

Mayor's St. Paul's Advisory Committee  
Meeting Minutes

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He requested that the group brainstorm alternative opportunities or find funding. Mrs. Graves informed him that 40 of the kids would be paid for through a donation. Dr. Boone asked that he stay after the meeting to discuss the remaining ten as she felt like NPS had a pathway forward.

II. Introduction of Clarissa McAdoo Cannon

- a. Councilwoman Graves introduced Clarissa McAdoo Cannon. Ms. McAdoo Cannon has been hired part-time as a facilitator dedicated to the St. Paul's Advisory Committee. She will help ensure that the city meets requirements for federal funding and that the Advisory Committee meet its goals as well. Councilwoman Graves stressed that this is a fast-moving project as a result of the efforts to secure funding, and we want to be sure deadlines are met. Ms. McAdoo Cannon is a former NRHA director and SRHA exec director in Suffolk. Ms. McAdoo Cannon brings a heart to this project. She has longstanding experience in transforming communities. She will work with the city and NRHA.
- b. Ms. McAdoo Cannon shared her personal experience with life challenges, including homelessness due to Hurricane Matthew, and lung cancer. She pointed out that she had a number of options during that difficult time that helped her get through it. She wants everyone who is touched by this project to have the same type of stability and options.

III. Strategic Exercise led by Ms. McAdoo Cannon

- a. Ms. McAdoo Cannon handed the committee members (and alternates) an anonymous 5-question survey. She will bring back the thoughts and results of their answers as well as their answers to a survey monkey survey that was sent to the members after the first meeting.
- b. Councilwoman Graves encouraged the council members to call her or Mr. Riddick with questions, concerns, or thoughts, and stressed that we are all in this together. She also mentioned that the city is working on an FAQ handout and a glossary of terms to help those on the committee better understand the complicated processes and jargon associated with the St. Paul's planning process.

IV. Update on St. Paul's Transformation Initiative

- a. Dr. Susan Perry provided a presentation on People First and the CNI grant. The presentation is attached at the end of the minutes. Questions from the committee members included:
  - a. *If someone didn't respond to the RFI, does it preclude them from responding to the RFP?* No, this process was just to assist the City in designing a good RFP process that will get us the program we need for residents.
  - b. *Who was the RFI sent to? Do you send it to organizations that are well known?* The RFI was sent specifically to known groups, both national and local service providers, who have done this work. The city has also conducted interviews to providers to explain what we are trying to accomplish and the opportunity of the People First program. To date, good feedback has been received.

- b. Councilwoman Graves pointed out that it is important that we partner with an experienced organization, as we are looking for the best of the best to oversee the various areas of the project. The chosen organization will help us hone in on local partners. Councilwoman Graves also pointed out that we are dealing with people's lives and city money, and therefore need to be accountable. We want to be sure we get the best information possible so that when we get responses to the RFP, we get the cream of the crop.
  - c. Mr. Fraley mentioned that he was part of the interview phase for the Housing Lead, along with the City Manager, Councilwoman Graves, Deputy City Manager James Rogers, and, the NRHA CEO John Kownack.
  - d. Councilwoman Graves commented on the scoring process, noting the top four high scores. She said that the score results demonstrate what she means about hiring those with a proven track record of success in this area. And although the Choice Neighborhood project is just for Tidewater Gardens, they can apply for the larger project as well. She also stressed that she wants the selection process to be as transparent as possible.
  - e. *Tara Saunders asked whether on the HUD application, they ask how much funding the city has contributed to the project?* Yes, there is a match required. When Secretary Carson was visiting, he said that HUD wants to invest in communities who are already investing and using federal dollars to leverage that investment. This shows that localities have some skin in the game. Councilwoman Graves pointed out that the new tax money will not be removed from the budget. Rather, it will continue to be collected and held until we need it for this community, and only after which it will be repurposed for something else. We are in it for the long haul.
- V. Torti Gallas Presentation
- a. Tom Gallas of Torti Gallas and Partners, provided a presentation on the Choice Neighborhood Initiative Implementation Grant. The presentation is attached to these minutes.
  - b. Mr. Gallas thanked the Advisory Committee for beginning this work with us. He emphasized that effective implementation comes down to one word: "Listen," in order to build consensus.
  - c. Rev. Murray pointed out that while he sees monuments and places, he wants to know where they are talking about housing based on this particular area. Mr. Gallas responded by noting that part of Tidewater Gardens is in the floodplain, which partially informs where we can build, and where we can't. He also said that the bigger streets would have bigger buildings, and the smaller streets will have smaller buildings and housing, so there will be different building types for different needs.
  - d. A member asked where 600 replacement units for Tidewater would be built and noted that we will need to design the redevelopment of the other two neighborhoods to be robust. Mr. Gallas responded that he wanted to avoid superblocks, but there are many opportunities. The City has done a study of the lots that are available in the city for development as well as ownership status to begin thinking through this.
  - e. *Committee member asked whether the plan to add green areas will affect the amount of housing that can be developed?* Green areas and housing plans will be done hand in glove.

Councilwoman Graves pointed out that with the CNI requirements, the City has to replace at least what we have there now. DCM Rogers also pointed out that the city thinks that maintaining a resilience lens differentiates our application and will set us apart, making our application more competitive.

- f. A committee member mentioned that people have been apprehensive that they will be moved out and not be able to come back. She said we must deal with that concern. Councilwoman Graves made the statement that there will be some people who don't come back, because this process will happen over a pretty long period of time. She pointed out that moving is uncomfortable, people move and get settled, and people may create a life somewhere else. There is a lot that goes into it and we are going to have to move a lot of people out. All of those people are not necessarily going to be able to or want to come back. There will be some provisions to allow them to return, but there are significant issues to address in the demolition and development which make it a lengthy process.
- f. A committee member asked for clarification on the 1-for-1 replacement of units mentioned in the presentation. John Kownack provided clarification that CNI requires 1 for 1 replacement of all 618 units. Due to Norfolk's high concentration of poverty, it is eligible to replace 50% of those units with housing choice vouchers within a 25-mile radius of the project area. The other 50% will be hard replacement units on or near the project site. NRHA has seen over time that it's usually about a third of residents who want to come back, based on Broad Creek and other national models. This is because it takes time and things change for a lot of families. Of the last 88 units of the 350 in Broad Creek, for example, none of the people remaining on the list of those with preference wanted to come back. At that point it was 7 years after the Broad Creek project had started. However, there were some families who wanted to come back to Broad Creek who didn't qualify because of the HOPE VI criteria. In the case of Tidewater, CNI makes it easier to return because they make it much more difficult to add additional requirements on people returning to the area.
- g. Members asked whether the city and NRHA are working with communities and landlords who may take vouchers and asked where they will be [what neighborhoods]. Councilwoman Graves pointed out that the voucher program has a negative reputation, as the assumption is that bad landlords are section 8 landlords. She said that we need to figure out what guidelines we can use and should try to dispel some of those myths. Section 8 properties are required to meet certain standards. We may not be able to control the neighborhoods in which the landlords are located as much, but the properties will meet standards.
- h. Barbara Hamm Lee pointed out to the members that if the People First case management works as we want it to work, the job training and self-sufficiency efforts should lead to people not returning, because they don't need it. They may be able to come back to live in market rate housing units. She urged the group not to forget those efforts.
- i. It was also noted that finding the right companies is important, as we want to be able to position people to be homeowners and have incomes. Whoever is going to be hired for People First should be required to look at current residents for jobs created as part of the redevelopment. Yes, that is part of the criteria. Section 3 work and training opportunities was a key criterion used in evaluating the housing lead firms.

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- a. Dr. Boone said that we need to be vigilant of the recruitment and training of the residents who live in that area.
- b. Councilwoman Graves mentioned the importance of the vision of partners. We are making sure that our partners are on the same page.
- j. Mr. Brodie Parker urged that whatever is done to bring changes to the parks, please let's do it. Our kids won't have opportunity if we don't do it. Whatever we do here is for the kids. He also urged the committee to develop tough return criteria for the new neighborhood and said some residents should not be allowed to return.
- k. DCM Rogers stressed that this is not a casual partnership. We are going to go visit and talk to residents, unannounced, to vet these development organizations. This is a big commitment. Criteria was laid out to ensure we get good partners. We'll be sure before we select someone.
- l. Mr. Gallas mentioned that we are also working to identify tax credit projects around the city and region that allow for rental-based assistance or will accept vouchers. Working with landlords and realtor associations to create additional opportunities for housing and absorption.
- m. *Mr. Pledger asked whether that will mean there are not enough housing for residents who choose vouchers?* John Kownack said he believes there will be enough housing and that NRHA is modeling attrition, what we think we are bringing on in terms of new housing, and what can be absorbed in currently developed properties to get the number of units a year we can expect to be available. CNI time frame is 5 years from award to completion. Goal is to have all units available in 3 years.
- n. Father Curran requested a list that breaks down what is available and where.
- o. Mr. Gallas said he is hoping by the August meeting that we will be able to identify which areas of Tidewater will be phased for development, in what order, and where we think people will want to go (though it will ultimately be by choice). We are hoping we will also have successful People First efforts ready to begin that will get people ready for the move.
- p. Rev. Curran noted that his confidence is eroded every time he hears someone say "we think" there will be enough housing. He requested the numbers, a list of available spots and vacant public housing units. John Kownack committed to providing a list of future projects to cover the 1 to 1 replacement requirement at a future meeting.
- q. *Ms. Love asked about those who will be moving into other communities. She expressed concern about at-risk communities receiving an influx of poor residents - Are we looking at that to make sure we are not tipping communities?* Councilwoman Graves said that the city cannot tell any property owner that they cannot or must accept vouchers. She said that we have control of who gets the voucher, and ensure the property conditions, but that's all.
- r. John Kownack noted that the City can pass ordinances that restricts the number of vouchers that NRHA can provide to each census tract. He said that they don't anticipate it to be an issue, but that an ordinance is an option to build confidence to ensure against tipping neighborhoods. Dr. Boone mentioned that she thought that the Jacox neighborhood was tipped negatively as a result of the Broad Creek redevelopment. Dr. Perry said that the Office of Resilience, the Planning Council, and NRHA are working on those ordinances. John

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Kownack pointed out that Broad Creek did not have the People First support, which makes this different, but acknowledged that it has happened in Norfolk's history.

- s. Councilwoman Graves said that some neighborhoods may be developing efforts to minimize the relocations into their neighborhoods which may impact where people can go.
- t. Mr. Musacchio noted that poverty is a set of circumstances, not a dollar figure. To get out of poverty you cannot just make your wallet fatter, but you have to change your circumstances. He also said he had heard other neighborhoods have said "we don't want them in our neighborhood." Mr. Fraley responded that that's why we need to focus on the people first effort.
- u. Councilwoman Graves concluded the discussion by reiterating that People First will be our focus. If it fails it's because we failed as a committee. Cooperation and cooperation of all stakeholders is important.

VI. BUILD Transportation Grant

- a. Morgan Whayland explained that the City Manager has instructed staff to look at every opportunity possible to bring resources to the table for the St. Paul's effort. One of those opportunities is the federal BUILD Grant. BUILD stands for Better Utilizing Infrastructure to Leverage Development. She explained that Federal grants pop up quickly and have a short time to apply. This grant is due next month, for an award up to \$25 million, that would be available between 2020 – 2025. She explained that it is a great opportunity for connecting the St. Paul's area to the rest of city through transportation. She explained that city administration is talking about St. Paul's with the Department of Housing and Urban Development, the Virginia Housing Development Authority, and other state and federal organizations, whether they are focused on water, transportation, or other areas.
- b. Mr. Harrell responded by saying Hampton Roads Transit certainly wants to be a partner in this effort.

VII. Next Steps/Updates/Closing Remarks

- a. Ms. Graves thanked everyone for attending and contributing
- b. The next meeting will take place on Tuesday, July 17<sup>th</sup>.