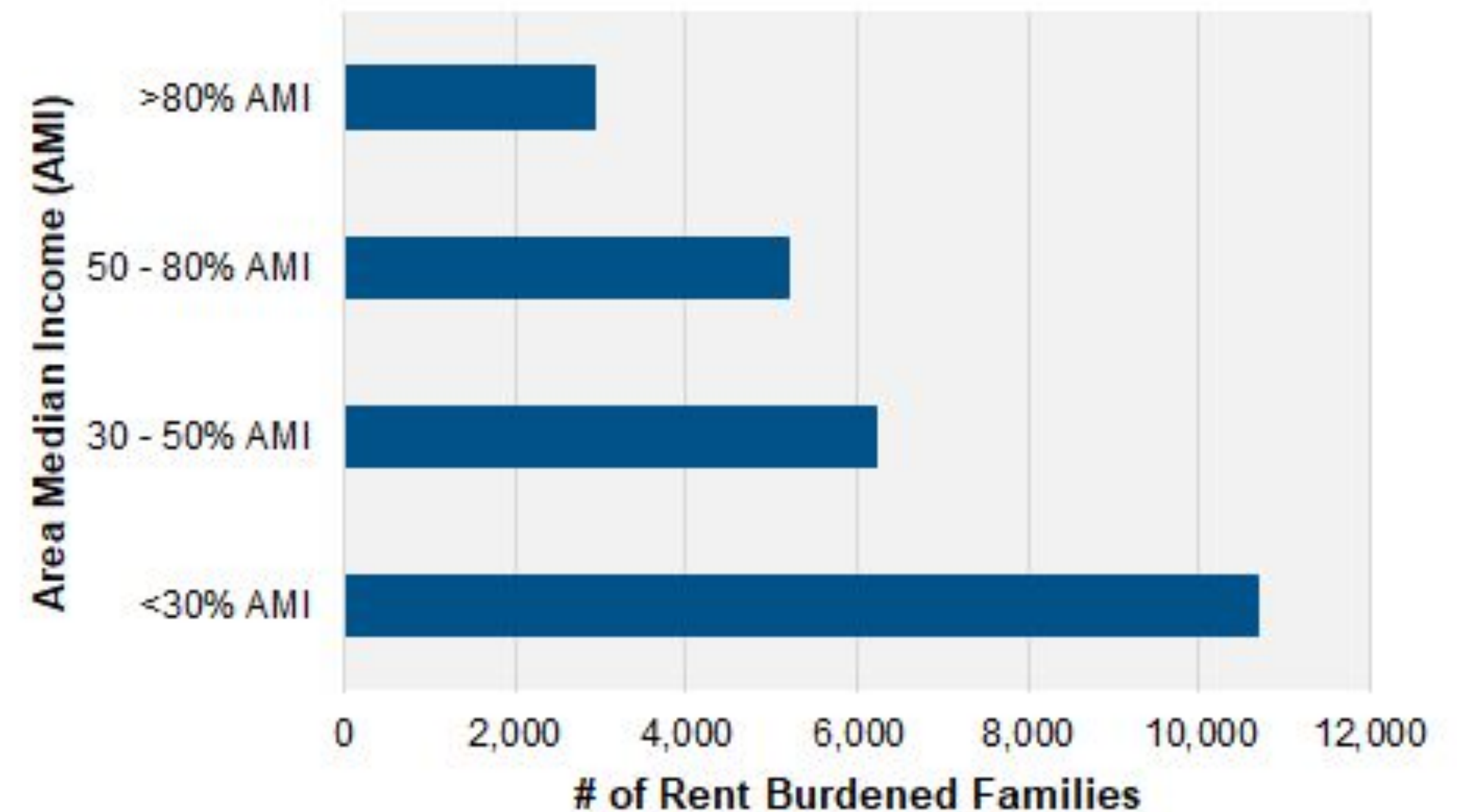
- **Adoption of Model State APA**
 - Enumerate limited purposes, including housing affordability, to which zoning decisions must be directed
 - Maintain structure and keep testimony germane
 - Following receipt of public comment, a rulemaking agency must issue a final rule, accompanied by an explanatory statement that responds to "substantial arguments made in testimony and comments" (opining on veracity)
 - Requiring planners and commissioners to issue reports elucidating the results of public participation and the planners' and commissioners' responses to the comments received serves an important documentation role as well

RETHINKING MODELS FOR CE: AFFORDABLE HOUSING

Housing Situation in New Haven

City of New Haven Affordable Housing Task Force report, January 24, 2019

- **Housing instability results in poor outcomes** in education, employment, health and other related outcomes -- and this disproportionately impacts families of color
- **41% of all City households are “housing burdened”** (paying in excess of 30% of household income toward rent and utilities)
 - The **greatest need is at the lowest income tier** with over 10,000 families living at or below 30% of the AMI experiencing rent burden
- The data suggest that an **additional 25,000 affordable units are needed**



RETHINKING MODELS FOR CE: AFFORDABLE HOUSING

Enhancing Affordability through Fair Share in the 15-Town Region

- Task report indicates that 25K new affordable units are needed
- Dr. Dubois-Walton notes that even if all 15 towns went to the “fair share” 10% statutory level, about 7K more units generated. Our research indicates about **7,671** additional units according to DOH data

Municipality	% of affordable units			
	2017	2018	2019	10%
Bethany	0.59%	0.59%	0.68%	10.00%
Branford	3.24%	3.21%	3.36%	10.00%
East Haven	7.70%	7.96%	8.03%	10.00%
Guilford	2.38%	2.39%	2.41%	10.00%
Hamden	8.19%	8.47%	8.67%	10.00%
Madison	1.62%	1.64%	1.69%	10.00%
Meriden	16.06%	15.75%	16.45%	16.45%
Milford	5.35%	5.28%	5.31%	10.00%
New Haven	31.77%	31.88%	32.05%	32.05%
North Branford	2.29%	2.22%	2.22%	10.00%
North Haven	5.08%	5.34%	5.44%	10.00%
Orange	1.37%	1.37%	1.37%	10.00%
Wallingford	4.13%	4.16%	4.33%	10.00%
West Haven	13.19%	13.21%	14.42%	14.42%
Woodbridge	1.21%	1.24%	1.24%	10.00%

Municipality	# of affordable units			
	2017	2018	2019	10%
Bethany	12	12	14	206
Branford	452	448	469	1,396
East Haven	965	998	1,007	1,254
Guilford	228	229	231	959
Hamden	2,056	2,126	2,178	2,512
Madison	130	132	136	805
Meriden	4,157	4,077	4,260	4,260
Milford	1,234	1,219	1,226	2,309
New Haven	17,464	17,523	17,615	17,615
North Branford	129	125	125	563
North Haven	482	507	516	949
Orange	73	73	73	533
Wallingford	783	789	821	1,896
West Haven	2,960	2,965	3,236	3,236
Woodbridge	42	43	43	347
Total	31,167	31,266	31,950	38,838

Gain from 2017 with 10% in all 15 towns 7,671

Municipality	# of units (extrapolated)		
	2017	2018	2019
Bethany	2,034	2,034	2,059
Branford	13,951	13,956	13,958
East Haven	12,532	12,538	12,540
Guilford	9,580	9,582	9,585
Hamden	25,104	25,100	25,121
Madison	8,025	8,049	8,047
Meriden	25,884	25,886	25,897
Milford	23,065	23,087	23,089
New Haven	54,970	54,965	54,961
North Branford	5,633	5,631	5,631
North Haven	9,488	9,494	9,485
Orange	5,328	5,328	5,328
Wallingford	18,959	18,966	18,961
West Haven	22,441	22,445	22,441
Woodbridge	3,471	3,468	3,468
Total	240,466	240,530	240,571

% affordable 12.96% 13.00% 13.28%

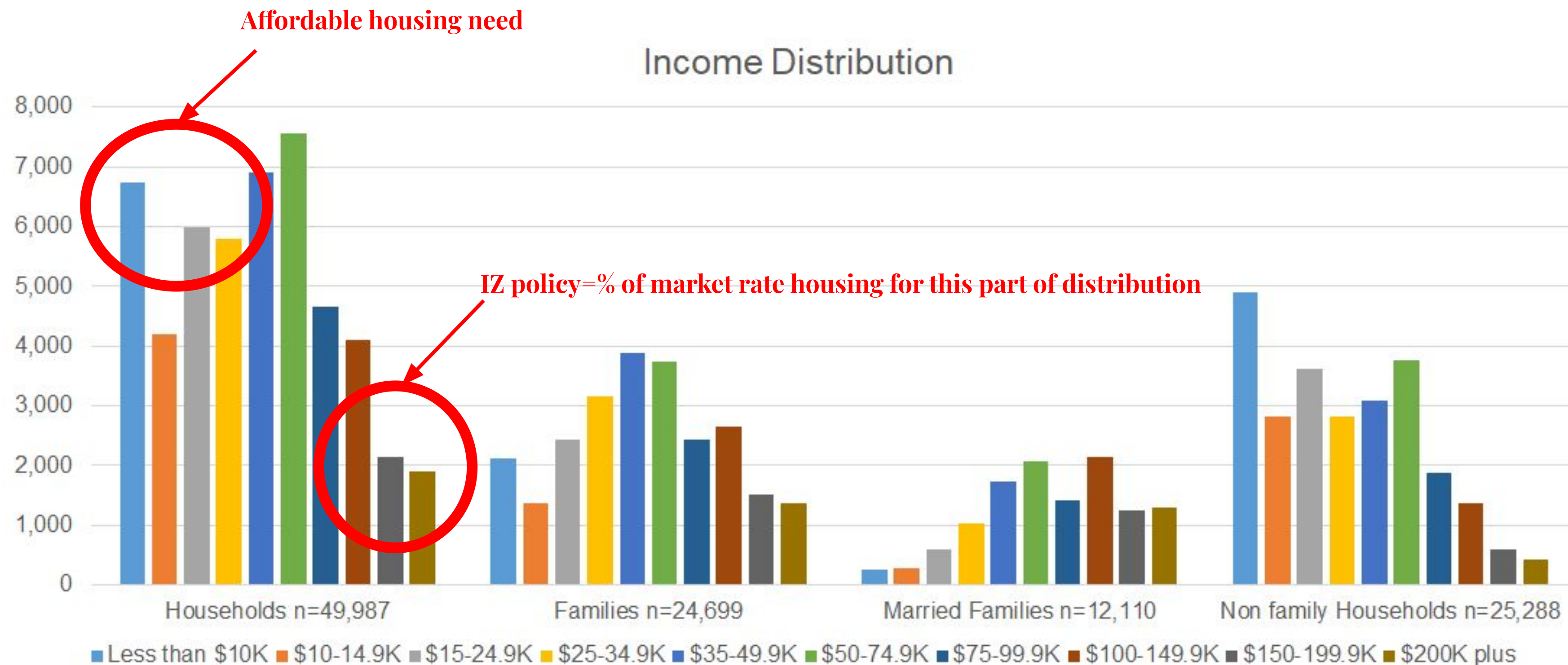
Source: CT DOH Affordable Housing Appeals List

<https://portal.ct.gov/DOH/DOH/Gold-Bar/Policy--Research>

RETHINKING MODELS FOR CE: AFFORDABLE HOUSING

Inclusionary Zoning vis-a-vis New Haven's Existing Income Distribution

- Measuring income distribution in relation to housing consumption (per Alain Bertaud)
- Population of New Haven about 130K
- In 2019, developers completed or began 3,592 market-rate units. At a 15% level, this would equate to roughly **540** additional units of affordable housing



RECOMMENDATIONS FOR NEW HAVEN

1. Reduce resistance to development

- **Simplify City zoning code**
 - i. City is desperate for development; complicated zoning code creates barrier to investment
- **Espouse a more inclusive public participation process** whereby CMTs engage with community more proactively
- Consider the wisdom of **TILTs** and **transit-oriented development** programs

2. Tie market-rate development to affordable development in the City

- **Adopt an annual, binding, and comprehensive planning process that features a zoning budget**
 - i. The process in itself can help refine City goals
 - ii. A budget with “teeth” will incorporate accountability and drive progress

Fair Share: All 15 towns achieve 10% “fair share” level of affordable units

- *Generates an estimated **7,671** additional affordable units*

Inclusionary Zoning: Require new developments to have set percentage of affordable units

- *In 2019, developers completed or began 3,592 market-rate units. At 15% level, this would equate to roughly **540** additional units*

Idea of Interest:

- Study the zoning shock cases of Minneapolis and California
 - Push for transit-oriented development is probably going to have more impact than moving from single family to multi-family
 - CA SB50 focused on TOD, too

Narratives

Economic Narratives: How
Stories Go Viral and Drive Major
Events

by Robert Shiller

Stories in which other people take
action and describe the action they
take

Scripts as sequences of actions,
take for no other reason than that
others might take them

Contagious stories are creative and
innovative

Thrive on human interest (novelty),
and repetition

Stories are the building blocks of
narratives

NARRATIVES ON RACE + PLACE



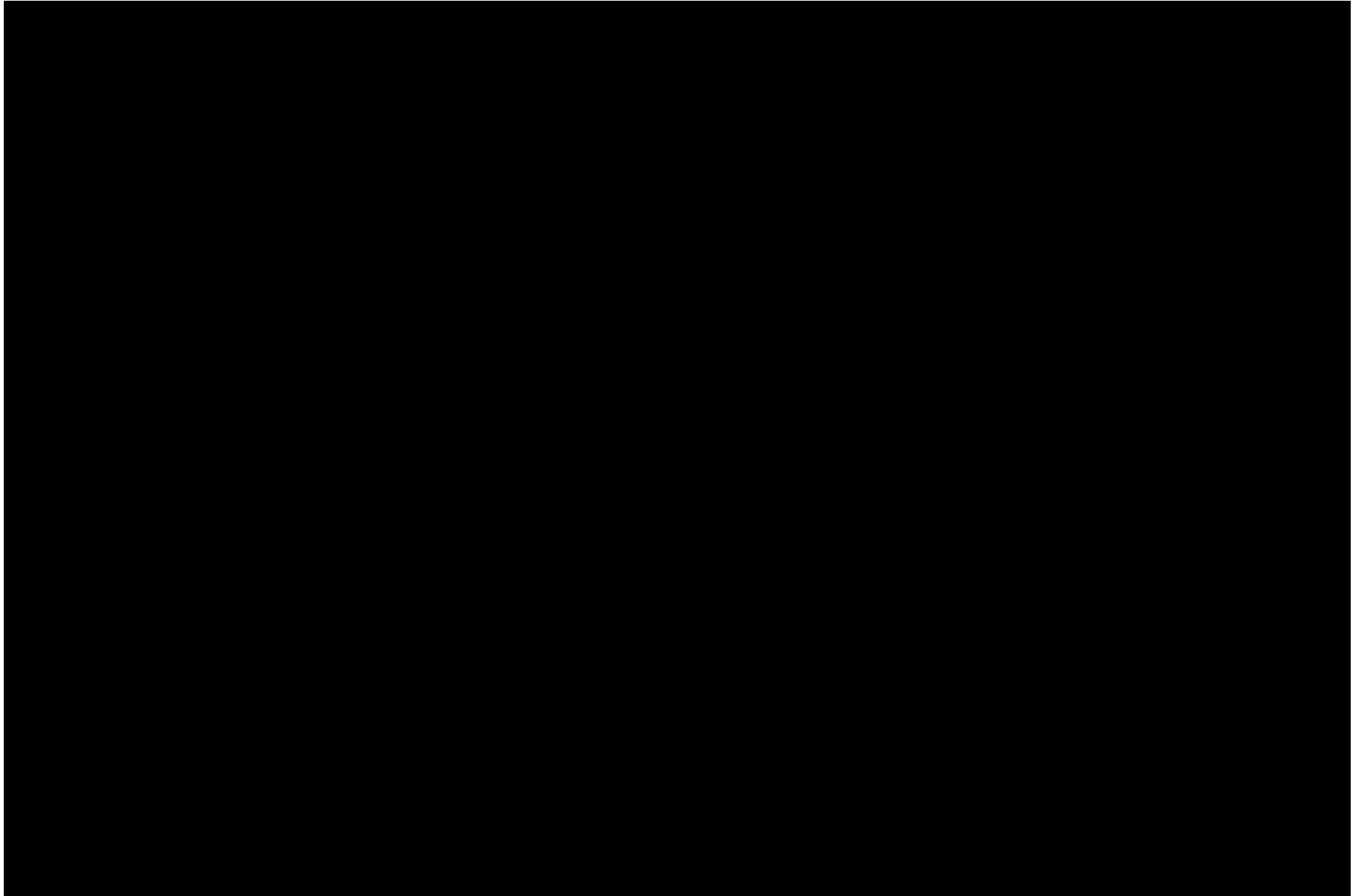
RETHINKING MODELS FOR CE: RACE & SPACE

Mapping Prejudice in Minneapolis visualizes the hidden histories of race and privilege in the urban landscape

- Minneapolis has a reputation as a liberal, diverse “miracle”
- Mapping Prejudice counteracts that narrative by telling the story of racial covenants that kept people who were not white from buying property
- Along with over 3,000 volunteers, they have read, catalogued, and mapped racial covenants across the city
- They changed the narrative from an “issue of concentrated poverty” or “disinvestment in Black communities” to “systematic investment in white supremacy” and “hoarding in the white community”
- Their work serves as a foundation for change



RETHINKING MODELS FOR CE: RACE & SPACE



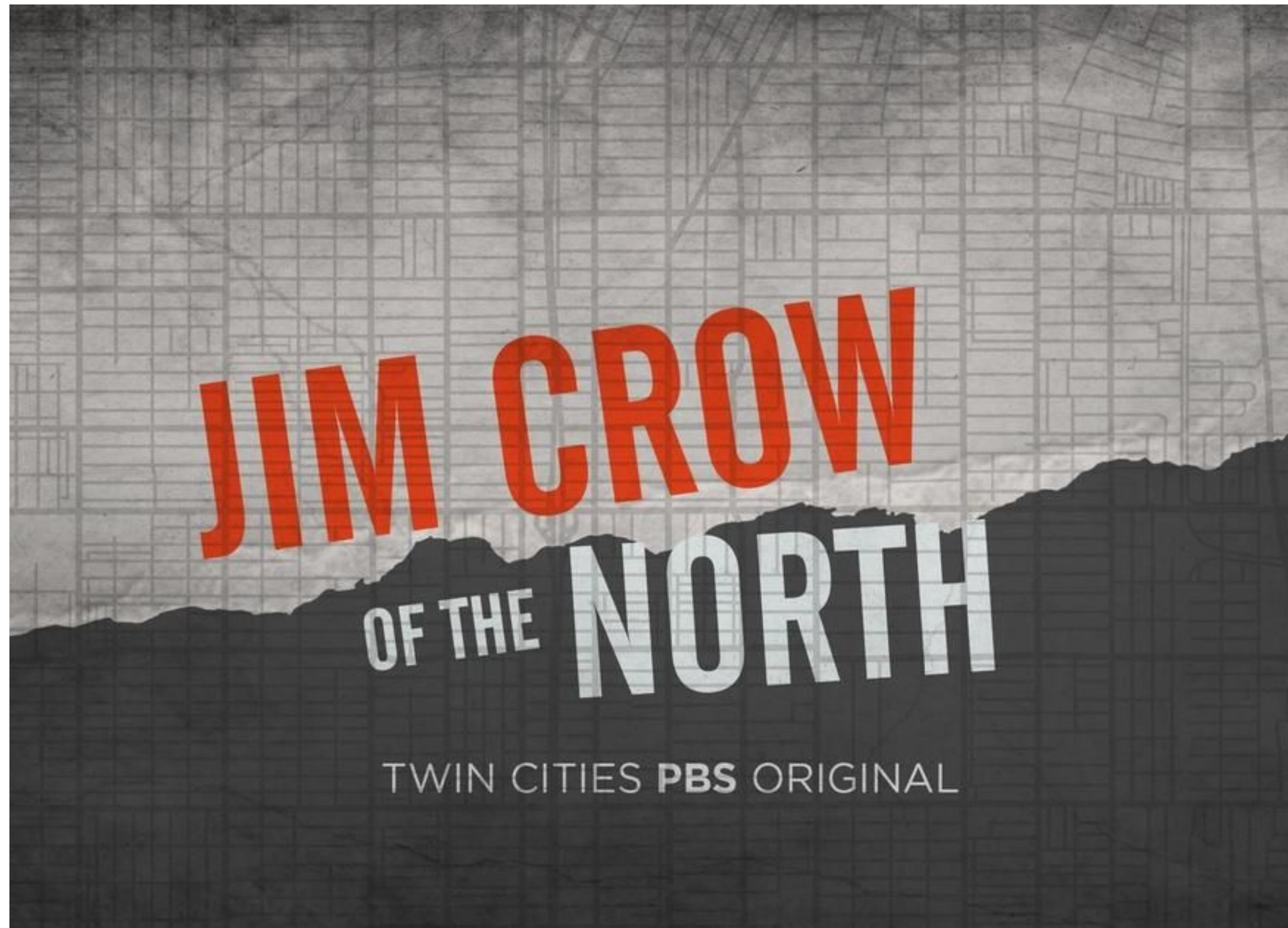
RETHINKING MODELS FOR CE: RACE & SPACE

Mapping Prejudice Uniquely Engages Community

- Volunteers read and transcribe racist covenants, coming face-to-face with the language used to create their neighborhoods and, in many cases, benefit them
- Over 3,000 volunteers have transcribed these covenants
- Co-creation expands the work that the team can do, but more importantly involves more people
- The particular work of transcribing covenants can be done with a minimum of time, with limited technical skills, and remotely



RETHINKING MODELS FOR CE: RACE & SPACE



Mapping Prejudice Uniquely Engages Community

- Once created, the maps change narratives, and tell a vivid story of the history of Minneapolis that activists have used to make changes
- Their work tells a story that people of color have understand and have lived
- Maps are unique because they allow folks to see and locate themselves in history
- Mapping Prejudice has received extensive press coverage, including a documentary that won an Emmy and has been viewed almost 500,000 times.

“That history helped people realize that the way the city is set up right now is based on the government-endorsed and sanctioned racist system.”

**-Cam Gordon, City
Councilman**

RETHINKING MODELS FOR CE: RACE & SPACE

Minneapolis' 2040 Plan Eliminated Single-Family Zoning

Narratives

Addressing segregation
Affordability crisis
Fighting climate change

Coalitions

Neighbors for More Neighbors
Issue based organizations, labor unions, tenants rights organizations, environmental groups, young people, AARP

Community Engagement

Go to where community members are
Meetings in a box
Encourage meeting attendance

RETHINKING MODELS FOR CE: RACE & SPACE

Mapping projects have proven replicable

- Mapping Prejudice was inspired by successful projects in Seattle and Richmond and has inspired projects in DC and Hartford, among many others.

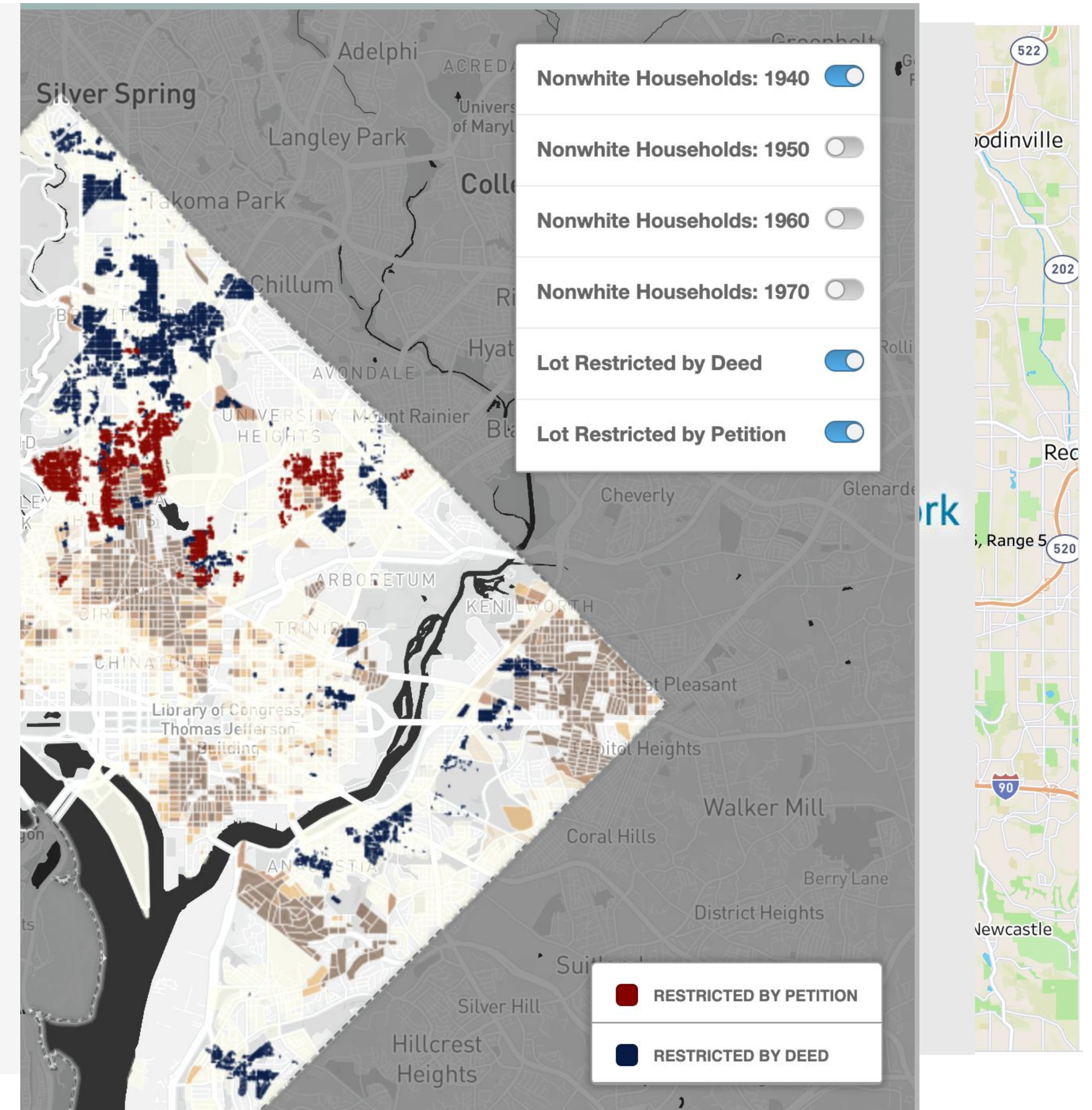
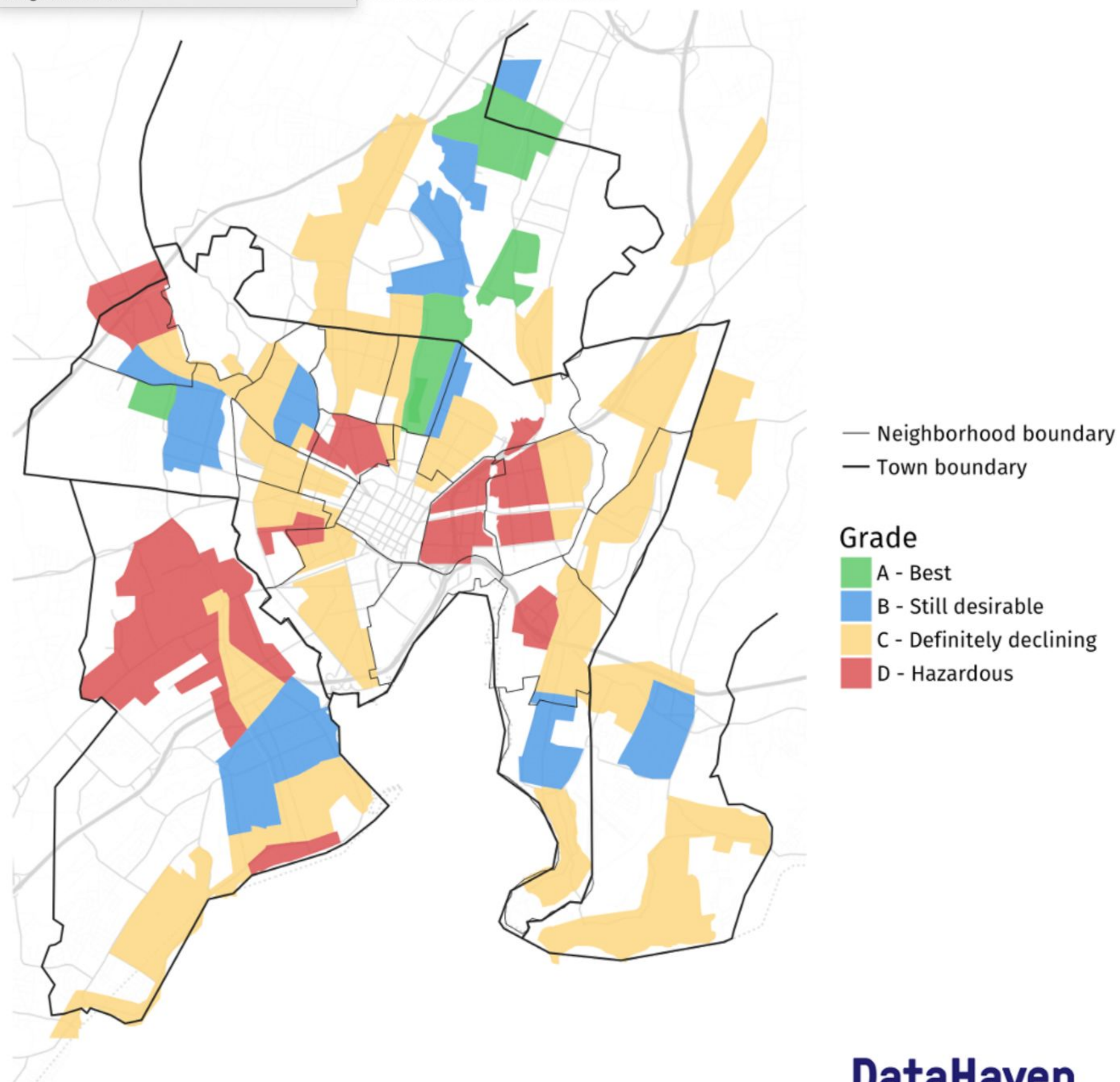


Image Source: mappingsegregationdc.org

RETHINKING MODELS FOR CE: RACE & SPACE

Recreation ratings in HOLC residential safety map, 1937
Map: HOLC data for Greater New Haven neighborhoods
Neighborhood boundaries



Source: Mapping Inequality

DataHaven
The Twenty Fifth Year

Ideas to approach mapping history in New Haven

- There is plenty of existing data on the history of redlining in New Haven
 - Thanks to Datahaven for the map on the left
- Racial covenants pre-date red-lining and covenants exist outside of specific areas that had HOLC maps made
- A regional approach, looking to include the suburbs might make sense, but potentially require more regional cooperation

Recommendations to New Haven

Mapping Prejudice Lessons:

- What status-quo narratives fail to capture the full picture? What data can create a deeper understanding? How can you gather it?
- What history do people in New Haven need to understand?
 - What do people of color already know?
- Are there projects that would be impossible to tackle on your own? How could volunteers help?
- What knowledge and resources are being created in institutions of higher learning that could be mobilized for the good of the city?
- Who can use your support?

2040 Plan Lessons:

- Be intentional about who you want to hear from: who gets missed in traditional community engagement?
 - What's the best way to reach them?
 - Consider local events
 - Meetings in a box
 - Support at community meetings
 - Ask big-picture questions that they can answer
- Who should be included in coalitions? What issues appeal to them?
- What narratives need to be counteracted? What evidence would appeal to them?

DESEGREGATING PUBLIC EDUCATION



Image Source: integratenycorg

SEGREGATION IN PUBLIC EDUCATION

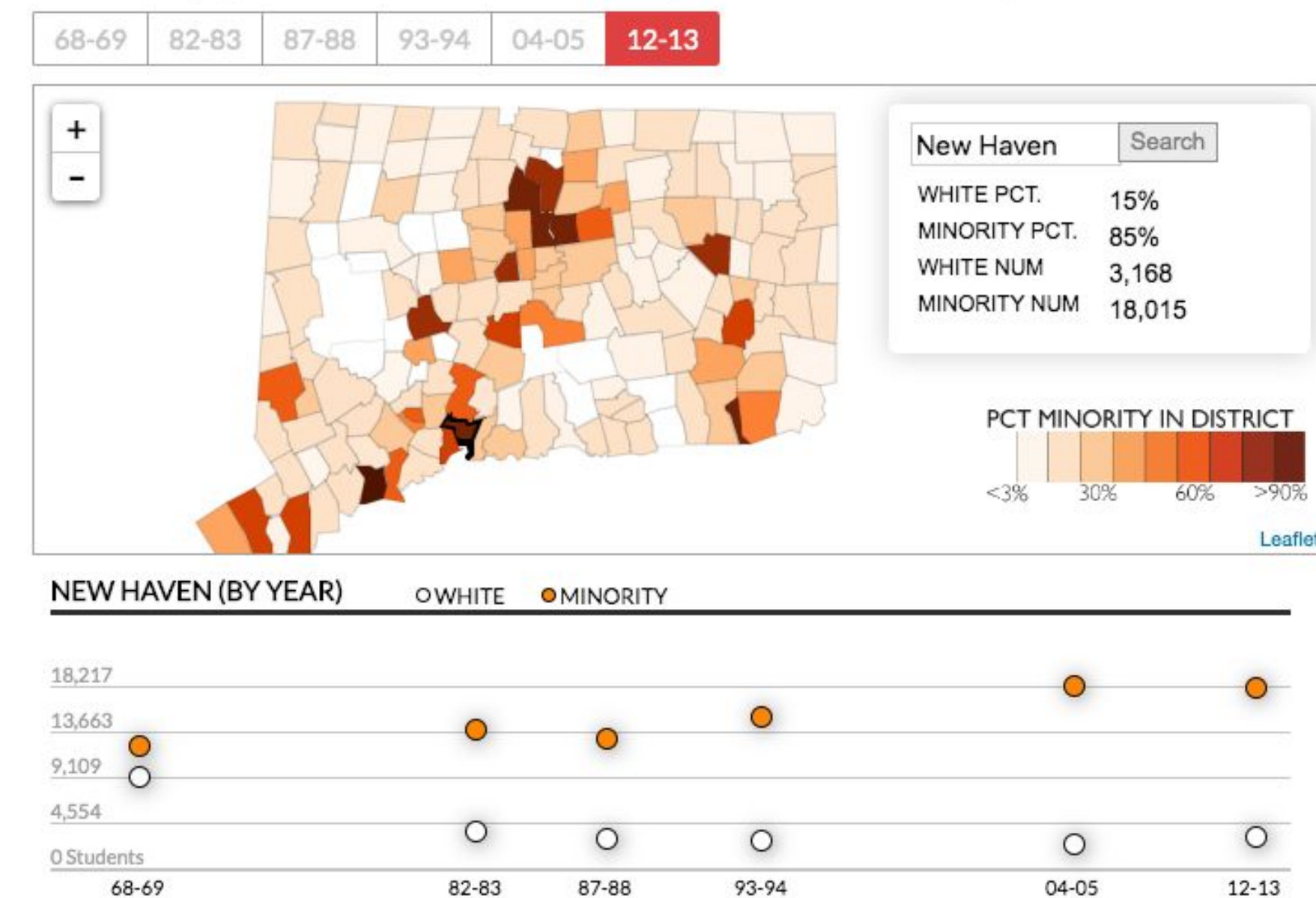
Why Integration Is Important and the Role of Narratives:

- Our history books often cite the 1954 *Brown v. Board of Education* decision as the end of segregation. Yet **public schools remain largely segregated and by many metrics, segregation has actually increased.**
- Persistent factors continue to drive segregation such as:
 - Housing discrimination (only explains 76% of the variation in school segregation across cities)
 - School district mapping
 - School financing and funding allocations
- Some initiatives tend to help:
 - School choice programs, neighborhood integration, increased Funding
- Why is integration so important anyway?
 - One of the best tools to achieve racial equity! (Rucker Johnson's study)
 - **Segregation** can contribute to a **dangerous “us” and “them” narrative** at the detriment of all
 - **Integration**, on the other hand, **promotes community, fosters tolerance, and improves the outcomes of all.**
- A key means of achieving integration is by assessing individual students' needs and reallocating resources to efficiently meet these needs.

SEGREGATION IN PUBLIC EDUCATION

Segregation in New Haven Public Schools: Many New Haven schools are racially imbalanced or even racially isolated: 40 schools serve 20,355 students (2020)

- **Connecticut** has **achievement gaps that are higher than the national average**, and **New Haven** has **achievement gaps that are higher than the state average**.
- 2017: 31.4% of New Haven students reached “grade level” in English and only 20.8% of students reached “grade level” in Math.
- The average New Haven school ranking is in the bottom 50% of public schools in Connecticut
- **Minority enrollment is 87%** of the student body (majority Hispanic and Black) , which is more than the **Connecticut public school average of 46%** (majority Hispanic).
- **Half of New Haven schools are profoundly segregated**, meaning **most black and Hispanic students will rarely sit in a classroom that has any white students**.
 - Church Street Elementary School (Hamden): Roughly 80% of all students are black or Hispanic
 - Lincoln-Bassett Elementary School (Newhallville) has a 95% black or Hispanic student body
- On the other side of the racial imbalance, around **85% of all students in Guilford and Madison public schools are white** and only around 7% of students are low income. These districts:
 - Spend more on K-12 education per pupil, adult education, payments to governments, private or charter schools than the state average
 - Have some of the highest rated schools in the area and the state
 - Have a majority of students who consistently perform better than the state average in all metrics



Source: Department of Education report "Minority Pupils and Staff in Connecticut Public Schools"; Department of Education. All data is from the fall semester.

ALVIN CHANG / CT MIRROR

SEGREGATION IN PUBLIC EDUCATION

"My vision [for IntegrateNYC] is to be able to totally transition this organization over to a team of young adults who came through our organization as young people but are shifting to take on the work with their own approach and their own experiences, engaging young people that we may or may not have thought about or seen when we started this work."

- Sarah Camiscoli, Founder of IntegrateNYC

BOTTOM UP Model to Learn from: IntegrateNYC

- IntegrateNYC is a youth-led organization that works toward more integration and equity within New York public schools.
 - A teacher's realization of students' needs from within the classroom:
"I walked into an [ESL] classroom, and I introduced myself in both English and Spanish, and I had a Latino student raise his hand and say, 'Miss, I don't speak Spanish.'"
"I asked different questions about segregation and realized that many of the reforms and interventions that were designed to support black and Latino youth communities were very ill-fitted because they were placed within the context of a severely socioeconomically segregated school system."
- **Community engagement** can be a powerful tool to assess the specific needs of students and incorporate these voices into decision-making processes. IntegrateNYC puts students at the foreground of decision making
 - School lunch intervention
- It focuses on students as the experts on the impacts of segregation and inequality in the school system, and turns to young people to influence solutions and policy, focusing on public schools as an institution of democracy through a **youth board**.
 - This *empowers* students and emphasizes relationship building as a means of hearing students' needs at a micro level and translating those voices into macro changes.
- Their model relies on the 5 R's of integration and highlights the importance of community engagement and relationship building as a means of hearing the needs of students to best serve those needs.
 - 62 point platform
 - Support of 70 nonprofits



SEGREGATION IN PUBLIC EDUCATION

TOP DOWN Model to Learn from: Louisville, Kentucky

- Jefferson County Public Schools are 49% white, 37% black, 14% Latino and remarkably economically diverse. Yet there is **no divide between inner-city and suburban schools**.
- The **City of Louisville combined its government with Jefferson County's in 2003**, sharing tax revenues and resources throughout the entire metro area, so that prosperity in one part of the county both directly and indirectly affects parts of the area lacking prosperity.
 - The district puts schools in clusters of diverse neighborhoods. Parents fill out an application listing their preferences for schools in the cluster and the district assigns students to certain schools to achieve diversity goals, based on this rank preference.
 - Parents can also apply to magnet schools and for special programs such as Spanish-language immersion.
- The **system ranks census blocks on factors including the racial makeup, the educational attainment of adults, and household income**. Then it **mixes up students from various blocks**.

The Atlantic

BUSINESS

The City That Believed in Desegregation

Integration isn't easy, but Louisville, Kentucky, has decided that it's worth it.

ALANA SEMUELS MARCH 27, 2015



SEGREGATION IN PUBLIC EDUCATION

TOP DOWN Model to Learn from: Louisville, Kentucky

- This has led to **higher achievement outcomes** for low-income students, which created a **better workforce** for the metropolitan area.
- Studies have shown that students who attended integrated schools in Jefferson County were **better prepared to work with people from different racial or ethnic backgrounds** than those who did not.
- Integration also **reduced white flight from the city to the suburbs**, keeping home values and tax revenues stable.
- *The demographic makeup of downtown Louisville and its neighboring suburbs parallels that of New Haven and its suburbs. This is a model that could work effectively in broader New Haven to integrate schools, with positive spillovers into less volatile housing prices and taxes.*

SEGREGATION IN PUBLIC EDUCATION

Youth Stat New Haven: A Program that Identifies and Addresses Students' Needs: A Community Engagement Initiative in New Haven

- Youth Stat is a school-based intervention that seeks to reduce justice involvement and city youth violence of students of all ages in New Haven schools. It also seeks to improve the health and wellness of these students by pairing them with necessary services to aid in their engagement and development.
- Youth Stat uses data intervention models to improve students' school engagement and academic performance, while connecting students to services or communities tailored to more specific needs.
- These services include tutoring, academic support, gang intervention, mental health treatment, employment matching, and employment placement.
- Youth Stat is partnered with 29 different organizations all across New Haven and it is extensive and wide reaching, allowing the City to identify disengaged youth and offer interventions and other services to those youth.

SEGREGATION IN PUBLIC EDUCATION

Existing Integration Tools: Interdistrict Magnet Schools

- On average achievement increases when parents have more school choice. Over the last 10 years the state has spent \$1.4B on magnet schools throughout CT, many of which are in NH, but it often takes a while to see the positive impacts of funding like this
- Currently, New Haven has magnet schools, neighborhood schools, interdistrict magnet schools, and charter schools that New Haven residents (and some suburban residents) can apply to, which give parents and students some school choice.
- Any Connecticut resident can apply to the interdistrict magnet schools which serve special education students, English language learners, and gifted students.
 - There are no admissions requirements, tests, or prerequisites to gain entry into these schools and no student may be denied enrollment because of race, ethnicity, or disability.
 - Interdistrict magnet schools can reduce racial isolation and foster racial, ethnic, and economic diversity among students.
 - However, in the New Haven context, three schools have been fined for not meeting racial isolation benchmarks and more than half of the magnet schools are less diverse than the district as a whole.

Information campaigns that encourage a broader, more diverse applicant pool may help further integrate these schools.

Recommendation to New Haven

Implement the 5R's of Real Integration from the IntegrateNYC model in order to further reduce school segregation:

1. Racial Integration: Who is in your school?
2. Resource Allocation: What is in your school?
3. Relationships Across Group Identity: How do people in your school relate to one another and their differences? How do students and teachers learn to build across differences?
4. Restorative Justice: Who is punished in your school and how?
5. Teacher Representation: Who teaches and leads in your school?

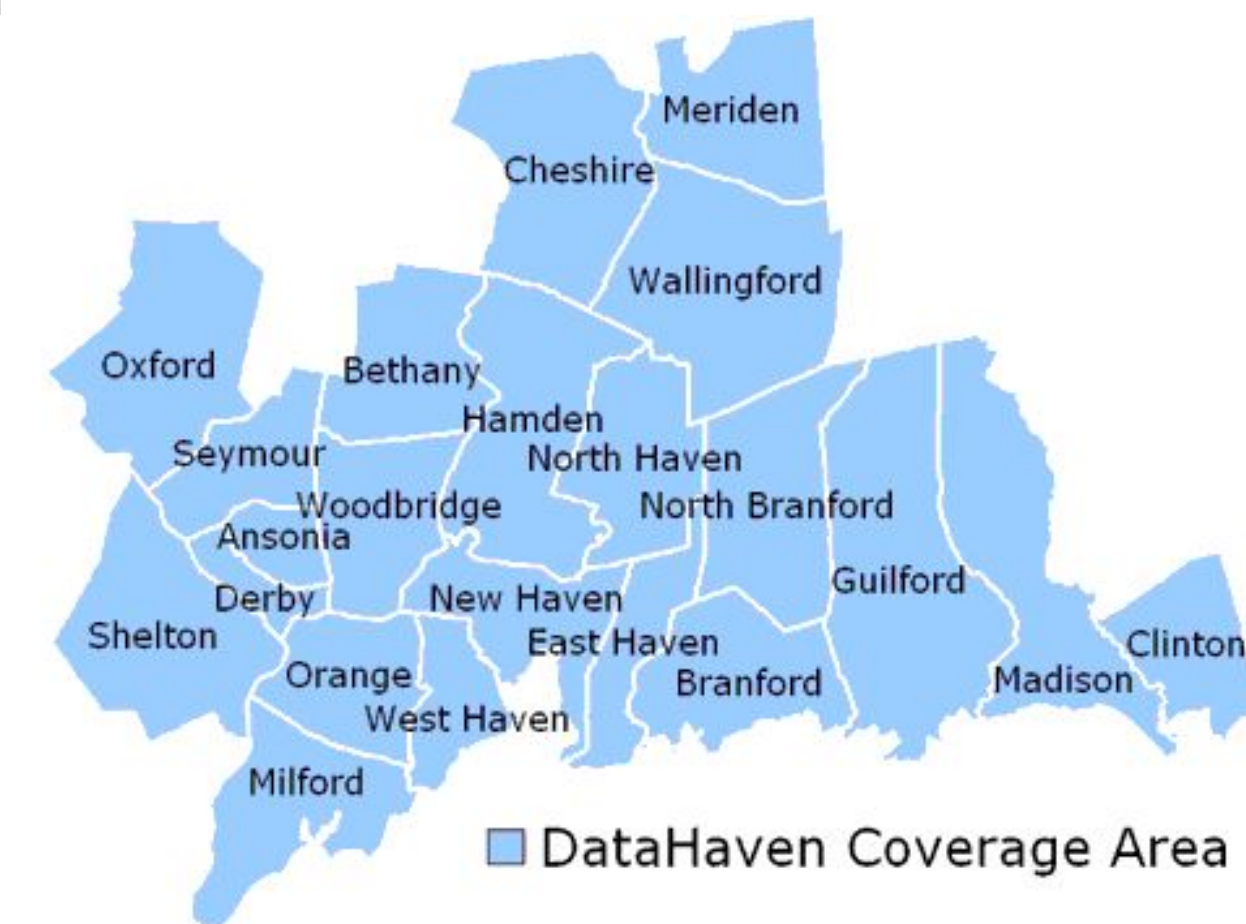
Look into IntegrateNYC's 62 points

Learn from the Louisville model in which regional tax sharing and effective busing led to widespread school desegregation with positive spillovers into less volatile housing prices.

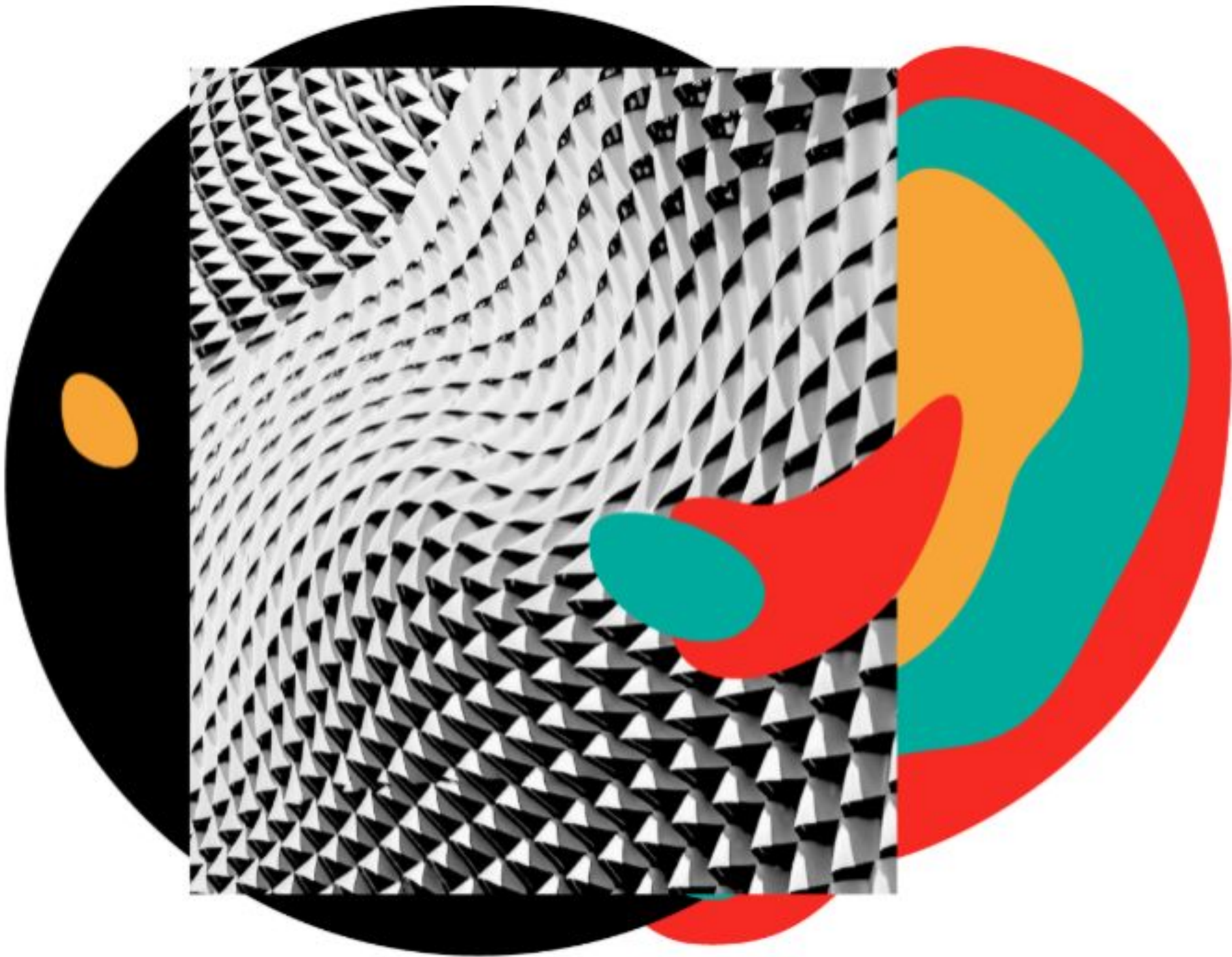
Research the effectiveness of a regional tax sharing program in all of New Haven County

- Expand upon existing links between downtown New Haven and its high opportunity suburbs like Guilford and Madison
- Learn more about the shortcomings of interdistrict magnet schools to assess how to improve the existing framework
- Build upon existing assets like YouthStat

Assess the individual needs of students within the community and reallocate existing financial resources to meet these students' needs, using some of New Haven's many existing nonprofit organizations.

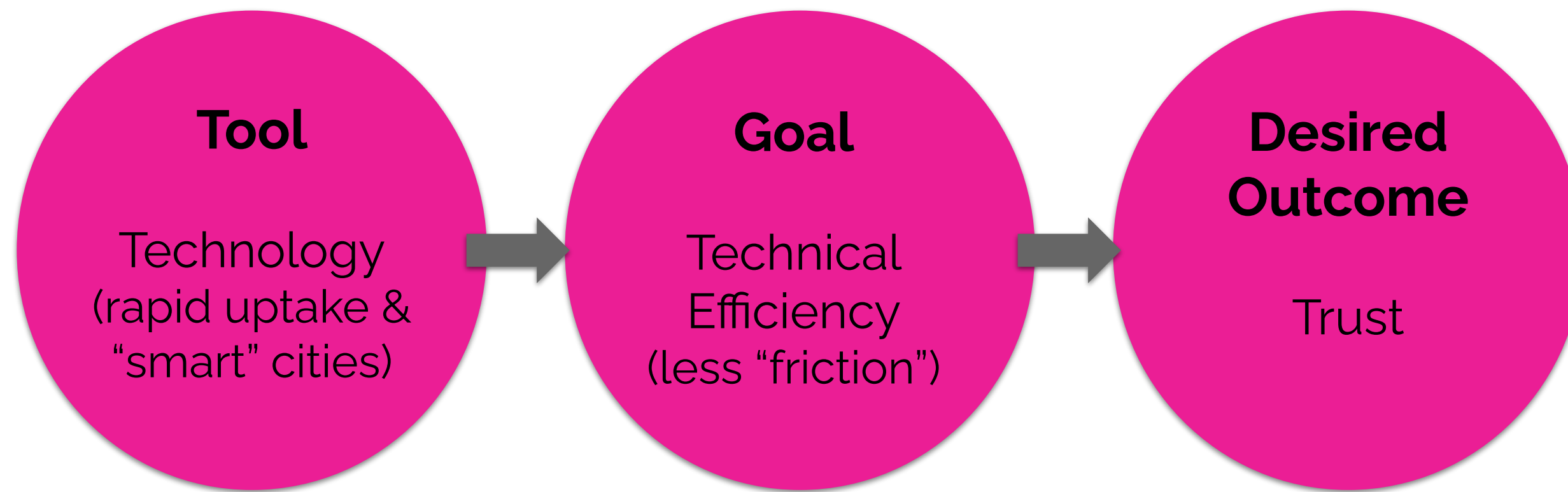


RETHINKING CIVIC ENGAGEMENT



CIVIC ENGAGEMENT / OLD WAY

Technical Efficiency v. Civic Efficiency



Technology is a double-edged sword: generating efficient solutions at the cost of **bypassing the processes** that generate solutions

- Absence of process has the opposite impact of **undermining trust**
- Example: Boston Public Schools change in start times (2017)



*Image Source:
Boston Globe 2017*



How might we think about **human interactions** in civic engagement and **"friction as a feature and not a bug?"**

CIVIC ENGAGEMENT / NEW APPROACHES

What We Can Learn from Play

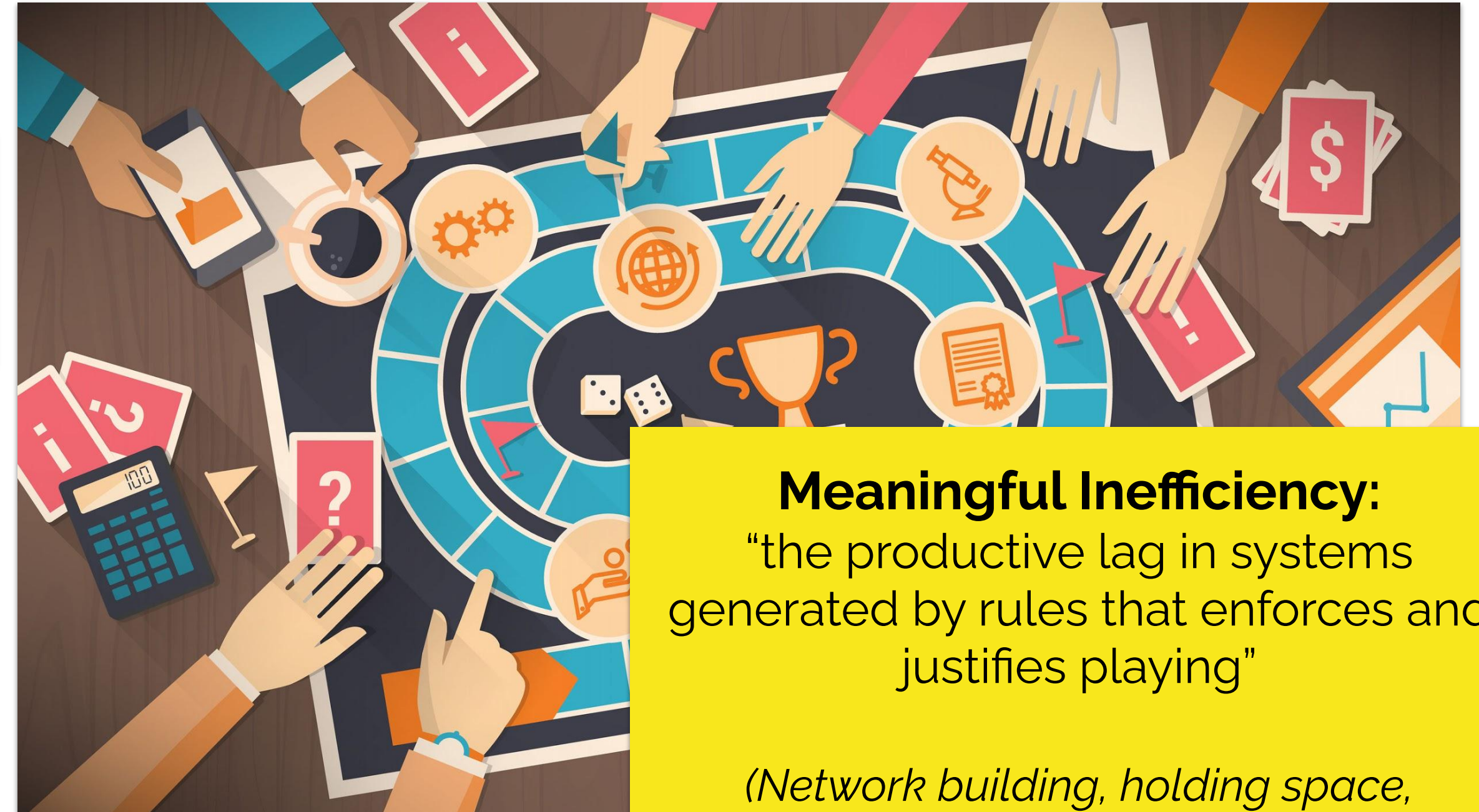
What if we built in **meaningful inefficiencies**, or slack in the system, that force people to **engage with the system**?

Consider **playing a game**:

- Inherently inefficient
- Unnecessary obstacles so players find meaning in the process
- Goal is simply to play

Play often set aside from “serious work,” but playing can connect people to the world through **action** and the **process of making the world** through moments of **productive encounter**.

The intentional **cultivation of difficulty**, confined within **clear structure**, for the purpose of **meaning-making**, is a kind of playfulness.



Meaningful Inefficiency:
“the productive lag in systems generated by rules that enforces and justifies playing”

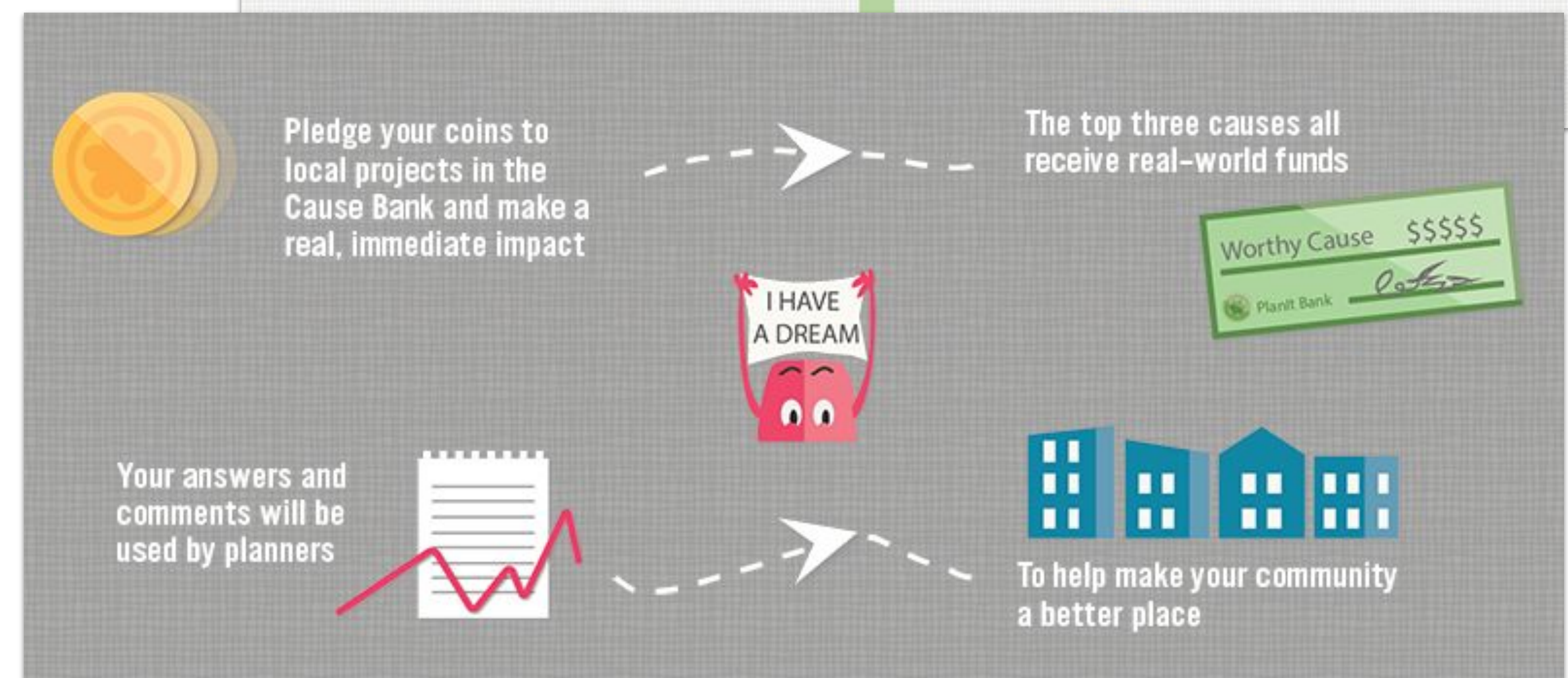
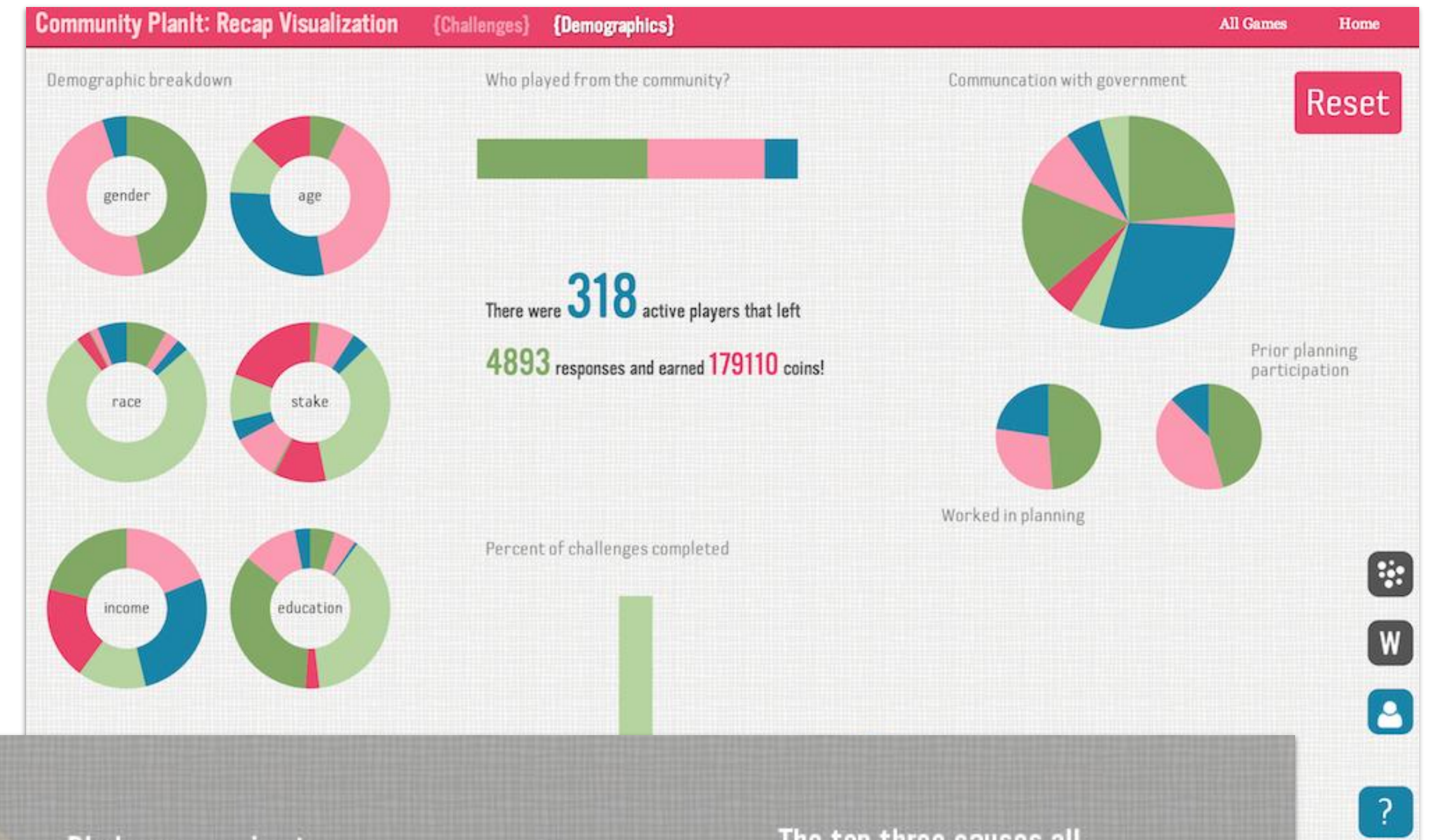
(Network building, holding space, distributing ownership, persistent input)



CIVIC ENGAGEMENT / NEW APPROACHES

Community PlanIt

- Reimagining community planning meetings which can often **lack productivity, inclusivity, and engagement**
- **Online game platform** where players gain awareness about key civic issues, learn about the planning process, connect with each other, and suggest solutions to problems → culminates in an in-person community event
- Not only facilitates **trust-building** between citizens and gov't but serves as a **powerful data collection tool** through public engagement



CIVIC ENGAGEMENT / NEW APPROACHES

Participatory Budgeting - Youth Lead the Change

Gives young people power over one million dollars of the city budget. Voting takes place online, at community centers, parks and museums, and in Boston Public Schools.

Assemble steering committee of public, include underserved communities

Collect initial ideas from Boston residents

"Change agent" volunteers **develop proposals** with youth and City

Youth (age 12-22) vote on which proposal they want funded

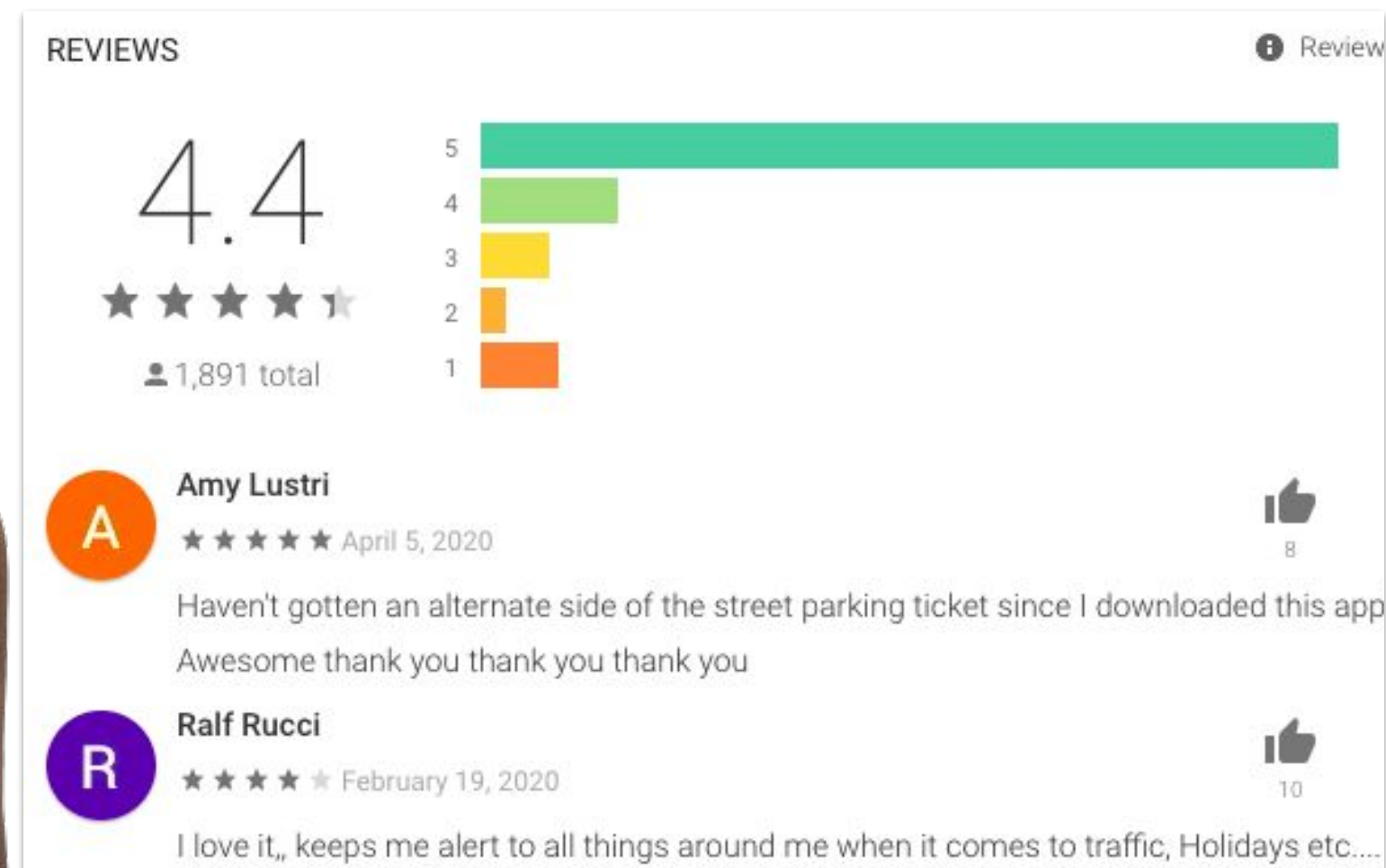
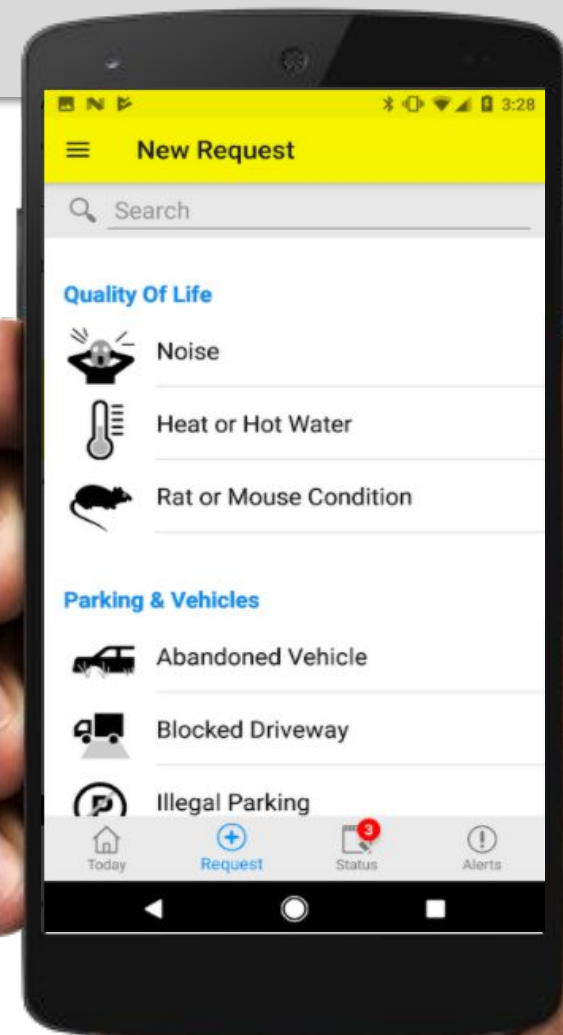
Youth, City and stakeholders work together to **put winning projects in place**



ADAPTING AND EVOLVING NEW APPROACHES

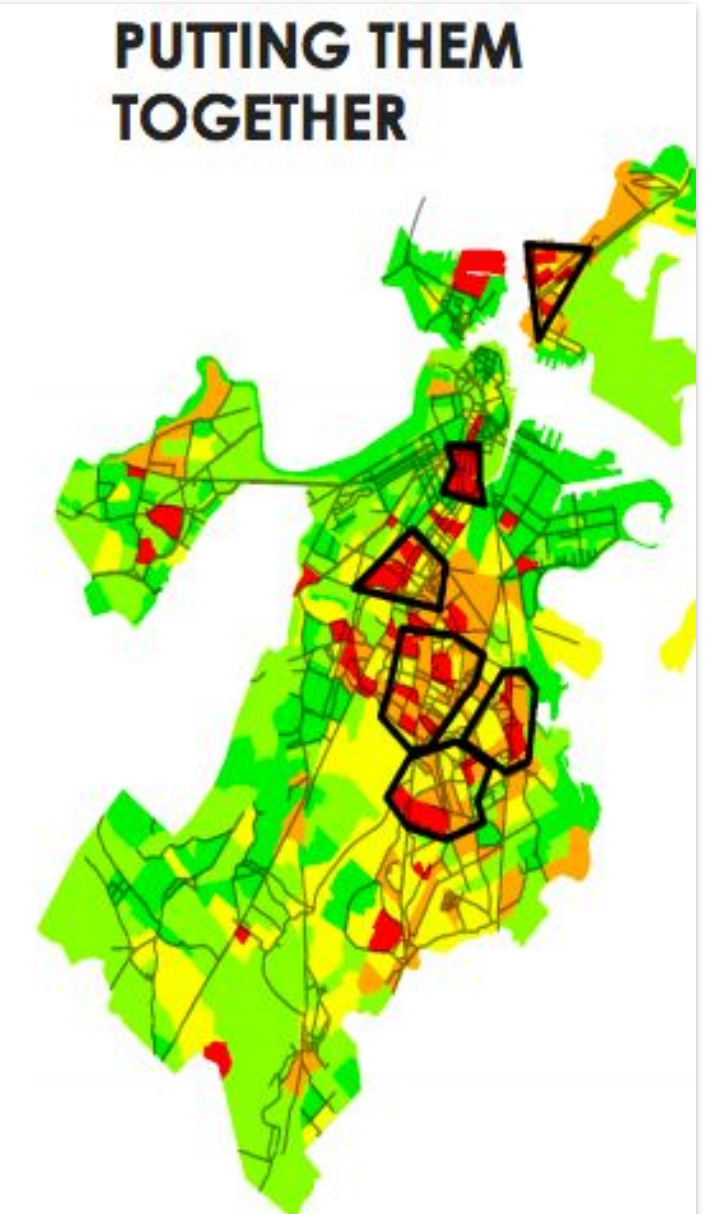
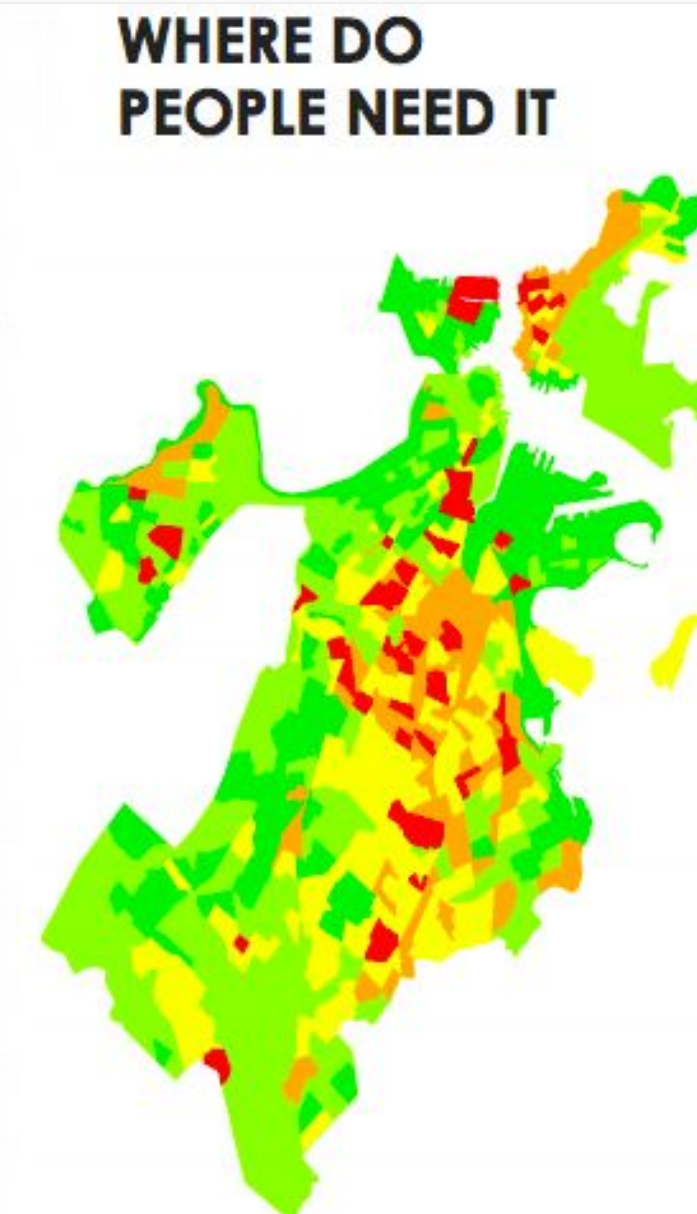
311 app

- City of Boston had \$385M+ repair backlog, with \$11M spent annually on repairs
- Introduced app to increase public reporting of non-emergency issues, **enhancing public trust**



Streetcaster

- 311 app was disproportionately used by high-income neighborhoods; only **1.1% repairs were in lowest SES neighborhoods**
- Introduced Streetcaster to assess needs and allow city to **reallocate funding more equitably**



RECOMMENDATIONS TO NEW HAVEN

Consider the impact of city initiatives on **public trust**:
When is **efficiency** the right goal?

Experiment with building meaningful inefficiencies in civic planning, seeking **public engagement**, but not engagement for its own sake - emphasize **process** and **flexibility**.

Creative methods to consider:

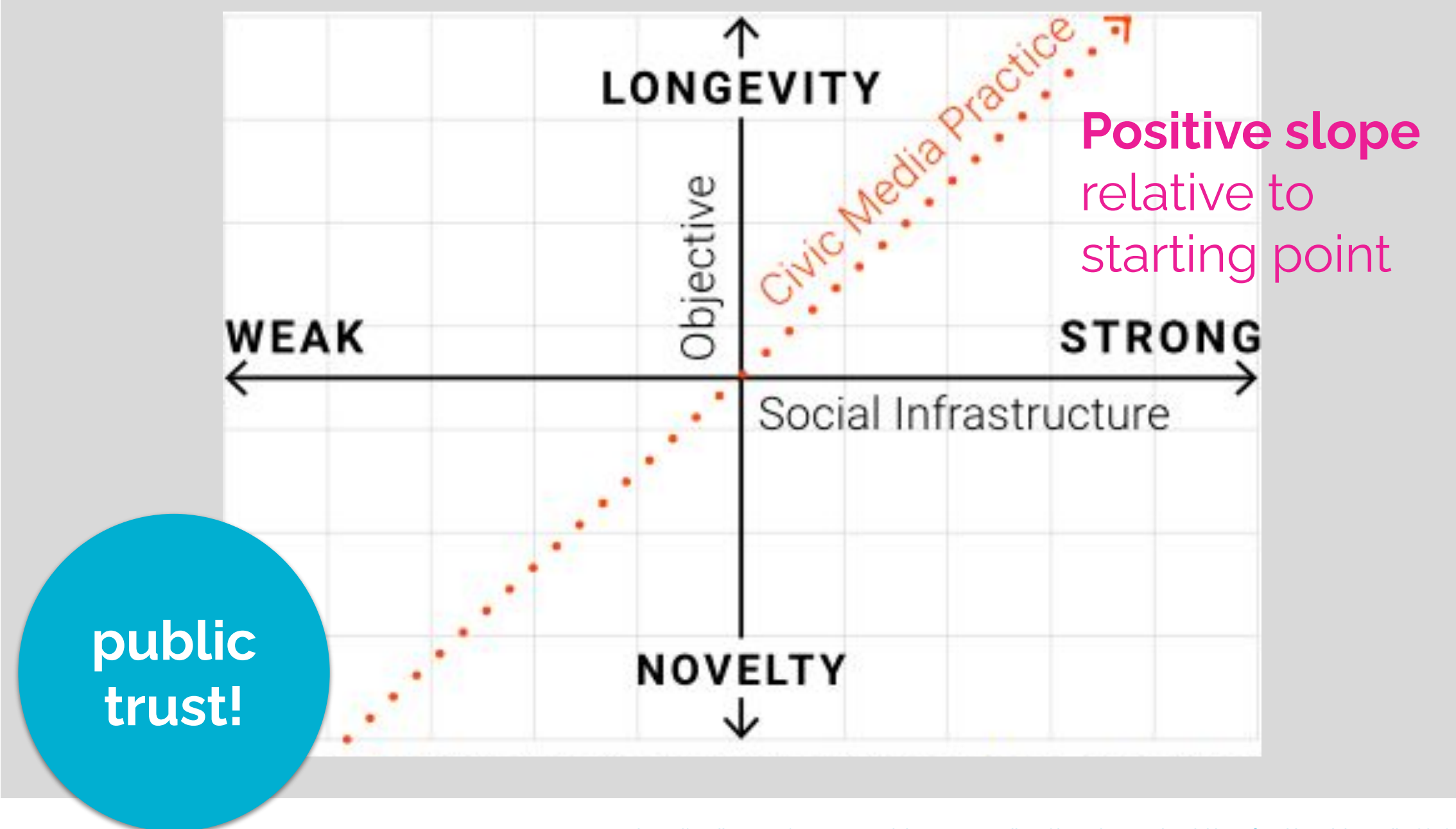
- Online dialogue
- Creative storytelling
- Data visualization

New Haven resources to leverage:

- Non-profits
- Community planning teams
- Neighborhood organizations/coalitions

Measuring progress by evaluating:

- **Network building**: *Have you developed new connections in the community you're working in?*
- **Holding space**: *Are you taking steps to engage people outside of your immediate network?*
- **Distributed ownership**: *Are you creating opportunities for stewardship by stakeholders?*
- **Persistent input**: *Are you engaged in long term conversations with stakeholders?*



WORKFORCE DEVELOPMENT



REGIONAL ACTION/ ANCHOR PARTNERSHIPS

Narratives: Need for Multi-Stakeholder Action

- History & narrative that certain communities lack access and qualification for certain jobs
- Shiller: “A story’s contagion rate is unaffected by its underlying truth”
- Dodson: Proximity & exposure is the best/only way to combat these narratives
- Rubin: Relationship between employer/employee interests, mutual reliance at heart of the strategy
- Inclusive development begins with existing people, networks, assets in the community

Our theory of change requires intermediary organizations to bridge employers, clients, and communities...



Image Source: thenewjournalatyale.com

...the following national models may serve as inspiration for how successful NH orgs can further excel

REGIONAL ACTION/ ANCHOR PARTNERSHIPS



Key elements of multi-stakeholder WF intermediary:

1. Dual-stakeholder model: Clients + employers as customers
2. Anchor employer relationships: Understand needs, build trust, deliver value → forge longer-term pipeline
3. Needs-based model: Does the market need incumbent training? Recruitment/staffing? Education-age pipeline?
4. Proximity & range of ramps: Work to create exposure, variety of 'entry points', for so-called "non-traditional" clients
5. Top-level engagement: Sr. leadership drives culture change
6. Functional engagement: Relationships with HR / WF development teams create day-to-day, bilateral value
7. Advocacy: Direct intervention in false / inaccurate narratives

REGIONAL ACTION/ ANCHOR PARTNERSHIPS

How to get there: MADE IN DURHAM (Durham, NC)

- Successful WFD is as much a question of culture and mindset as one of policy and practice
 - Made in Durham broadly aims to shift the mindset from one of external talent recruitment to internal talent development
- Original WFD framing focused on deficiencies of labor supply rather than precise nature of labor demand
 - Projected 1000 biotech jobs which require post secondary credential less than BA in 3-4 years in Durham area
 - Youth leaders were demanding work-based learning experiences from public schools and community colleges, leading to better CTE programs
- Made in Durham strives to serve as intermediary which exposes youth to series of options, with a variety of corresponding actual opportunities driven by employer demand
 - Value proposition for employers: hiring local engenders high loyalty, produces lower turnover, and gives companies the chance to form and forge the workforce they need
- Both philanthropic and public support are necessary



REGIONAL ACTION/ ANCHOR PARTNERSHIPS

How to get there: JVS (Boston, MA)



- Strong, contextualized training/experiential learning coupled with coaching; coaches face both employee and employer, acting as both social workers and staffing professionals
- Deep expertise in Healthcare sector (70% of clients) + deep employer relationships, primarily at HR / Hiring Manager level
 - Developed job quality assessment tool, rated across 5 client-generated categories
 - Created talent pipeline model for specific positions; recruit candidates, employer pre-selects, JVS rolls out training, if completed that job is guaranteed and begin once trained; model allowed to negotiate with employer around job quality
- Participated in first RCT assessing impact WFD and sectoral job training programs
 - results showed clear impact of training on earnings differential
- Has worked with employer partners to develop Career Ladder programs
- ~15% of revenue from employer fees; mixture of city, state, philanthropic support



APPLYING LEARNINGS TO NEW HAVEN

Broader Connecticut Backdrop

- Bottom 10 in job creation despite credentialed workforce
- Key Hurdles: infrastructure; regulation; cost of doing business
- Pockets of success: growth in absolute- & well-paying manufacturing jobs

Areas of Opportunity

- **Biotech & Health Services** → existing relationships & high jobs multiplier
 - *New Haven Works* (Yale University; Yale New Haven Health)
 - *ConnCAT*
- **Remote Work** → cost efficiency
 - virtual analytical and experimental design positions

Existing Challenges

- Technological (re)training → generational divides; funding
- **Employer buy-in** → proactivity, not reactivity; define as area of need

Recommendation to New Haven

1) Focus on Remote Work → Lower Cost of Doing Business

- Leverage existing biotechnology and health care services relationships
- Focus funding on technology (re)training programs

2) Develop Early Programs for Long-Term Employee Flexibility

- Create culture of talent development without binding employees to limited subset of employers
- While *New Haven Works* trains and places individuals with pre-existing work experience, limited academic apprenticeship programs
- Need to establish internship / exposure partnerships at secondary / tertiary school level

Illustrative, Executable Proposal

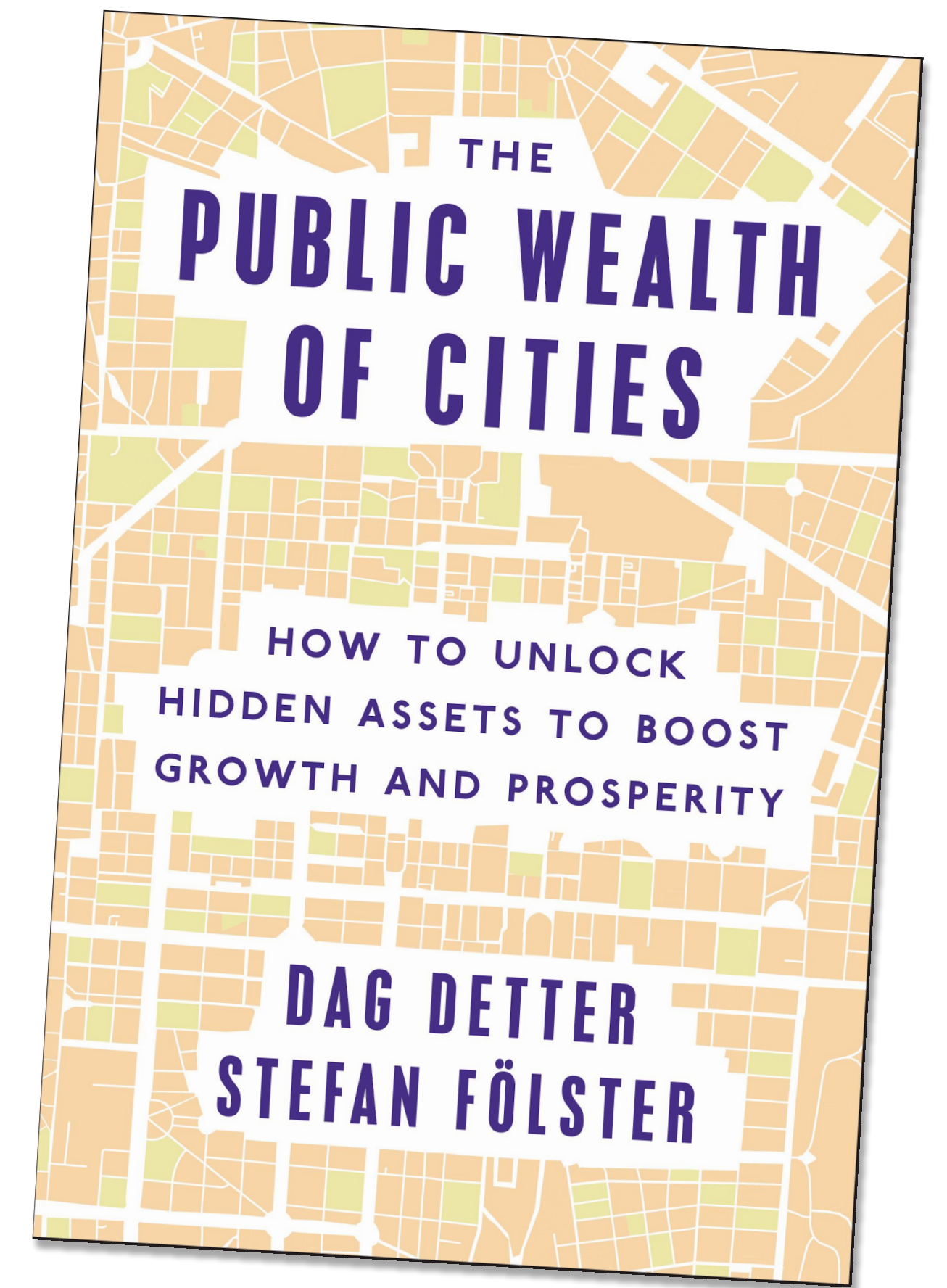
- Work with local partners - workforce development organizations and employers alike - in aggressively exploring opportunities to position New Haven as leader in COVID-19 contact tracing
- Structure program to identify/train both existing workforce and local youth seeking employment
- Build upon partnerships post-COVID to strengthen employment pipeline relationship

VISION FOR THE CITY/ ASSETS



Urban Wealth Fund

- Cities across the United States -- including New Haven -- face a staggering need for infrastructure investment, but many cities do not realize the full value of the assets they manage, and can therefore not use them to the public's benefit
- An **urban wealth fund** enables a city to more transparently manage and maximize the value of publicly-owned commercial assets for the benefit of the public



Urban Wealth Fund

How it works

1. Create a balance sheet for the city's public commercial assets, social assets, and human assets
2. Allow for professional management through an incorporated holding company (the urban wealth fund)
3. Adopt a mindset of long-term investments

Principles

In order to effectively function, a UWF must embody three equally important principles:

- *Transparency*: Allows for oversight and accountability
- *Clear objective of value maximization*: Multiple goals can result in poor outcomes
- *Political independence*: Relieves government from inherent commercial risk and allows assets to be managed in line with their natural life cycles

Urban Wealth Fund

Case Studies

Temasek, Singapore

Founded in 1974 as a separate holding company, Temasek consolidated all government-owned commercial assets. It “deliver[s] a significant surplus to the government, enough to continuously help fund the development of the city-state as well as to shore up the equity to increase the net worth of the public sector balance sheet to provide for future generations.”[1]



Alaska Permanent Fund

Twenty-five percent of non-renewable energy royalties, lease rentals, sales proceeds go into the APF for public benefit. As of June 2019, the Alaska Permanent Fund Corporation had \$66 billion AUM. Every qualifying Alaskan resident receives an annual dividend.



CPH City & Port Development

Professional management of public assets led to the revitalization of Copenhagen. Investment in public land enabled the city to fund a new metro, and privatization of harbor management and redevelopment made the harbor profitable for first time in a century.



Urban Wealth Fund

New Haven Assets:

1	Public Spaces/Connectivity	<ul style="list-style-type: none">• Long Wharf• Downtown Crossing• Hill-to-Downtown
2	Transportation/Infrastructure	<ul style="list-style-type: none">• Union Station and State Street Station• Tweed Airport• Port of New Haven
3	Business	<ul style="list-style-type: none">• The District• Bioscience, Tech & Innovation• Food & Manufacturing
4	Real Assets	<ul style="list-style-type: none">• Urban Tree Canopy• ~90 Brownfield Sites• Land & Municipal Buildings
5	Nonmajor Enterprise Funds	<ul style="list-style-type: none">• Golf Course• Skating Rink• East Rock Communications Tower

Urban Wealth Fund

Capital Assets

At June 30, 2019, the City had \$1.6 billion invested in a broad range of capital assets, including land, construction in process, buildings, vehicles and equipment, roads, bridges and storm sewer lines.

City of New Haven, Connecticut Capital Assets (Net of Depreciation)

Table 3

	2019	2018
Land	\$ 44,140,306	\$ 44,140,306
Construction in process	26,964,194	49,214,066
Land improvements	10,850,724	11,020,951
Building and improvements	1,348,823,292	1,330,169,729
Machinery, equipment, furniture, fixtures and other related assets	33,517,301	32,629,566
Vehicles	12,629,600	12,696,525
Infrastructure	117,319,478	113,745,455
Total	\$ 1,594,244,895	\$ 1,593,616,598

Major projects during FY19 included commitments for economic development, engineering, parks, technology and education.

*Source: New Haven Annual Financial Report 2019

Urban Wealth Fund

Empirical Analysis/Methodology

Estimate Market Value of Capital Assets

- Inputs: Book value of assets ~\$1.6B (including land, municipal buildings, infrastructure)
- Assumption: Market value of assets based on steep haircut to Boston multiple (as a function of GDP)
- Intrinsic value of **\$10.2B** (6.4x book value)

Model Return on Assets

- Inputs: revenue and market value appreciation
- Assumption: conservative yield of 3% applied to indicative value
- Use of Base, Upside, and Downside scenarios (pre-Covid-19), ex:
 - Upside: 3%
 - Base: in line with CT GDP growth
 - Downside: in line with inflation

Portfolio Management & Monitoring

- Select independent asset managers
- Maintain ongoing inventory of assets and create data fields to collect and record relevant data
- Improve balance sheet reporting and management
- Add New Haven non-capital assets

ROLE OF VISION FOR THE CITY

Safety

Better police training and
community policing

Jobs

Livable City Initiative;
sourceNHV; Technology &
business startups

Education

Early childhood education;
Play-based learning;
Restorative practices

Housing

"...committing New Haven
to a Housing for All
initiative."

"...an opportunity to change
the past and work together for
growth and betterment of all."

- Mayor Justin Elicker

Under a new mayoral
administration, New Haven is
seeking to rebuild the city's image
to encompass one of
trustworthiness, transparency
and **accessibility**. Mayor Elicker
has established four primary areas
of focus to support this mission.

ROLE OF VISION FOR THE CITY

Mariana Mazzucato's work

- Chance for public sector to shift the narrative
- Directs resources and talent
- Inspires citizenry
- De-risks and escalates private sector investments aligned with vision
- Research will spin-off general purpose technologies of immense value



ROLE OF VISION FOR THE CITY

Who could we be?

Examples

Philadelphia/Urbane Development



Lawrence/Working Cities Challenge

The New York Times

One City's Road to Recovery Offers Lessons, and Hope

Lawrence, Mass., once an industrial power, set out to reverse a long decline with the Federal Reserve's help. Now it faces a new economic challenge.

ROLE OF VISION FOR THE CITY

New Haven in the Green New Deal

- Opportunity to lead a historic energy transition
- Leverage Yale School of the Environment
 - Mayor Elicker alum
- Focus local research; university and private
- Unlock federal funding
- Attract and retain impact-focused talent
- Build City resilience in the face of coastal climate change
- Train for jobs of the future



Yale School of Forestry &
Environmental Studies to become
Yale School of the Environment

Recommendation to New Haven

URBAN WEALTH FUND

- 1) Conduct an audit of New Haven's assets to determine intrinsic portfolio value
- 2) Create investment partnerships across public and private actors to enhance public participation in value creation (i.e. revenue sharing, co-investments, etc.)

VISION SETTING FOR THE CITY

- 3) Create a narrative that connects New Haven's assets with a vision for what the City could be
- 4) Formulate New Haven's moonshot and the role of the public sector

Key takeaways





Thank you!

Yale SOM Inclusive Economic Development Lab



**To request further information on the work of the 2020 IEDL
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