

## **Mayor's St. Paul's Advisory Committee**

### *Meeting Minutes*

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**Date of Meeting:** October 21, 2025

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**Minutes Prepared By:** Paige Davis, City of Norfolk

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**1. Purpose of Meeting:** To provide project updates and feedback on St. Paul's Transformation Area project, including People First update, Economic Inclusion, and more.

### **2. Attendance at Meeting**

Mr. Alphonso Albert – absent	Mr. Bruce Brady – present	Ms. LaEunice Featherston – present	Ms. Ebony Burnham – Present
Rev. James Curran – absent	Ms. Regina Daye – absent	Mr. William Harrell – Present	Dr. Kirk Houston – present
Ms. Deirdre Love – present	Councilman John Paige – absent	Mr. Christopher Bryant – present	Dr. Glenn Porter – present
Ms. Danica Royster – present	Ms. Tara Saunders – absent	Mr. Christopher Tan – present	Councilman Carlos Clanton – present
Ms. Iris Lundy – present	Pastor Travis Barnes – present	Dr. Doreathea White – absent	Mr. Brian Owens – present
Ms. Kim Sudderth – absent			

### **3. Agenda**

<b>I. Welcome/Opening Comments</b>	<b>6:00</b>
• <i>Barbara Hamm Lee, SPAC Liaison</i>	
• <i>Councilman Carlos Clanton</i>	
<b>II. Kindred Update</b>	<b>6:05</b>
• <i>Barbara Hamm Lee, SPAC Liaison</i>	
<b>III. NRHA: Young Terrace/ Calvert Square Development Update</b>	<b>6:06</b>
• <i>NRHA Development Introduction - Steve Morales, NRHA</i>	
• <i>Developer Introduction - Bobvala Tengen, Gilbane Development</i>	
• <i>Master Planning to Date - Troy Mcgee, Torti Gallas</i>	
• <i>NRHA Communications - Process, Leha Byrd, NRHA</i>	

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- *Resident Engagement - Julius Norman, NRHA*
- *United Way Progress - Date Mark Uren, United Way; Madeleine Barrera, United Way*
- *Next Steps- Steve Morales, NRHA*

**IV. SPAC Focus, FY 26** **7:00**

- *Councilpersons Paige and Clanton*
- *SPAC Committee*

**V. Adjournment** **7:30**

- *SPAC Members*

### **4. Meeting Notes, Decisions, Issues**

**I. Welcome and Opening Comments** **6:00**

*Barbara Hamm Lee, SPAC Liaison*  
*Councilman Carlos Clanton, Co-Chair*

- Ms. Barbara Hamm Lee opened the meeting at 6:00 p.m. by introducing herself and welcoming the committee members.
- She informed the group that, due to changes in the City Council's holiday schedule, the committee's regularly scheduled November and December meetings would be impacted. To accommodate these changes, she proposed combining both meetings into a single session and invited members to share their availability for either November 25th or December 2nd.
- After conducting a brief poll by a show of hands, the committee formally agreed to hold the combined November/December meeting on November 25th, making it the final meeting of the year.

**II. Kindred and People First Updates** **6:05**

- Barbara Hamm Lee

- Ms. Hamm Lee informed attendees that the Kindred Update and the People First Annual Report were included in their meeting packets. She encouraged everyone to review these materials ahead of the next meeting, as the annual report would be the primary focus for the November/December session.
- Ms. Hamm Lee then introduced Ms. Marcia McGill, who welcomed Ms. Crystal Bynum, the newest member of the City of Norfolk Neighborhood Transformation Division. Ms. Bynum will support the St. Paul's Transformation Project and serve as a resource to committee members.
- Councilman Clanton offered brief remarks, thanking the committee for their continued work and reaffirming the purpose of the committee's efforts.

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#### III. NRHA Development Update: Young Terrace and Calvert Square 6:06

##### ○ *NRHA Development Introduction - Steve Morales, NRHA*

- Mr. Steve Morales began his presentation by thanking the committee for its commitment to the master planning process for the redevelopment of Young Terrace and Calvert Square. He introduced Ms. Debra Stephens, the new Chief Housing and Real Estate Officer for NRHA, who now oversees Development, Property Management, the Section 8 Program, and Client Services.
- Mr. Morales presented the “Master Plan 2025 Recap”, highlighting planning efforts for Young Terrace and Calvert Square. He reviewed the Master Planning Milestones, explaining that the visuals reflected pre-charrette work that laid the foundation for the July planning sessions.
- A key milestone was the selection of a development partner. After a competitive process involving site visits to Washington, D.C., and Baltimore, Gilbane Development was chosen as the lead partner.
- Mr. Morales described extensive resident engagement, including meetings leading up to the four-day Charrette (July 14–17) at the Murray Center. The Charrette brought together residents, city staff, consultants, and stakeholders to collaboratively shape the vision of the redevelopment of Young Terrace and Calvert Square.
- Ms. Danica Royster asked for data on resident participation in the Charrette. Mr. Morales confirmed that data exists but will need to be compiled and shared in a future report. Ms. Royster also asked about the number of families living in Calvert Square and Young Terrace. Mr. Morales reported 746 total units, with approximately 100 vacant, leaving around 650 families.
- Mr. Morales then introduced Bobvala Tengen from Gilbane Development, who presented their team’s approach and next steps in the redevelopment process.
- Mr. Bobvala Tengen greeted the committee and introduced members of the Gilbane Development team, including their design partner WRT. He announced that a new team member would be joining the project in November 2025 and would be based in Richmond.
- He described Gilbane’s 50-year history in development and redevelopment projects, with a portfolio that includes affordable housing, market-rate housing, public-private partnerships, and student housing. He clarified that Gilbane has now developed over 12,000 affordable units — an update from the 10,000 previously listed on the presentation slide.
- Mr. Tengen discussed Gilbane’s commitment to Minority- and Women-Owned Business Enterprises (MWBE), noting that while the corporate goal is 15% participation, some projects have achieved over 35%.
- Mr. Tengen outlined Gilbane’s community engagement strategy, which is built around a structured Seven-Step Approach. He emphasized the company’s community development philosophy, which places a strong focus on affordable residential housing.

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- To illustrate their approach to community engagement, Mr. Tengen presented a case study from Manhattanville in West Harlem, New York. He described the stakeholder engagement process used in that project and stressed that community engagement is not a one-time event but a continuous process throughout the life of the project. He confirmed that he would be in Norfolk on October 29th and 30th to attend resident meetings.
- In response to Mr. Brian Owens, who inquired about hosting a vendor fair, Mr. Tengen confirmed that Gilbane would hire a Workforce Development Consultant to lead MWBE programming, organize vendor fairs, and manage outreach.
- Ms. Royster recommended using the City of Norfolk's Economic Development Department and the Office of Diversity, Equity, and Inclusion MWBE database to identify local vendors. Mr. Tengen agreed, sharing that similar collaborations in D.C. had been successful.
- When Mr. Owens asked whether programmatic events would continue throughout construction, Mr. Tengen affirmed that MWBE engagement would be ongoing across the project's 8–10-year timeline, allowing capacity-building for local vendors over time. He stressed that MWBE goals would be embedded in all general contractor agreements, ensuring accountability and inclusion.
- Mr. Tengen concluded with examples from Gilbane's projects in Philadelphia and New York, where proactive MWBE engagement led to successful development projects.
- Mr. Tengen transitioned the presentation to Master Planning by handing off to Troy McGee with Torti Gallas
- Mr. Troy McGee reviewed the Master Plan Public Engagement Timeline, highlighting activities from January through July 2025 that built the foundation for the Charrette. Mr. McGee noted that while a version of the Master Plan would be presented during the meeting, the final version is tentatively scheduled for release in November, allowing additional time for refinement and continued engagement.
- He went on to describe the wide range of stakeholder meetings that took place during the charrette, which covered topics such as infrastructure, open space, building design, emergency services, and community partnerships. Mr. McGee noted that groups like the Olde Huntersville Civic League were actively engaged to ensure broad representation and to capture a diverse range of perspectives and priorities.
- A key portion of the presentation focused on city-wide connections, where Mr. McGee emphasized how the redevelopment of Calvert Square and Young Terrace is being designed to integrate with and support the broader St. Paul's Transformation. He illustrated this with a map of the area and pointed out how the planning team is working to preserve existing streets and mature trees, which are important for maintaining a sense of place and neighborhood identity. He acknowledged the challenges of balancing historic preservation with the need for redevelopment, particularly when it comes to the significance of street names and the character of the community.

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- Mr. McGee then reviewed the Vision Plan for Young Terrace and Calvert Square, which includes a variety of building types such as townhomes, apartments, and dedicated spaces for senior housing. A significant portion of the discussion focused on the future of P.B. Young Elementary School, with design options presented for both scenarios—whether the school remains open or is closed. He noted that the street design would allow for flexibility, particularly along St. Paul's Boulevard.
- In the “What We've Heard” section, Mr. McGee shared key themes that emerged from community feedback. Residents expressed a strong desire to create the best mixed-income neighborhood in the city, with a variety of building types and a flexible planning approach that can accommodate future changes, including the potential relocation or repurposing of the existing school. There was also significant interest in improving street connectivity, making the area more pedestrian-friendly, and ensuring that adequate parking is available for all residents. Mr. McGee highlighted specific feedback related to Olney Road and Church Street, where residents advocated for slower traffic, and he provided design examples of how this could be implemented.
- He also noted that residents expressed interest in incorporating commercial spaces into the neighborhood, particularly those that could support grocery options. Public safety was another recurring theme.
- Mr. McGee addressed ideas related to outdoor amenities and open space design, including the creation of pocket parks and other community gathering spaces. He stressed the importance of resilience in planning, noting that the goal is to create amenities that are not only functional but also reflective of the unique identity of Calvert Square and Young Terrace. He clarified that while the plan includes stormwater management features, the intent is not to replicate the amenities found in the Kindred neighborhood Blue/Greenway Park, but rather to design spaces that are tailored to the specific needs and character of this community.
- To conclude his presentation, Mr. McGee shared a series of renderings and conceptual drawings that illustrated the Vision Plan for Young Terrace and Calvert Square.
- Councilman Clanton clarified that the P.B. Young Elementary School's closure is anticipated, but the City will provide detailed information well in advance of any changes to ensure families can plan accordingly.
- Councilman Clanton inquired about the white areas shown on the Vision Plan map. Mr. McGee confirmed that these areas represent city-owned parcels. Mr. Nathan Simms, Executive Director of the Norfolk Redevelopment and Housing Authority (NRHA), added that while these parcels could potentially be considered for Build-First development in the future, there are no current plans to use them for that purpose at this time.
- Ms. Love also asked whether Purpose Park and Teens with a Purpose location was in red of the “VISION PLAN FOR YOUNG TERRACE & CALVERT SQUARE” slide. Mr. McGee confirmed it would, noting that the red area on the map reflects its current location.

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- Ms. Iris Lundy raised a question about the health clinic in the community. Mr. McGee noted that a follow-up will be provided with more detail.
- Ms. Royster inquired about the Boys & Girls Club's continuity during redevelopment. Mr. Simms replied that discussions are ongoing, but the goal is to maintain services without interruption.
- Ms. Royster also asked about a Right to Return Policy, referencing the Kindred neighborhood. Mr. Simms noted that detailed guidance, including information on unit allocation, eligibility criteria, and the potential structure of the policy, will be shared with the community in early 2026.
- Mr. McGee transitioned the presentation to Communications by handing it off to Leah Byrd with NRHA.
- Ms. Leha Byrd outlined NRHA's communication strategies, emphasizing both digital and in-person outreach.
- NRHA maintains about 11,000 social media followers and averages 200–450 website visits daily.
- Staff also conduct door-to-door canvassing, ensuring residents who lack internet access still receive key updates. Ms. Byrd highlighted that recent communications promoted the launch of Rent Café (November 1), creating video updates addressing resident concerns about property management, distributing hardship exemption details, and explanation of federal government shutdown impact on the NRHA.
- Ms. Byrd shared a story about NRHA's responsiveness: after a commissioner reported a resident struggling to complete paperwork due to literacy challenges, staff immediately provided personalized assistance.
- She encouraged members to share NRHA updates on social media to help amplify communication efforts.
- Ms. Hamm Lee noted that sharing event information through community networks has proven successful and will continue.
- Ms. Byrd transitioned the presentation to Resident Engagement by handing it off to Julius Norman with NRHA.
- Mr. Julius Norman reported that resident engagement remains a cornerstone of NRHA's work.
- 145 households participated in the Resident Needs Assessment: 84 from Calvert Square and 58 from Young Terrace.
- Engagement was supported through the grant funding and informed planning activities.
- Community events this summer included 68 total activities, among them a youth football clinic led by Coach Michael Vick — an event that drew strong participation and community pride.
- Mr. Norman emphasized NRHA's goal of "serving while planning", ensuring that redevelopment planning is accompanied by tangible resident support.
- Mr. Norman transitioned the presentation to United Way – Thriving Families Program by handing it off to Mark Uren and Madeleine Berrera with United Way of South Hampton Roads.

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- Mr. Mark Uren, President & CEO of United Way of South Hampton Roads, along with his colleague Ms. Madeleine Barrera, Associate Director of the NRHA Thriving Families Program, provided an update on the Thriving Families Program. Their presentation focused on the program's three core components: Mobility Mentoring, Workforce Readiness, and Wraparound Services, all designed to support families on their path to long-term stability and economic mobility.
- 45 enrolled participants: 19 from Calvert Square, 15 from Young Terrace, 7 from Diggs Town, and 4 from Oakleaf Forest with 58 personal goals set by participants using the Bridge to Self-Sufficiency tool.
- Nine navigators (including four with lived experience) are stationed in community locations such as Calvert Square, Young Terrace, and St. Mary's Basilica.
- Upcoming activities include resume workshops, financial literacy sessions, and Trunk-or-Treat event featuring 18–20 partners.
- A question was raised regarding whether residents would be dispersed citywide as they were during the Tidewater Gardens relocation. Mr. Simms clarified that this process will be different, emphasizing Build-First stability.
- The SPAC committee member asked about continuity of services for students. Mr. Simms confirmed that children will continue receiving educational and social support and that partnerships will strengthen service delivery during transitions.
- The United Way team transitioned the presentation to Next Steps by handing it off to Steve Morales with NRHA to conclude the presentation.
- Mr. Morales outlined the next steps in finalizing the Community Draft Plan and refining the community meeting schedule to maintain transparency.  
The team is actively identifying the first Build-First site, pending necessary approvals into 2026.
- Residents moving voluntarily before the formal relocation phase will not be eligible for replacement housing.
- A finalized Right to Return Policy and detailed Section 18 replacement plan are forthcoming.
- Ms. Nicole Brown, Urban Strategies, Inc., asked how residents would be able to return.
- Mr. Morales explained that Section 18 allows for replacement of public housing units and ensures eligible residents have priority for returning to redeveloped units.

#### **IV. SPAC Focus FY26 and Closing Remarks 7:00**

- Ms. Hamm Lee proposed placing SPAC Focus FY26 at the top of the next agenda to allow deeper discussion at the November 25 meeting.
- Before closing, she shared a personal reflection on the reliability and excellence of local MWBE vendors, noting a recent positive experience with a Norfolk-based contractor as an example of talent and professionalism within the community.

#### **V. Adjournment 7:30**

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- Ms. Hamm Lee thanked all participants for their continued dedication and reminded everyone that the next meeting will be held November 25, 2025.
- The meeting was adjourned at 7:30 p.m.

#### **VI. Action Items**

- Update the meeting calendar to reflect the joint November/December meeting on November 25, 2025.
- Add SPAC Focus FY26 as the first agenda item.
- Distribute Charrette participation data once compiled.
- Ensure communication updates are shared across stakeholder networks.



# St. Paul's Advisory Committee Meeting

Location: Foodbank of Southeastern Virginia and the Eastern Shore

October 21, 2025

# Agenda

## Welcome | 6:00

*Barbara Hamm Lee, SPAC Liaison*

*Councilpersons John Paige and Carlos Clanton*

## Kindred Update | 6:05

*Barbara Hamm Lee, SPAC Liaison*

## Development Update | 6:06

*NRHA Development Introduction – Steve Morales, NRHA*

*Developer Introduction – Bobvala Tengen, Gilbane Development*

*Master Planning to Date – Troy McGee, Torti Gallas; Brian Tomaino, Torti Gallas*

*NRHA Communications – Process, Leha Byrd, NRHA*

*Resident Engagement – Julius Norman, NRHA*

*United Way Progress to Date – Mark Uren, United Way; Kim Heath, United Way*

*Next Steps – Steve Morales, NRHA*

## SPAC Focus, FY 26 | 7:00

*Councilpersons Paige and Clanton*

*SPAC Committee*

## Adjournment | 7:30

*Barbara Hamm Lee, SPAC Liaison*



# Kindred Update

*Barbara Hamm Lee, SPAC Liaison*



# Calvert Square and Young Terrace Master Planning Update

- *NRHA Development Introduction*

*Steve Morales, NRHA*

# MASTER PLAN 2025 RECAP



# 40+

Community Meetings between  
Calvert Square and Young  
Terrace | Ongoing

# 273+

Residents Surveyed on Calvert Square  
and Young Terrace Master plan | Ongoing

# 3

Master Developer  
Finalist and Interviews

# 8

Calvert Square (4) + Young Terrace (4)  
Resident only Pre-Charette input

# 16+

Masterplan Stakeholder  
Engagements | Ongoing

**NRHA** is committed to  
ensuring a transparent and  
inclusive process with  
residents throughout both  
the master planning and  
the implementation of the  
Calvert Square and Young  
Terrace Master Plan.

# MASTER PLANNING MILESTONES



Images from the Community Meetings from Jan – May 2025

# MASTER PLANNING MILESTONES



**NRHA** thanks the City of Norfolk, specifically the

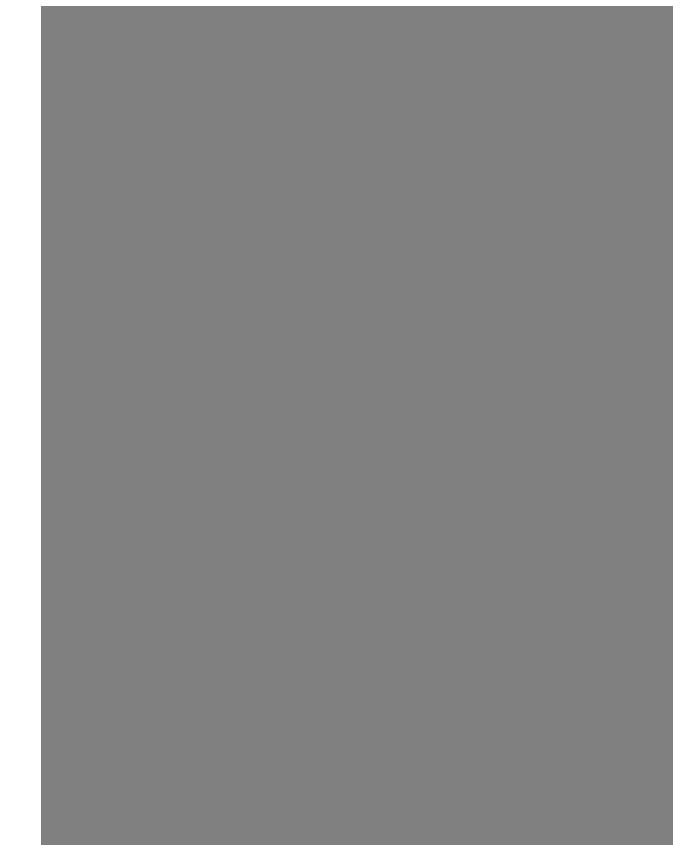
- Departments of Housing and Community Development
- Economic Development
- Planning

for their leadership in helping select Gilbane, our development partner, for Calvert Square and Young Terrace. Their guidance helped refine expectations and shape the vision for this transformative redevelopment.



**4 – day Charette**

# MASTER PLANNING MILESTONES



Images from the 4 Day Public Workshop on July 14-17, 2025

# MASTER PLANNING MILESTONES



**NRHA** extends its gratitude to the City of Norfolk, our consultants, stakeholders, and residents whose participation and insights were vital to the success of the Calvert Square and Young Terrace planning process. Together, we highlighted strategies and challenges that helped refine and shape the draft concept master plan.



**Concept Master Plan**



# Gilbane Development

- *Developer Introduction*

*Bobvala Tengen, Gilbane  
Development*

# Introductions

Meet our Team Members



# Why Our Team

For more than 50 years, we have been creating and implementing successful programs for public, private, and non-profit clients throughout the United States.



## Expert Team

Gilbane has developed more than 10,000 affordable units. Our team is well-versed in the specific demands of the affordable housing market.



## Local Presence

With local offices in Richmond and Arlington, Gilbane has strong relationships with organizations within the Norfolk community.



## Award-Winning Design Team

WRT has worked on numerous HOPE VI and Choice Neighborhood projects, transforming neighborhoods nationwide.

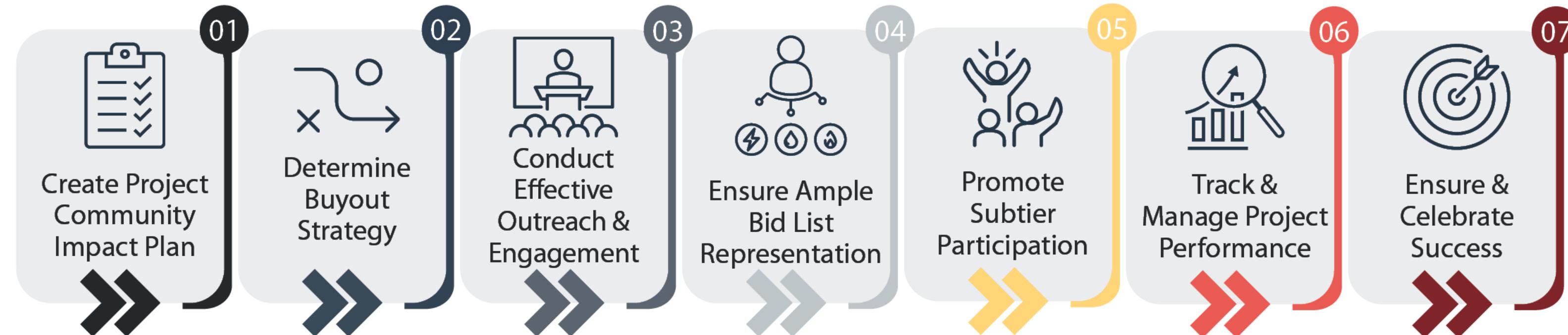
## Minority / Women-Owned Business Efforts

- Gilbane's approach includes:
- **Pre-project conferences** with state and community organizations to familiarize them with the project
- **Host seminars** to educate firms on project opportunities, qualifications, bidding, change orders, RFIs, and payment processes
- Encourage alliances between prime and DBE firms by **stating expectations** in bid specifications
- **Coordinate with local agencies** to help subcontractors achieve local and minority workforce goals



Gilbane has a corporate goal of **15% MWBE hiring requirements** for all projects, and has achieved more ambitious hiring goals (over 30%).

# Seven-Step Approach



Program Start

2023

2024

2025

2026

2027

Gilbane has committed  
**\$4B to DOSBs**  
by 2026

**84%** Achieved

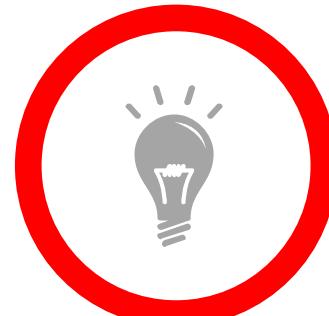
# Community Development Philosophy



## Building Communities



## A Stronger Economy



## Building Innovation



## Leadership Commitment



## Strategic Partnerships

*“...we must be intentional about developing and fostering relationships and engaging the people who live and work in the areas surrounding our projects. Our success is measured by the opportunities we created and our impact on the education and growth of someone along the way.”*

– Yvette Stevens, Vice President,  
Community Impact and  
Engagement Director



# Minority / Women-Owned Business Efforts

- Proven Participation Experience:

Project Name & Location and M/WBE Participation	
The Peninsula (Mixed-Use, Affordable, Retail) <i>Bronx, NY</i>	<b>43%</b> (33.33% + 10% demo) Surpassed 35% goal
RAD – Twin Parks West, Franklin Ave, Highbridge (Affordable) <i>Bronx, NY</i>	<b>31%</b> Surpassed 30% goal
Todd A. Lee Residences (Affordable, Senior) <i>Washington, DC</i>	<b>47%</b> Surpassed 35% goal
Fortitude at Delta Towers (Affordable, Senior) <i>Washington, DC</i>	<b>40%</b> Surpassed 35% goal
Livingston Place at Southern Avenue (Affordable, Assisted Living) <i>Washington, DC</i>	<b>41%</b> Surpassed 35% goal
The Grove at Parkside (Affordable) <i>Washington, DC</i>	<b>45%</b> Surpassed 35% goal

# Community Engagement

*Manhattanville, West Harlem, NY*

## Goals of the Community Engagement Plan:

1. Amplify voices
2. Foster equity and inclusion
3. Shape a responsive development plan
4. Ensure accountability

## Approach Includes:

- Planning meetings
- Project update meetings
- Events
- Feedback mechanisms
- And more

# Engaging with Residents and Community Stakeholders

- Case Study  
**Manhattanville | West Harlem, NY**
- Work thus far has included:
- Development of website ([manhattanvillepreservation.com](http://manhattanvillepreservation.com)) and dedicated email/phone
- Meetings with Tenant Association (monthly) and elected officials
- Resident surveys (English and Spanish; online and on paper)
- Periodic interactive resident meetings on topics such as inspections, surveys, and open space design
- Outreach events in apartment lobbies to provide residents with information and answer questions
- Hosting Resident Appreciation Day with food, games for children, and a DJ
- Participating in resident-organized Annual Family Day



# Calvert Square and Young Terrace

- *Master Planning Update*

*Troy McGhee, Torti Gallas  
Brian Tomaino, Torti Gallas*

# ST. PAUL'S TRANSFORMATION - PHASE 2

Young Terrace and Calvert Square

SPAC October 21, 2025



October 2025

September 2025

November 2025

SPAC - Presentation

# RESIDENT ENGAGEMENT PROCESS TO DATE

## February

### Introduction to Community Planning Project

- Getting to know residents
- Listening to concerns

## March

### Building Blocks of a Neighborhood

- Planning Components
- Discussion of upcoming Design Workshop

## April/May

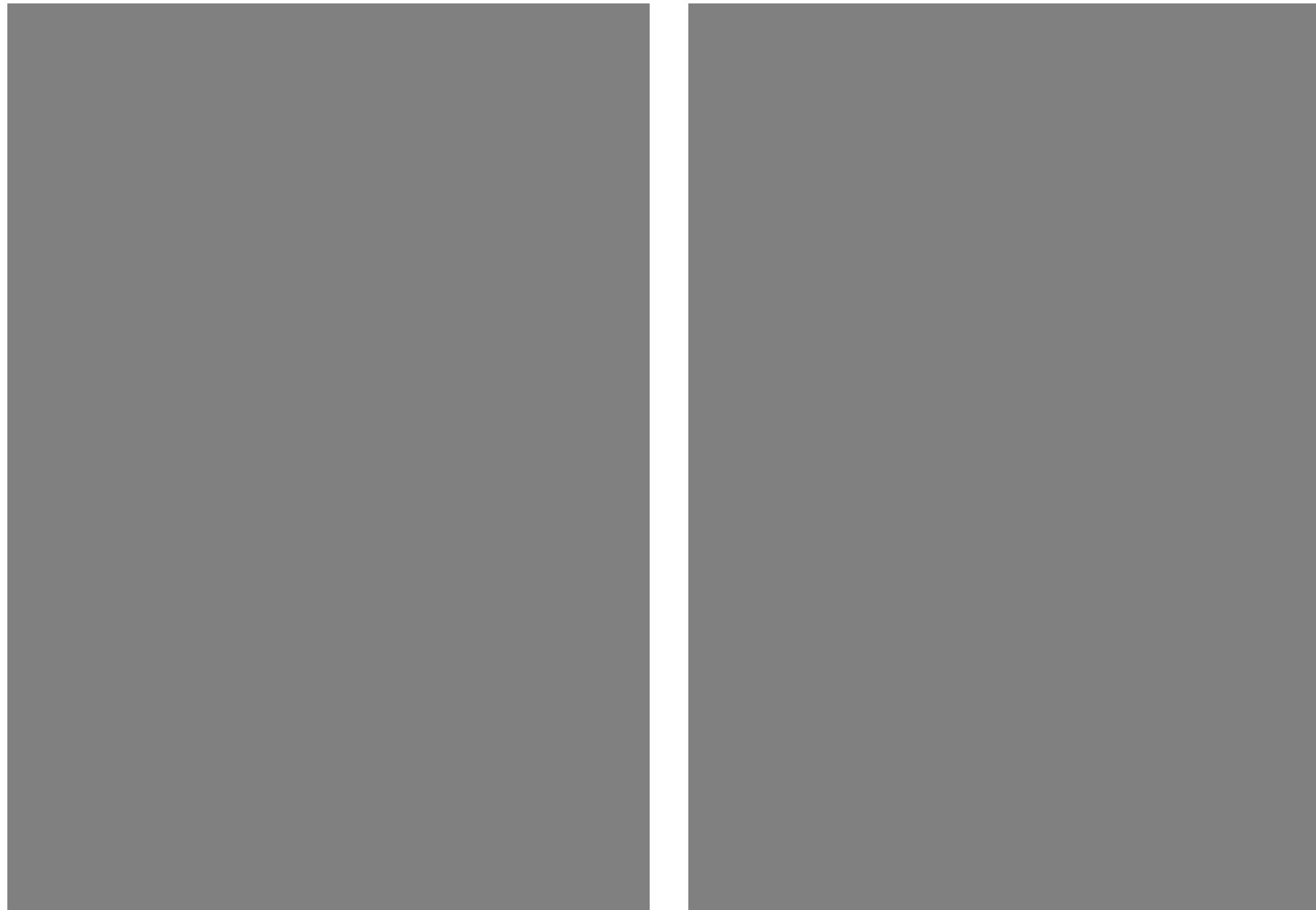
### Finding Balance with Planning Opportunities and Challenges

- Review of Building Blocks
- Additional Planning Terms
  - Infrastructure: Utilities, Flood Zones and
- Neighborhood Aspirations

## July

### 4 Day Charrette Workshop

# Continuous Resident Feedback and Engagement





Calvert Square and Young Terrace

# Charette Recap

**Location:** The Murray Center, 455 E. Brambleton Ave, Norfolk, VA 23510.  
**Date:** July 14-17, 2025. 8:30 a.m. – 7:00 p.m.

Monday July 14th	Tuesday July 15th	Wednesday July 16th	Thursday July 17th
<b>Design Team Arrival</b> <b>Site Tour</b> <i>Morning</i>	<b>Open House Work Sessions</b>  <b>Streets &amp; Infrastructure</b> <i>8:30 am – 12:00pm</i>  <b>Open Space and Amenities</b> <i>1:30pm – 4:30pm</i>	<b>Open House Work Sessions</b>  <b>Building Types and Program</b> <i>8:30 am – 12:00pm</i>  <b>Stakeholder Meetings</b> <i>1:30pm – 4:30pm</i>	<b>Open House Work Sessions</b>  <b>Building Types and Program</b> <i>8:30 am – 12:00pm</i>
<b>Design Team Meet and Greet</b> <i>1:30-5:30pm</i>	<b>Stakeholder Meetings</b> <i>8:30 am-4:30pm</i>	<b>Stakeholder Meetings</b> <i>8:30am - 4:30pm</i>	<b>Final Presentation Meeting</b> <i>5:30pm – 7:00pm</i>
<b>Kickoff Meeting</b> <i>6:00 -7:00pm</i>	<b>Progress Meeting</b> <i>5:30pm – 7:00pm</i>		



# GUIDING PRINCIPLES



Community  
redevelopment decisions  
shall be family-focused



Satisfying the housing  
choices of families affected  
by the redevelopment of  
their communities shall be  
the highest priority



Economic development  
benefits can mitigate costs  
but not outweigh family-  
focused decision making



Revitalization strategies  
shall strive to have positive  
impacts on surrounding  
neighborhoods



Collaborative partnerships  
shall be pursued to assist  
families in building capacity  
to make successful choices

Decision making will reflect  
continuous input,  
transparency and feedback  
from all stakeholders.

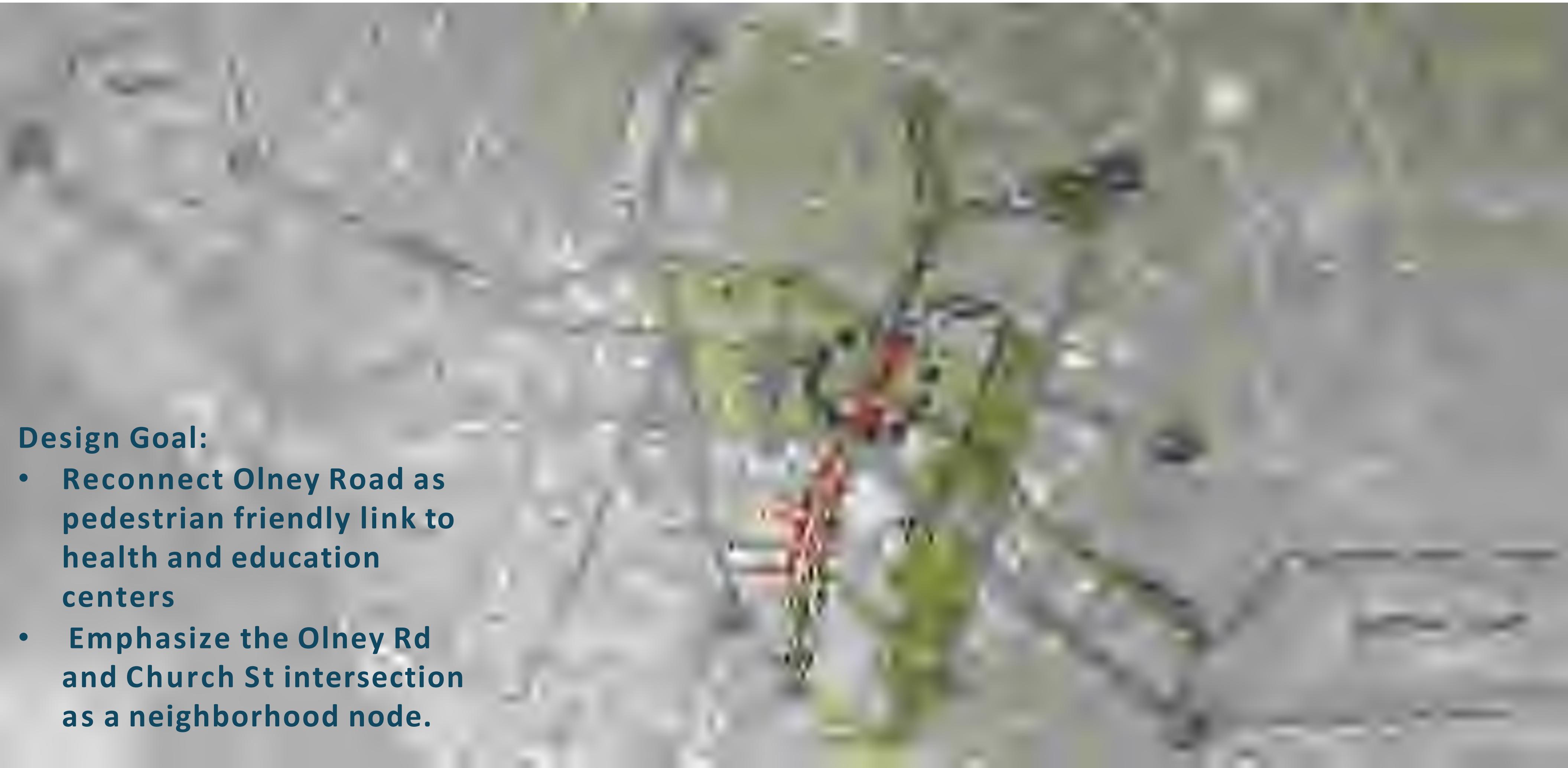
# ST. PAUL'S REDEVELOPMENT PRINCIPLES

1. Create a **park system** to **protect from flooding** and provide **recreation amenities**.
2. Build a **pattern of neighborhood streets and blocks** to create the framework for a mixed-use, mixed income neighborhood.
3. Create **pedestrian-scale connections** to opportunities in the larger community.
4. Provide a **diverse mix of residential development** ranging from single-family and town homes to small and large-scale multifamily.
5. Create a community-wide campus with **educational opportunities for all ages**.
6. Provide **employment opportunities** at the edges of the community for residents.
7. **Restore Church Street** as the heart of the community with shops, food stores, health and medical facilities.

# STAKEHOLDER MEETINGS HELD DURING CHARRETTE

- Streets & Infrastructure
- Open Spaces and Amenities
- Buildings
- Emergency Services
- Olde Huntersville Civic League and Empowerment Coalition
- Teens with a Purpose
- TC Williams Plaza (Owner of Watergate Building)
- City of Norfolk

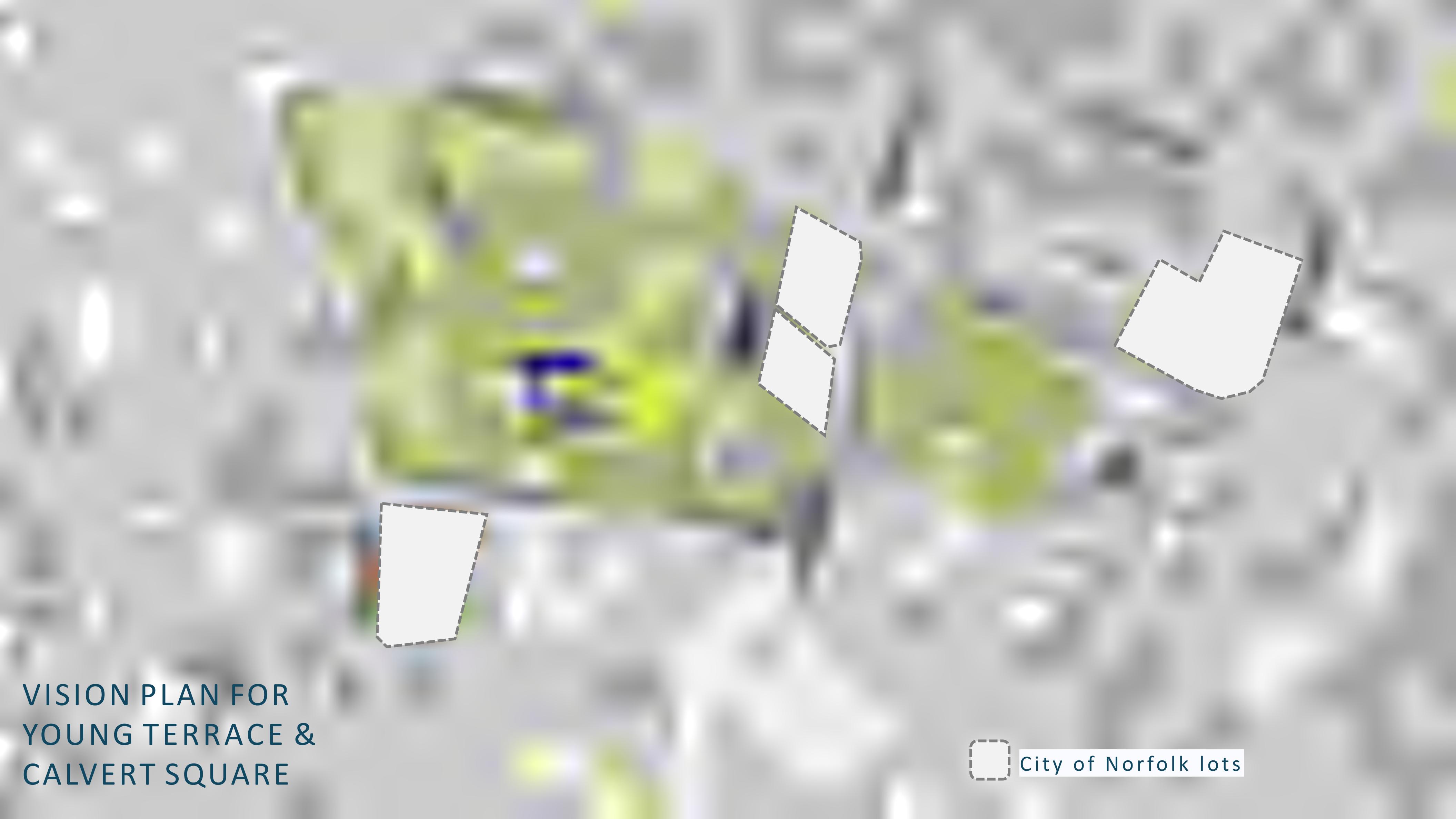
# CITY-WIDE CONNECTIONS



## Design Goal:

- **Reconnect Olney Road as pedestrian friendly link to health and education centers**
- **Emphasize the Olney Rd and Church St intersection as a neighborhood node.**





# VISION PLAN FOR YOUNG TERRACE & CALVERT SQUARE

 City of Norfolk lots

# BUILDING BLOCKS OF A NEIGHBORHOOD



**PEOPLE**



**BUILDINGS**



**STREETS**



**OPEN SPACES &  
AMENITIES**

## WHAT WE'VE HEARD

- *"Design for the best mixed income neighborhood in the city"*
- *"Provide opportunities for homeownership so residents can build generational wealth"*
- *Provide amenities that are a mix of familiar and new; introduce new things with familiar people"*

# WHAT WE HEARD: PEOPLE

## EDUCATION & ENTREPRENEURSHIP

- Parents #1 concern is where their children will learn
- Financial literacy/education opportunities
- Empower young entrepreneurs
- Teach practical skills / enable teens to make money  
(example – grass cutting)



## HOME OWNERSHIP

- Provide opportunities for homeownership throughout the neighborhood
- Opportunity to build generational wealth
- Add financial literacy classes specifically geared toward home ownership

# WHAT WE HEARD: STREETS

- Design the streets for **slow traffic** to make it safe for people
- Provide **red light cameras**
- Must **slow traffic at Church and Olney**
- Traffic **calming** throughout the neighborhood
- Add **roundabout** at MLK memorial to make it safe for kids to cross
- Increase **parking**
- **No superblocks**



# WHAT WE HEARD: STREETS



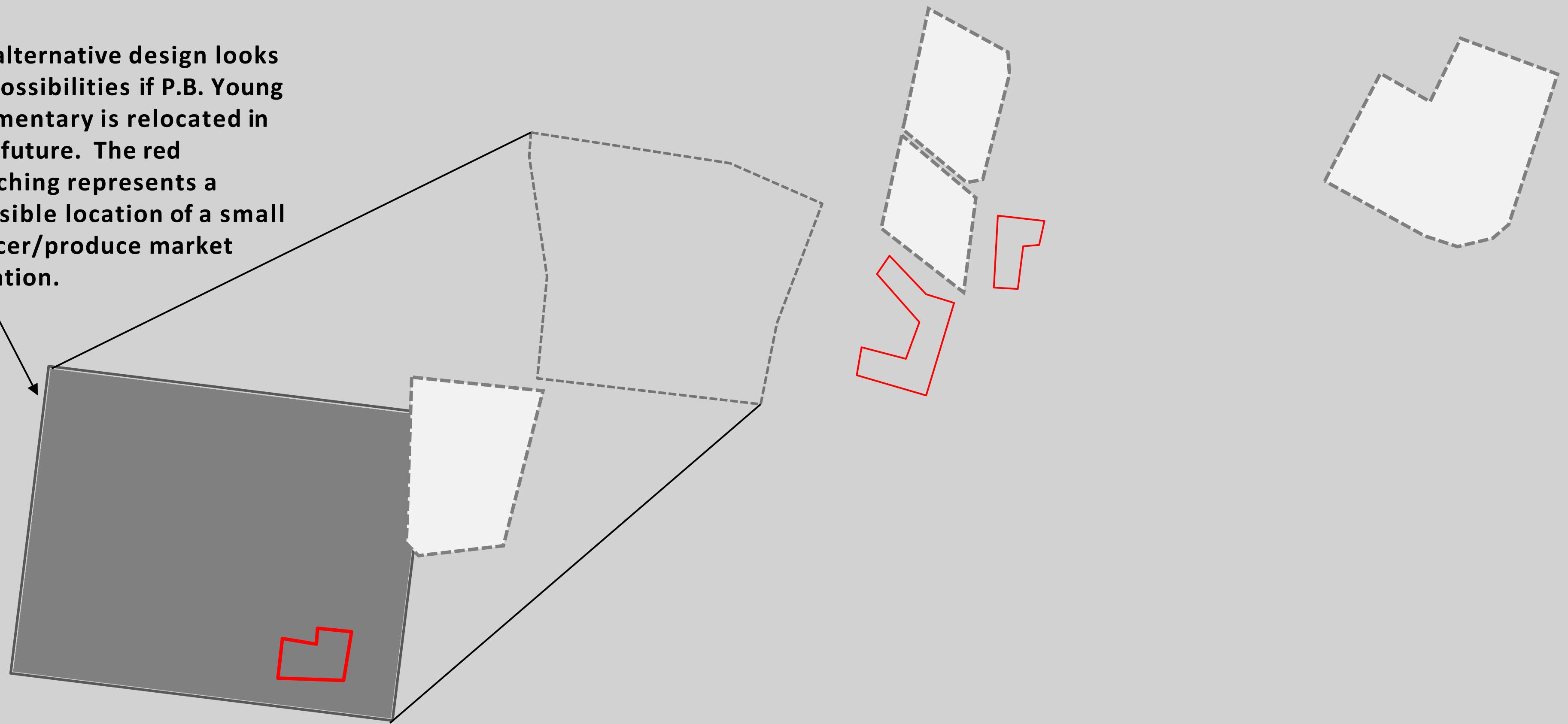
# WHAT WE HEARD: COMMERCIAL SPACES

- **Healthy/affordable food** (grocer, co-op, farmer's market)
- **Restaurants**
- **Shops** (including convenience store)
- Pop up spaces for **entrepreneurs** (like Selden Market)
- **TC Williams Plaza** (Potential Museum Space and more!)
- **Fitness** centers
- **Health** clinic / outpatient



# WHAT WE HEARD: COMMERCIAL

An alternative design looks at possibilities if P.B. Young Elementary is relocated in the future. The red hatching represents a possible location of a small grocer/produce market location.



# WHAT WE HEARD: OUTDOOR AMENITIES

## ACTIVE USES

- **Playgrounds**
- **Gardens** and greenhouses
- Covered basketball and **multisport** courts
- Skate park
- Football and multipurpose fields
- Tennis
- **Splash** park
- Fenced dog park
- Curb ball area

## PASSIVE USES

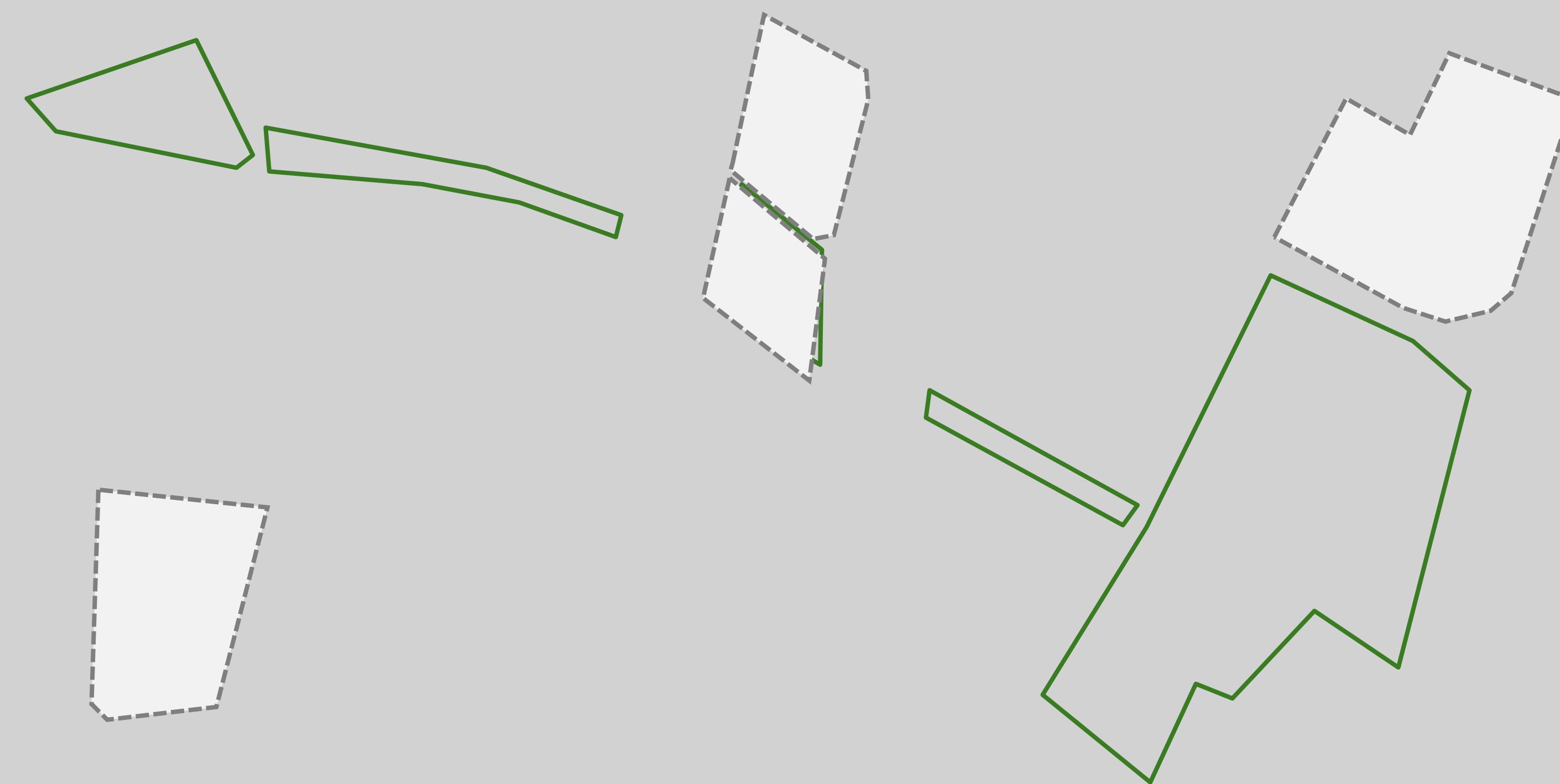
- Public Art
- Walking paths / trails
- More trees!
- Passive spaces for peace, calm, and reflection
- Green infrastructure to help alleviate flooding
- Good lighting for safety

# WHAT WE HEARD: PUBLIC SAFETY

- Design to decrease speeds and calm traffic
- Provide shade structures and covered recreational spaces (courts, etc.)
- Open spaces should be protected / internal to neighborhoods (not on busy streets)

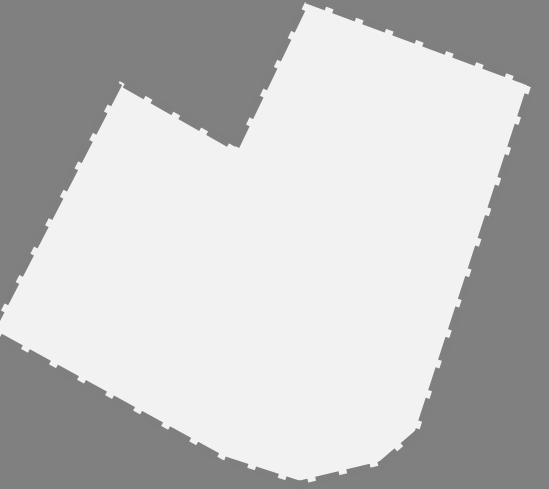


# WHAT WE HEARD: OUTDOOR SPACES



# OPEN SPACE DESIGN PRINCIPLES

- Provide **shade trees** throughout the neighborhoods to **create 30% tree canopy cover** that maintains the garden community identity.
- Open space, recreation areas, and parking lots should provide **value-added stormwater management benefits** to the community and reduce flooding.
- Let open and green spaces function as nature (nature is a lot smarter than us) and restore the hydrologic cycle to the area.
- **Preserve community identity through incorporating quality of life, recreation, health and wellness, and multi-generational education programs that meet the community's needs. “It's about the people!”**



# OPEN SPACE DESIGN PRINCIPLES

- Enhance connections and avoid redundancy with surrounding open space and amenities in the larger neighborhood.

# YOUNG TERRACE & CALVERT SQUARE TODAY



# VISION PLAN FOR YOUNG TERRACE & CALVERT SQUARE





Artist Rendering of a possible transformed residential street at Young Terrace



Artist Rendering of a possible transformed park space  
and homes residential street at Calvert Square

October 2025

September 2025

November 2025

SPAC - Presentation



# NRHA Communications

- *Communications Process*

*Leha Byrd, NRHA*

# NRHA OUTREACH



**NRHA** is committed to reaching all residents and clients through in-person engagement and multiple communication channels.

# NRHA DIGITAL AND ANALOG APPROACH



**Examples of Summer Events Shared Through Canvassing and Digital Outlets**

# NRHA SEPTEMBER EVENTS



- **Sept. 17** – Chat and Chew with NPD in Calvert Square
- **Sept. 18** - Meal Distribution at Partrea and Sykes Midrise
- **Sept. 22** – Career Fair at HRT
- **Sept. 24** – Sheriff Joe Baron Senior Fest at ODU

**Website: [nrha.us/events/](http://nrha.us/events/)**



# NRHA Resident Engagement

- *Resident Engagement Update*

*Julius Norman, NRHA*

# SERVING WHILE PLANNING



## Resident Engagement

- Monthly Resident Meetings at all family public housing locations.
- NRHA Community Resource Guide located on our website.
- Rent Café Trainings for Residents
  - Over 30 completed to date
  - Creation of a self pace video to post on social platforms
- Tabling at Community Events
  - Total of 12 completed for the summer
- Resident Needs Assessment
  - (Calvert Square: 84, Young Terrace: 58 = 145)
- Please see the Client Services Impact Report we provided.

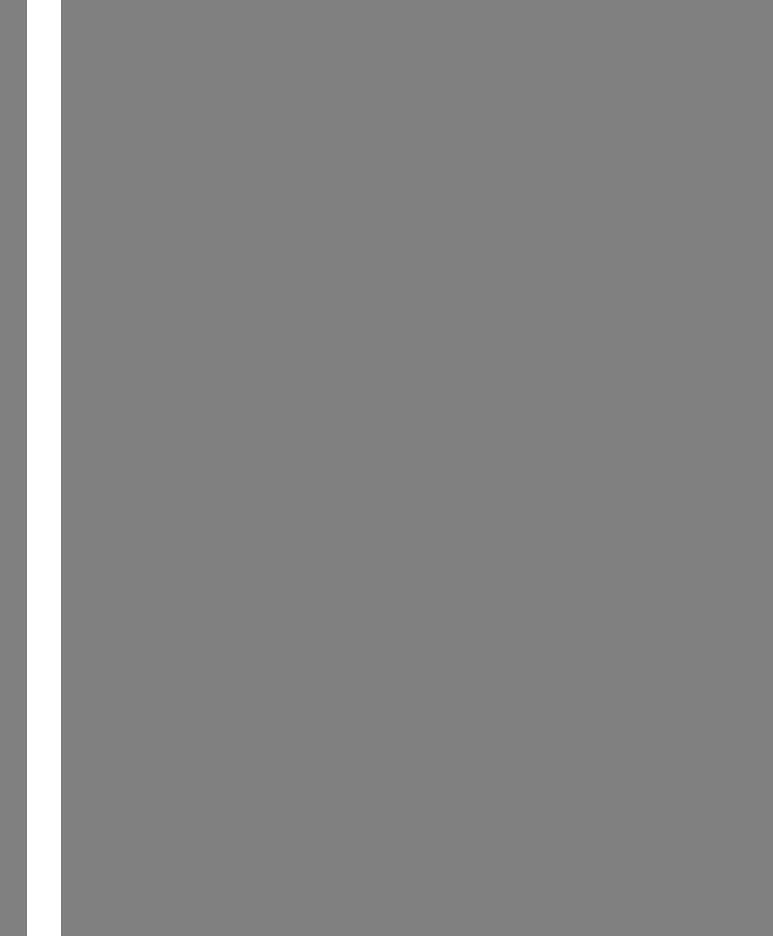
## Programmatic Report

- **Family Self Sufficiency Program:** 268 residents are enrolled in the FSS Program; 78% are currently employed with an average escrow balance of \$4,915.
- **Youth Development:** Thanks to the funding provided by the Department of Juvenile Justice - YES grant, we hosted a football clinic led by NSU's head football coach Michael Vick. [Media Coverage here!](#)
- **Community Affairs:** Worked In collaborations with the internal Client Services teams to host NRHA's Juneteenth celebration, engaging 325 residents and 32 partners. The event provided a variety of programs and resources to support residents and featured a performance by a marching band that included NRHA youth.
- **Economic Opportunities:** The Economic Opportunities Team conducted NRHA's first Trade Fair on August 7, 2025, held at the Murray Center. The "*Wanna Trade?*" Career Fair was a tremendous success, featuring 28 vendors, panel discussion, and partners who provided residents opportunities to apply for open positions and learn about training opportunities across trades, construction, design, planning, and development industries.
- **Resident Opportunity & Self Sufficiency (ROSS):** This program launched in August providing preventative services for public housing residents, this program has Four Core Focus Areas: Digital Inclusion, Education, Financial Literacy & Employment.
- **Partnership Highlight:** Omega Psi Phi and Wednesday in the World Ministry distributed over 200 backpacks to local communities and Norfolk Public Schools (Kids Café) provided over 3,000 meals to youth from June through August.

# SERVING WHILE PLANNING



*Summer Fun...*



# SERVING WHILE PLANNING



## Service Highlights

### **Summer Only (July – August)**

- 68 – Community Events
- 77 – Food Distributions
- 40 + **Success Here We Come** Youth Events & Field Trips
- **832 youth served** across comprehensive programming initiatives, with **3,887 program visits** which include life skills development and community engagement. **37 youth** completed internships/work experience programs and **35 individuals** participated in intergenerational programming, fostering connections between youth and seniors
- **8,223 residents** engaged through Community Affairs initiatives focused on food security and resident empowerment. The department expanded capacity with three new Resident Services Specialists and launched the "**Golden Harvest**" mobile market across four senior midrise communities.

## Looking Ahead...

- Continued funding & resource development
- Finalizing departmental planning document for successful progression
- Staff Retreat in October
- Resident Training (Life Skills, Planning, Economic Mobility)
- Community Needs Assessments
- 20 – Staff training registered for this fall/winter
- Hiring 8 additional staff to provide assistance per grant funding.
- Continued update of MOU's
- Creation of Master Partner list

# SERVING WHILE PLANNING



## *Upcoming Events...*





# United Way

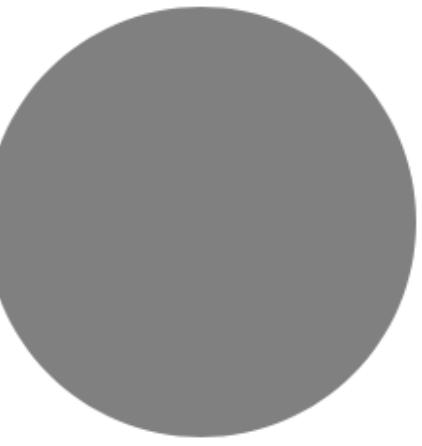
- *Progress to Date*

*Mark Uren, United Way*  
*Kim Heath, United Way*

# UNITED WAY OF SOUTH HAMPTON ROADS



**UNITED WAY**  
South Hampton Roads



# Our Partnership with NRHA

Serving residents of Calvert Square, Youngs Terrace, Diggs Town & Oak Leaf Forest to achieve lasting independence through a three-pronged, participant driven, support model:

- ◆ Mobility Mentoring - Personalized, one-on-one coaching focused on goal-setting, financial stability, and long-term progress.
- ◆ Workforce Readiness - Career training, job placement, and upskilling to increase employment opportunities and earning potential.
- ◆ Wraparound Supports - Holistic services delivered through NRHA, UWSHR, and community partners.

# Program Participation & Engagement

- **Applications and Enrollment**
  - 93 applications received
  - 31 participants enrolled
    - 13 - Calvert Square
    - 10 - Youngs Terrace
    - 5 - Diggs Town
    - 3 - Oakleaf Forest
- **Economic Mobility Journey**
  - 58 personal goals set
  - Average bridge to self sufficiency score: 40
- **Resident Engagement**
  - 31 events attended

# Staff Development & Office Space

- **Staff Trained and Onboarded (9 navigators & 3 lead navigators)**
  - Empath Mobility Mentoring
  - Community Health Work
  - Trauma Informed Care
  - Field Shadowing
- **Office Space**
  - Calvert Square Envision Center
  - Youngs Terrace Multipurpose Center
  - Oakleaf Tenant Management Council Unit
  - The Basilica of Saint Mary of the Immaculate Conception
  - Foodbank of Southeastern Virginia

# Recruitment Efforts & Events

## Events

- **October**
  - **Open Office Hours:** Weekly in each community starting in October
  - **Resume Workshops:**
    - **Calvert Square** – October 1st
    - **Oakleaf** – Mid-October (Exact date TBD)
  - **Resource Fair:**
    - **Location:** Diggs Town Boys and Girls Club
    - **Date:** October 30th
- **November**
  - **Two Financial Literacy Workshops**
    - **Details:** Dates & vendor to be announced

## Recruitment Efforts

- Resident Engagement Events
- NRHA
- Peer Referrals
- Community Partnerships
  - Certified Agencies
  - Faith-based organizations
  - Schools
  - Businesses.

# Participant Testimonial

“**It’s more than a program, it’s a lifeline. ”**

Testimonial from a resident enrolled in the NRHA Thriving Families Program:

“Before I joined the Thriving Families program, I was overwhelmed. I wasn’t working, I couldn’t pay my rent, and I was facing serious legal issues. As a single mother of a child with autism, life already comes with unique challenges especially during the summer when school is out and I stay home to support him full-time. That summer was one of the hardest. I felt hopeless and alone. Then I met Ms. Maureen Flowers, my navigator.

She greeted me with kindness and without judgment, connecting me to real, life-changing resources. Through her, I referred to Legal Aid, where I received legal support and representation. Ms. Flowers even attended court with me what could have been an intimidating process lasted just a minute and ended in my favor. She also referred me to Catholic Charities, who provided two months of rental assistance. That lifted a huge weight off my shoulders and allowed my son and me to remain safely housed. For the first time in a long time, I felt like I could breathe.

# Participant Testimonial

“  
**I’ve gone from  
feeling stuck and  
isolated to hopeful  
and empowered.**”

Continued...

Since then, I’ve made incredible progress. I’ve returned to part-time work and am actively working on five personal goals—two already completed, and three in progress: improving my health, completing financial counseling, and earning my GED. As someone with high anxiety, Ms. Flowers’ guidance in breaking big goals into small, manageable steps has been a game changer. With her help, I’ve also enrolled my son in an ABA program, giving him the support he needs to thrive. She reminds me to celebrate my wins like going to a matinee movie as a treat which helps me stay motivated.

Thriving Families hasn’t just connected me to services, it restored my confidence and given me a sense of direction. I’ve gone from feeling stuck and isolated to hopeful and empowered. I’m truly thankful for the support this program has provided. It’s more than a program, it’s a lifeline. It has given me and my son the opportunity to rebuild, grow, and truly thrive.”



# THANK YOU!

Website : [NRHA Thriving Families](#)



# NRHA

- *Next Steps*

*Steve Morales, NRHA*

# TENTATIVE MASTER PLAN SCHEDULE



1.	Issue RFP Master Developer	January 31
2.	St. Paul's Advisory Committee	Monthly
3.	Stakeholder-Calvert TMC	February 26
4.	Stakeholder-Young TMC	February 27
5.	Resident Forum	March 1
6.	<i>Stakeholder Interviews</i>	<i>March - April (TBD)</i>
7.	<i>Additional Calvert Square Engagement (Feb - May)</i>	<i>Monthly</i>
8.	<i>Additional Young Terrace Engagement (Feb – May)</i>	<i>Monthly</i>
9.	Stakeholder-Calvert Residents	March 26
10.	Stakeholder-Young Residents	March 27
11.	Stakeholder-Calvert Residents	April 30
12.	Stakeholder-Young Residents	May 1
13.	Developer Public Presentation	June 4
14.	Developer 1 Interview	June 5
15.	Developer 2 Interview	June 11
16.	Developer 3 Interview	June 18
17.	Selection Committee Site Visit – (Optional)	June 23 -27
18.	Master Developer Selected	Jul3
19.	4 Day Workshop (Charrette)	July 14 - 17
20.	<b>Community Meeting Draft Plan</b>	<b>October 2025 (TBD)</b>
21.	Master Plan Final	November 2025
22.	First Build Analysis	Ongoing
23.	HUD Section 18 Submittal	Summer 2026
24.	First Off-site LIHTC Submittal	Spring 2026



# SPAC Focus, FY 26

*Councilpersons Paige and Clanton  
SPAC Committee*



# Adjournment

# St. Paul's Advisory Committee Meeting

## Kindred Update

## Year Six People First Impact Preview

Dear Advisory Committee Members,

The following is a preview of People First's Year Six results. The data show continued progress for families in every area of support:

### Housing Stability and Education

- Housing stability is strong:** 70 families have returned to the Kindred community, with 90% of adults reporting they feel safe at home.
- Education outcomes are improving:** Students closed gaps with peers citywide and statewide, and graduation rates reached 92%, with the largest high school graduating class since People First began. Early learning enrollment reached 66% for children ages 0–4.

### Health & Wellness and Economic Mobility

- Health and wellness are strengthening:** Every child assessed has health insurance, and 96% of residents overall are covered. Nearly 9 in 10 residents now access primary care instead of emergency services.
- Economic mobility is advancing:** Residents connected to 116 employment services, securing 133 new jobs. The average annual income rose to \$29,173.

Your partnership is vital to sustaining this momentum. We look forward to sharing the full Year Six People First Impact Report with you soon.

# St. Paul's Advisory Committee Meeting

## Kindred Update

## Construction Manager RFP

- **Main Purpose:** As part of the Blue/Greenway initiative, the City of Norfolk seeks a qualified contractor for Construction Management Services to play a critical role in managing contractors and schedules, resolving field issues, and ensuring safety and environmental compliance—all essential to the successful execution of this transformative project.
- **Outreach Plan:** The outreach plan included promotion through social media, community events, email campaigns, and collaboration with local and state partners.
- **Status Update:** The Request for Proposals (RFP) closed on September 11, 2025. The project team is currently reviewing submissions and expects to issue a Notice to Proceed by Fall 2025.

## UNITY PLACE – BLOCKS 17/18

- **Block 17:** Received full Temporary Certificate of Occupancy (TCO).
- **Block 18:** Scheduled to receive the full TCO in October 2025.
- **Applications Update:** As of July 2025, 46 former Tidewater residents have applied for the replacement units.

### Stay Connected

Please like and follow our Facebook page at  
[facebook.com/St.PaulsNFK](https://facebook.com/St.PaulsNFK).

Presentations, meeting minutes from previous sessions, and the latest St. Paul's monthly newsletter are available at [www.stpaulsdistrict.org](https://www.stpaulsdistrict.org).

Department of Housing and Community Development



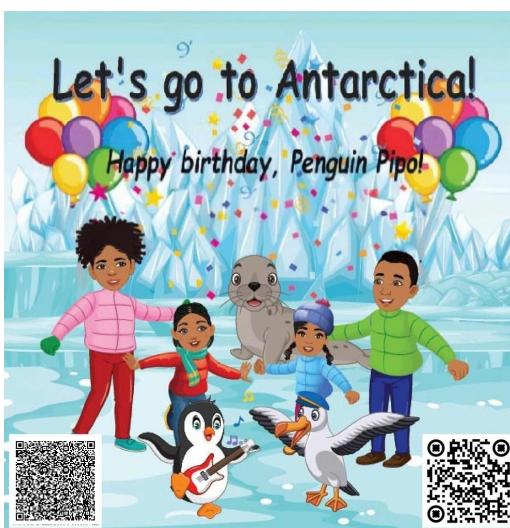
## PEOPLE FIRST

### HOMEGROWN AUTHOR, GLOBAL IMAGINATION: MEET SHANEL KEENE



We are proud to celebrate one of our very own! Former Tidewater Gardens resident, author, and People First program participant Shanell Keene will be hosting a special event on Saturday, September 27, at 1:00 p.m. at the Jordan Newby Library.

Shanell will share her story, read from her book, and answer questions from the audience. Guests will also have the opportunity to meet her and have their copies signed. Don't miss this inspiring afternoon of community, conversation, and creativity.



To [pre-order](#) a copy of "Let's go to Antarctica!" or to [listen](#) via SoundCloud, scan the QR codes on the graphic.

### UNITY PLACE AT KINDRED MOVE-IN UPDATE – SUPPORT OPPORTUNITY

More former Tidewater Gardens residents are returning home to Kindred, marking another major project milestone. As families settle in, we invite partners to support with housewarming supplies—items that bring comfort and make a house a home.

Purchases can be made directly through our [Amazon Registry](#).



Thank you for helping us welcome residents home!

### SAVE THE DATE: TRUNK OR TREAT + ENRICHMENT EXPO

Halloween will be here before you know it, and the People First team is gearing up for the annual Trunk or Treat Enrichment Expo.

This year's event will be held on Wednesday, October 30, from 6:00–8:00 p.m. in the parking lot of the Foodbank of Southeastern Virginia and the Eastern Shore. Families will enjoy candy, treats, and a safe, festive atmosphere, while also learning about before- and after-school programs for youth and meeting community partners and vendors.



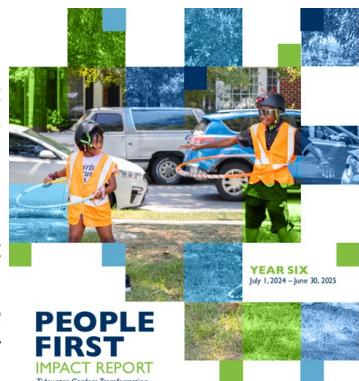
There is still time to help us make this event extra special! You or your business can donate candy, provide treats, or host a trunk. To sign up or learn more, please contact Thomasine Norfleet please contact Thomasine Norfleet via [email](#) or by phone at (757) -390-4625.

### COMING SOON—YEAR 6 PEOPLE FIRST IMPACT REPORT

We're putting the finishing touches on the latest People First Impact Report, and we can't wait to share it with you.

From resident achievements to program milestones, this report highlights the measurable progress we've made together—and the momentum we're building for what's next.

Stay tuned for the release!



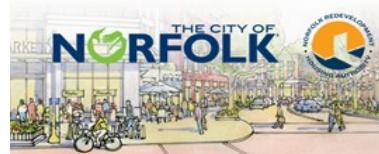
### ST. PAUL'S ADVISORY COMMITTEE:

The next in-person meeting is Tuesday, September 16th from 6-7:30pm at the Foodbank of Southeastern Virginia and the Eastern Shore, 800 Tidewater Drive in Norfolk.

You can find the presentations and meeting minutes of previous meetings [here](#).

Questions?

Please email us at [stpaulstransformation@norfolk.gov](mailto:stpaulstransformation@norfolk.gov).



# THIS MONTH

# SEPTEMBER

2025

## DEVELOPMENT

### RECONNECTING NORFOLK: FREEMASON MEETS ST. PAUL'S



A new traffic signal at the intersection of St. Paul's Boulevard and Freemason Street was activated on September 2, marking a meaningful step toward reconnecting the emerging Kindred community with downtown Norfolk.

The signal features pedestrian push buttons and crossing lights, improving safety and accessibility for everyone traveling through the district. More than just a traffic upgrade, this new connection begins to bridge a long-standing divide—creating new east-west pathways that will eventually integrate Kindred more fully into the urban fabric of Norfolk.

After several weeks in flashing mode to acclimate drivers and pedestrians, the signal is now fully operational. Vehicles on Freemason Street can access St. Paul's Boulevard directly, though entry into Kindred from this point will open in a future phase of development.

## GET CERTIFIED WORKSHOPS



SWaM/DBE Certification and VDOT Prequalification Overview Workshop  
10 a.m. - noon  
[REGISTER HERE](#)



SWaM Certification Info Session (Virtual)  
9 a.m. - 11 a.m.  
[REGISTER HERE](#)



DBE Certification Info Session (Virtual)  
9 a.m. - 10 a.m.  
[REGISTER HERE](#)



## PUBLIC ART AT KINDRED INSPIRED BY COMMUNITY LEGACY

Public art is on its way to the Kindred neighborhood, and the community has played a vital role in shaping this exciting development. Following two surveys and valuable community feedback, the City of Norfolk has selected a group of talented artists to create six unique projects that will become part of the St. Paul's Cultural Trail.



The selected artists are Blessing Hancock, Wesley Clark, Chris Fennell, Volkan Alkanoglu, Zachary Robinson, and Jim Gallucci. In addition, artist Poetry Jackson has been chosen to design the Church Street Mosaic Wall, a centerpiece that will honor the history and future of the neighborhood.

This work would not have been possible without the support of the St. Paul's Public Art Planning Committee, which developed a pre-qualified list of artists and guided the selection process. Over the coming months, the artists will reach out to residents and partners to gather ideas and inspiration for their designs. Together, we will create vibrant art that reflects the spirit of Kindred and the legacy of the St. Paul's area.



**YOUR OPINION  
MATTERS**