

Mayor's St. Paul's Advisory Committee

Meeting Minutes

Date of Meeting: December 17, 2019

Minutes Prepared By: Katie White, Management Analyst III, City of Norfolk

1. Purpose of Meeting: For the Management Entity and Inclusionary Housing Subcommittees to provide updates and recommendations to the Committee for feedback and next steps.

2. Attendance at Meeting

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|------------------------------------|--|---|--------------------------------|
| Councilman Riddick – not present | Councilwoman Williams-Graves – present | Dr. Glenn Porter – present | Dr. Robert G. Murray – present |
| Mr. Don Musacchio – present | Mr. Brodie Parker – present | Mr. Lavonne Pledger – not present | Ms. Deirdre Love – present |
| Rev. James P. Curran – not present | Dr. Ruth Jones Nichols – present | Rev. Dr. Kirk T. Houston, Sr. – not present | Ms. Tara Saunders – present |
| Ms. Shamika Kirby – not present | Mr. Earl P. Fraley, Jr. – not present | Ms. Michelle Cook – present | Dr. Sharon Byrdsong – present |
| Ms. Caz Ferguson – not present | Mr. William Harrell – not present | Mr. Alphonso Albert – not present | Ms. Kimberly Bray – present |
| Mr. Larry Hall – not present | Ms. Marquitta White – present | Mr. Joe Dillard - present | |

3. Agenda

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|---|---------------------------|-------------|
| I. Welcome | | 6:00 |
| • Councilwoman Graves | | |
| II. Workgroup Updates | | 6:15 |
| • Management Entity | <i>Tara Saunders</i> | |
| • Inclusionary Housing | <i>Ruth Jones Nichols</i> | |
| III. Next Steps/ Closing Remarks | | 7:25 |
| • Councilwoman Graves | | |
| IV. Meeting Adjourned | | 7:30 |

4. Meeting Notes, Decisions, Issues

Mayor's St. Paul's Advisory Committee

Meeting Minutes

I. Welcome

6:00

- *Councilwoman Graves*

- Councilwoman Graves welcomed everyone and opened the meeting in prayer over a holiday dinner.
- Barbara Hamm Lee officially opened the meeting after everyone settled in with dinner.
- Ms. Hamm Lee re-introduced the three newest members of the committee since several members were out of town during the meeting in November. Kimberly Bray, TMC President of Calvert Square and Marquitta White, TMC President of Tidewater Gardens were in attendance and introduced. Larry Hall, TMC President of Young Terrace was unable to attend.
- Councilwoman Graves noted that having TMC leadership presence on the committee in addition to residents is very helpful. She stated the beauty of the committee is that people who should be added can always be added.
- Ms. Hamm Lee stated that the Entity Subcommittee and Inclusionary Housing Subcommittees would provide updates to the larger committee.
- Ms. Hamm Lee introduced Tara Saunders to provide the Entity Subcommittee presentation.

II. Workgroup Updates: Management Entity

6:05

- *Tara Saunders*

- Ms. Saunders walked the committee through the presentation (attached below).
- In reference to slide 11, Ms. Saunders noted that many committee members have traveled to Purpose Built Communities conferences.
- In reference to slide 12, Ms. Saunders added that an issue identified with the EBDI model was that children from the neighborhood were not being accepted into the charter school. After the gap was identified, policies were changed to ensure that children in the community were served and that needs were being met. She noted that we need to ensure that doesn't happen in St. Paul's from the start.
- In reference to slide 14, Ms. Saunders noted that the DSNi model was interesting and used eminent domain to gain ownership of the land, but that is not possible here.
- In reference to slide 18, Workgroup's Recommendation to move forward with the Purpose Built model, Deirdre Love stated that she did not have the opportunity to attend many of the workgroup meetings and that some of the other models have important core values like responsible relocation, opportunity to return, and economic inclusion. She added that she would like to see the core values expanded because Purpose Built's values sound more like they are focused on the land, not the people as some other models presented.

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- Ms. Saunders stated that she just returned from the most recent Purpose Built conference in Atlanta where 1,000 people attended. They visited four different Purpose Built communities and members of the communities and students spoke at the conference. One of their strengths is that they borrow some of the best assets from different organizations and incorporate it all into the best model they want. She noted that it is the best structure in terms of a community quarterback and to ensure that resident voices are heard.
- Councilwoman Graves stated that the city initially started looking at Purpose Built about five years ago. What has been impressive about Purpose Built from that time to now is their ability to be flexible. Initially, they had a fairly strict model, now they have found that every city has similar and different dynamics as other cities and there isn't a one size fits all type of model. They have shown an incredible amount of willingness to be flexible and work with the goals and initiatives each community has. Some communities may have thriving education systems, and some may not. Some communities do charter schools, but that isn't an option in Virginia currently. Even if we liked everything else and that was a staple, we couldn't work with them five years ago, but they recognized there are different strokes for different folks, but we're all stroking in the same direction. It sometimes takes a different path or integration of things to get where we need to be. The national recognition that Purpose Built has received is by far higher and more well regarded than any others and have done this for a very long time and bring a lot of support. She noted that there no other models that have the support system; other models are more like this is what we did, and you can take it and do it as your own. Purpose Built has a supportive structure that comes with working with them. To answer Ms. Love's question, there is room for flexibility.
- Ms. Saunders said that while touring the East Lake community in Atlanta, they learned that 15 years ago when they first got started the high school graduation rate was 30%, and last year the graduation rate was 100% in addition to 100% college acceptance. They achieved that through a charter school and were able to identify individuals that worked at various colleges and worked with students on college applications. They started working with kids in middle school and continued to work with them throughout high school. That is one example of how they focused on people through their cradle to career pipeline model. There is a fabulous childcare program that all kids start with.
- James Rogers stated that the former mayor of Atlanta is now the Chairman of Purpose Built. He further mentioned that everyone has shifted their model to People First, and it is all you hear now at conferences. He stated that USI hosted a conference in New Orleans for CNI grantees, and that everyone is now using the People First model we have here in Norfolk. Additionally, the technical assistance that Purpose Built provides is free and they are good at finding resources because they have connections. Councilwoman Graves has been to

Mayor's St. Paul's Advisory Committee

Meeting Minutes

Purpose Built a lot and told people how we are doing it, so now there is a significant shift to People First.

- Councilwoman Graves added that a lot of what we're doing here with People First is what other cities are gravitating towards when talking about development. We won't be perfect at it and someone will come along and do it better and it will keep getting better, but the foundation of what we are doing of not just moving people like pieces on a chess board, but taking into consideration the lives of people, children, and future residents aligns with people and future organizations looking to do it. It is groundbreaking, substantial work but we cannot pat ourselves on the back yet.
- Marquitta White stated that at the Purpose Built conference it was evident that education is important. Her concern is that everything being implemented and offered is from outsiders. She does not understand why we are going outside for things that we have here instead of upgrading what we have here. She stated we should use Norfolk's people first and asked why we bring outside people in to do what Norfolk is capable of doing.
- Councilwoman Graves stated that NRHA is a housing authority and recalled from another meeting that NRHA was applying for grants because there haven't been service providers available to do some of the things that the grants would help do. As a housing authority, they aren't structured to do human services types of projects and programs. A lot of programs are limited because they are grant funded, whereas services we want to provide through People First are long term services. People First has been holding partner meetings over the last three months to ensure that people are not coming in and experimenting on residents. We are working with USI who does this work every day that they are designed to do, who will take local providers and craft what is needed based on resident assessments and surveys and provide the services long term. Human service work is not what NRHA is designed to do.
- Ms. White stated that she wasn't just talking about human services. She was also talking about schools and local businesses that schools utilize. She mentioned the transformation from a different school to Tidewater Park Elementary and the behaviors she noticed. She asked why not take the funding and support that certain businesses already have and noted that the city would also need to back those businesses. She stated that there are certain small businesses that we are not using or help grow that are already there and she didn't understand why.
- Joe Dillard replied that he understood what Ms. White was talking about and that would be the role of the community quarterback. He stated he's excited about Purpose Built, but like Ms. Love said Atlanta didn't have economic inclusion built into their model, but Grand Rapids, Michigan did, and the model in Kansas City included faith-based groups. He suggested calling Councilwoman Graves or James Rogers to see different Purpose Built

Mayor's St. Paul's Advisory Committee

Meeting Minutes

models if there is something someone isn't comfortable with. The community quarterback will answer questions and tap into multimillion-dollar agencies, it won't be a city or NRHA quarterback.

- Ruth Jones Nichols stated she is most excited about the Purpose Built quarterback model. She didn't see the model as fully when she visited a conference in Orlando, but after seeing different presentations and learning more about what they do, which is largely a focus on system change not service delivery and program development, she is supportive. We need to identify what assets exist now in the community and how we can better leverage those resources, and how to fill the gaps of existing service providers. She stated her understanding of the model is more of a coordinator and convener, not what we have now. There is a lot of duplicated efforts and agencies operating within their boxes now. Right now, there isn't one entity bringing it all together to create change, that is what is unique about their model and why she likes it a lot.
- Councilwoman Graves mentioned that the city cannot fund it all and she would personally have her head on a platter if she asked for more money. TWe also know that there is a lot of money in Norfolk and there are a lot of wealthy people that want to help but won't give it to the city because they want to do something good, but also want to get a tax write-off. We want to give them a place to do that. Understand that when we talk about money people get a lot of ideas about things they can do with it. We are initiating a model to maintain integrity of the process and not just leave it to whoever wants to form entities. If not yet, you will probably be contacted by people using the St. Paul's name, and if you haven't seen them here they have not partnered with the City of Norfolk and because this grant is issued to the housing authority and the city, everyone is hired to work for them together. If they aren't partnered with us, there's not a whole lot they can just go out and do on their own because we're holding the leverage of the community quarterback. If you are contacted by people and haven't seen them here, contact Susan Perry because she works this every single day and they may be on the list, but just know that those kinds of things are happening, and people always see opportunity when there is money.
- Ms. White said that people have been coming to the office to meet and she has been listening. She asked if the plan is for the community quarterback to create generational wealth. She asked if we have gone beyond the now in planning for long term results. She also asked if we are working with the shelter For Kids, who is very integral although everyone will not be homeless, it's important to have that cushion in case there aren't as many shelters like that in Norfolk or Virginia to cover that aspect.
- Councilwoman Graves responded that those kinds of partners are the people we have reached out to and brought to the table during partner meetings for the last three months. She stated that we didn't just start doing this today and even though we meet once a

Mayor's St. Paul's Advisory Committee

Meeting Minutes

month there is someone working on St. Paul's every single day to ensure we do not create homelessness, we will do what we say we're going to do and people will be better off. She stated that all of the services are voluntary, every single one, and we cannot make adults do anything and need parental consent for children. The good thing is once the services and programs really get off the ground and move, people will want to participate because they will see other people benefitting from it.

- Ms. Hamm Lee asked if there were any more questions or comments regarding the management entity/ community quarterback.

Workgroup Updates: Inclusionary Housing

- Ms. Hamm Lee introduced Ruth Jones Nichols to present an update on the Inclusionary Housing workgroup.
- Dr. Jones Nichols stated that after multiple conversations about where people will go, she expressed concern about developing an increased supply of affordable housing from an inclusionary housing standpoint. She was then voluntold to chair the inclusionary housing committee and gladly accepted the challenge.
- Dr. Jones Nichols provided her presentation to the committee (attached below).
- In reference to slide 4 regarding accessibility, Dr. Jones Nichols stated the importance of locating housing in communities that have accessibility to public transportation. She stated that during a previous meeting the committee was presented with information about the number of locations people can access housing and the number of units available. 260 locations and 13,000 units within 1,000 feet of bus stops were identified. Then the group examined the number of those units within school zones that have accredited elementary schools and the number of units within census tracts that are CNI qualified, which then narrowed the number of units to 368. She stated 368 units may be suitable if we are only talking about Tidewater Gardens, but not the entire St. Paul's quadrant. The focus is on affordability and accessibility for everyone within the project area.
- In reference to slide 9, Dr. Jones Nichols stated she would like to get feedback from the larger committee in the room so the subcommittee could reconvene in January to prioritize and refine the recommendations to bring back to the committee prior to making a policy recommendation to City Council.
- Ms. Saunders asked if Norfolk is focusing on inclusionary housing more than our sister cities. She said that the recommendations were all good suggestions but asked if there is anyone out there we can look to for guidance.

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- Paula Shea stated that Northern Virginia grew so rapidly that affordable housing became an issue. They have a policy in place, but they have the authority to do certain things there like mandatory affordable housing that Norfolk does not have the authority to do.
- Mr. Rogers stated that Montgomery County, Maryland also has a policy, but they don't have the restraints that Virginia has in creating policy.
- Ms. Love stated that the committee examined the different models during the meetings and took the best from each before formulating the recommendations.
- Councilwoman Graves announced if anyone wants the presentations and information from the workgroup meetings, email Zubin Adrianvala and he will provide it. She asked that the committee members submit any ideas, changes, or recommendations to the workgroup and if anyone needs supplemental information, we can also provide that to fully understand the thought process behind the recommendations.
- Councilwoman Graves stated her appreciation for both subcommittees because she was only able to attend one meeting each due to a crazy schedule, but then decided to not attend purposefully midway through so that the city influence would not limit the group from proposing ideas and thoughts that may not be city structured, which are sometimes overshadowed by city process. She stated that some departments start with no, instead of 'how can we make this work' and she didn't want to be the voice of doom in the room and encourage open and free conversations and dialogues instead.
- Councilwoman Graves emphasized her appreciation for the work the subcommittees have done and her belief in the hearts of the individuals around the table who sacrifice time and energy reading reports, email things they have discovered, and come up with ideas. The restraining factor mentioned throughout the inclusionary housing conversation is the Dillon Rule, which requires General Assembly approval for certain things the city would like to do. The upcoming General Assembly session starts in January 2020, so we have time to craft language for the 2021 session for things we are not able to tweak and change and vote on at the City Council level, but for things that require the state to intervene and make provisions to do so. However, there are some things that can be done at the City Council level.
- Councilwoman Graves stated that when she first started working for the city her salary was \$24,048 and she was excited about it. Considering all other parameters of today's world, that may not be enough to have a place to live, for car expenses, and childcare in addition to many other necessary expenses. The house she bought for \$86,000 is now worth twice as much. There are a lot of things that factor into inclusionary housing to ensure that people have a place to live and are not worried about making ends meet while making 30% of median income. She stated that when she looks at where she started and what that

Mayor's St. Paul's Advisory Committee

Meeting Minutes

translates to in today's dollars, it doesn't go very far. That is one reason why inclusionary housing is near and dear to her heart.

- Michelle Cook posed the question what if a person cannot increase their income, but the phases of redevelopment continue and the person must find a location for a party of 1 or even a party of 3, 4 or more in the household, but their income stays at \$24,000 or even less? Trying to ensure transportation back and forth to work, daycare expenses, children's sports activities, healthcare, and everything else a family might need. Everything presented in the plan sounds great, but her biggest concern is about incomes that won't increase, which is at the heart of all of it. Even if certain things are put in place at the local, state, and federal levels, if the household income does not increase that person or family is still stuck.
- Councilwoman Graves responded that she is correct and does not have a great answer for that.
- Ms. Cook suggested keeping that piece in mind moving forward in addition to what Ms. White mentioned previously during the meeting, and that it should be the heart of this. People get older and their health may change and as their children get older, you hope that they are productive and go into the workforce, but every time we hear this year the shipyard is laying people off and the people might have just gotten new homes, gotten married, had children, but if their income is not increasing, they could have degrees, but the income is still not increasing. Don't compare this part of Virginia with Northern Virginia because the income level there is very different than we what deal with down here. When your household income does not increase that is a big issue.
- Councilwoman Graves replied that there are a lot of life situations that we don't have an answer to. She stated she doesn't know if the committee can address all of the situations that happen in life, but thanked Ms. Cook for the concerns that she posed and stated that we will keep them at the forefront during the course of the conversation. She stated we will keep ourselves aware, but don't have a solution to everything.
- Brodie Parker stated that he heard children as a priority and that children are one of the most important things to consider. He stated that when you're talking about rebuilding Tidewater Gardens and Young Terrace, that children must be educated because if not, the houses that are built aren't going to last 60 years. He grew up in Young Terrace and has lived there for 60 years, now he is 63 years old. If the houses weren't made of brick, they would already be torn down. When he visited New Orleans for a conference, he visited the new modern houses and knocked on doors to ask the people how they liked living there. One tenant said they loved it and that the kids could go outside to play and get educated on what needs to go on with their lives. He emphasized that we won't be here and many of the members won't be here when the kids are 20-30 years old and they need to maintain the houses. Children are the most important.

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- Ms. White stated that she knows we don't have an answer for Ms. Cook, but that we do have some answer regarding entrepreneurship. She is one of the parents Ms. Cook described waiting for a disability case, working on a degree, have a degree, attend every meeting and have hands in everything, but has no income at the end of the day. She emphasized we must consider that because they are the people who are neglected but needed at the same time and will not wait to be denied three times for positions rather than go back to entrepreneurship. She has seen the workforce center downtown because she happened to go that way but didn't know it was there. She stated not everyone has grace for entrepreneurship, but she has it and at end of the day everyone will need what they have to offer. Mayor Alexander said that 20% of businesses will be donating to the St. Paul's transformation. Regarding the future, teach them now when it comes to stocks and whether they'll have the opportunity to invest in stocks when the new housing is built. Start teaching early, have the mentoring in place, the least likely are the ones who need to be thought about. She stated she likes the mixed income plan because it is two different sides of the coin, but can each side can benefit each other. One tenant may have more money, but she may have more wisdom and they can teach each other something. She asked everyone to please consider the single parent or woman that has a baby and no income, to never skip over it and always consider it. When she went to the Purpose Built conference, she was touched by meeting people who lived in the communities. She hates telling people she lives in Tidewater Gardens because there is a label associated with it or people don't believe she lives there. She stated to stop waiting until the housing is torn down and start now.
- Councilwoman Graves replied that there is funding in the CNI grant for Critical Community Improvements for the type of economic 'hub' that she is referencing. She stated that it's simply a matter of providing accurate information. Regarding the 20% that was referenced, businesses are private entities and can determine where they choose to give their money. She believes Ms. White may have been referencing the 10% that developers are allocating for the community from the development fees, but there isn't any legislation she's heard about or spoken to the Mayor about.
- Ms. White responded that she was not talking about the developers' funding and that her private conversation with the Mayor was different.
- Glenn Porter asked what the next actions are to move everything forward. He stated that is how we will see it become a reality.
- Councilwoman Graves stated that the management entity plan is being recommended to City Council through the City Manager's office after consensus from the work group and then it will come before the council. The inclusionary housing recommendations will follow the same process. She asked the committee to read through the materials and if any

Mayor's St. Paul's Advisory Committee

Meeting Minutes

recommendations or changes are provided that will also go to the City Manager's office and the Attorney's office. It will go before the Council for recommendation and adaptations to get the blessing of the Council for the interdepartmental team to continue the work and identify what can be done through a Council ordinance procedure. We will need to work on getting the information into the General Assembly legislative packet in the February-March timeframe.

- Dr. Jones Nichols asked if the public-private entity is put in place before the end of the fiscal year, June 30th, if there has been funding allocated to support them.
- Councilwoman Graves replied yes, \$300,000 in funding was allocated last fiscal year for the startup.
- Ms. Hamm Lee asked if People First wanted to provide an update.
- Councilwoman Graves stated that People First will provide an update in January on their work over the last three months.
- Barbara Hamm Lee asked if there were any other comments or question before moving into closing remarks.

III. Closing Remarks

- *Councilwoman Graves*
- Councilwoman Graves stated that 2019 was a great year full of wonderful things and that we covered a lot of ground. It may not have seemed like it but, she asked if anyone has seen the iceberg photo that talks about all the work done underneath the water that nobody sees. All the work that has been done up to this point is that type of work. It is the foundation of when we dig dirt, move people, transform lives, children are better educated, and residents are entrepreneurs you will see over the iceberg picture and it will be great, but don't forget about what is underneath. They won't remember this evening at the Attucks Theater or St. Mary's community meetings, the work put into this, the community trusts, or half trust us, thought they could trust us or are still not sure. It takes the hearts of all the people. Last night there was a public hearing on the casino. There has been a whole lot of hoopla about the casino, everybody has been on Facebook and everyone has an opinion. But when the time came for people to come out and show up only 22 people came to speak. Out of all the talk, only 22 people came to speak. She stated that because there is a lot of people with opinions and hoopla about what we are doing, but the committee members are the ones who show up, the staff comes to work day in and day out. The people who show up are the people with heart. She thanked the committee for everything done in 2018, 2019, and stated 2020 will be a great year.

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- Ms. Graves closed with information on the 2020 Census. She stated the individuals that were being discussed who are labeled solely based on their address are the individuals who most likely need the services provided by the federal government and if people do not participate in the 2020 Census it will hamstring cities like Norfolk from being able to help people help themselves. She was at a conference where they talked about people who are undercounted because they might be leery of government. She stated that black people have their own theory about the census and being counted linked back to the Tuskegee experiments. She mentioned one woman who spoke about the descendants of her heritage fearing being counted because the census was used to round up individuals and deport them or put them in concentration camps. We need to work to make sure people we know participate because a lot of programs are operated by the city, but the funding comes from the federal government and if they don't know you exist, they will not give you the money. Money doesn't go where the need is, it goes where you are counted. She urged everyone to take the time to educate people and ensure we are counted and that we need to make it happen.
- Councilwoman Graves also noted that John Kownack's last day at NRHA is December 31st and wished him a happy retirement.
- Councilwoman Graves wished everyone a happy new year.

Meeting Adjourned

7:30



St. Paul's Advisory Committee Meeting

Attucks Theater
December 17, 2019

Agenda

- **Welcome**
- **SPAC Workgroup Updates**
 - *Inclusionary Housing*
 - *Public/Private Entity*
- **Next Steps/Closing Remarks**
- **Meeting Adjourned**

Public-Private Entity Workgroup

- Subcommittee/Workgroup made up of members of the SPAC began meeting in Summer 2019
- Investigated several neighborhood revitalization models
- Some members attended PBC conference

Members:

- Ruth Jones Nichols
- Tara Saunders
- Shamika Kirby
- Deidre Love
- LaVonne Pledger
- Councilwoman Graves

Models Considered

- Purpose Built Communities
- East Baltimore Development Inc. (EBDI)
- Dudley Street Neighborhood Initiative (DSNI)/Dudley Neighbors Inc.
- Memphis HOPE

East Baltimore Development Inc. (EBDI)

- A 501 [c] [3] established by community, government, institutional and philanthropic partners to revitalize, re-energize and rebuild the East Baltimore neighborhood
 - Authority vested by City/State to Oversee Redevelopment and Private Developers (LDDA)
- Supported by public and private partners, including the U.S. Government, the State of Maryland, the City of Baltimore, the Annie E. Casey Foundation, Johns Hopkins Institutions, The Harry and Jeanette Weinberg Foundation, the Atlantic Philanthropies and others.

Core Values:

- Community Engagement and Planning
- Economic Development
- Responsible Relocation and Opportunity to Return
- Economic Inclusion
- Affordable Housing



Purpose Built Communities Model



- **Defined Neighborhood:** focus on defined neighborhoods; changing place means changing outcomes for its residents.
- **Community Quarterback:** create a new nonprofit to lead revitalization efforts by engaging community members and stakeholders in developing a “big vision,” supporting and strengthening collaborative partnerships, securing funding, and coordinating implementation efforts and initiatives.
- **Model Pillars:** develop strategies and initiatives in collaboration with partners and community to create:
 - **Mixed Income Housing**
 - **Cradle-to-College Education Pipeline**
 - **Community Wellness**

Dudley Street Neighborhood Initiative (DSNI)

- A non-profit community-based planning and organizing entity comprised of Dudley residents seeking to reclaim their neighborhood.
 - DSNI gained eminent domain authority to purchase vacant lots in the neighborhood and created a land trust (DNI) to protect affordability and family stability.
- Core values
 - Development without displacement
 - Youth voice
 - Neighborhood Development
 - Resident Empowerment



Memphis HOPE

- A public-private partnership that provides comprehensive, personalized case management services for families who lived in select public housing developments prior to the City's revitalization of those properties
- Partners: Housing Authority, Urban Strategies, Women's Foundation for a Greater Memphis
- Model Pillars to eliminate poverty:
 - Private funding facilitates flexibility and responsiveness when creating and testing a new model for public service delivery
 - Coordinating services and providing individualized pro-active case management increases measurable outcomes
 - Providing a family with knowledge of and access to available resources improves outcomes for children

Workgroup Reflections

- Need to attract additional (National) funders for the many areas of the revitalization
- Benefit to a non-profit that can withstand changes in leadership at the City and NRHA
- Education must be at the heart of revitalization – some models have this as a larger focus than others
- PBC gives national model with ability to borrow what we like from the other models (make it our own)

Purpose/Mission of Entity

The entity functions as an organizer and navigator toward the shared goal of community revitalization. It works with partners to establish shared metrics, brings together knowledgeable allies and financial resources, and ensures the work of community partners will benefit the entire neighborhood.

Workgroup Recommendation

- Move forward with the Purpose Built Communities model
 - National recognition and ability to tap into national funders
 - Proven success in multiple cities around the country
 - Comes with technical assistance and a network of partners
 - Ability to secure immediate funding for operations
- SPAC provides overall recommendation to City Council and City Administration for consideration in January

Inclusionary Housing Workgroup

- Subcommittee/Workgroup made up of members of the SPAC began meeting in September 2019
- Examined several inclusionary housing policies in cities across the U.S.

Members:

- Ruth Jones Nichols
- Deirdre Love
- Glenn Porter
- Councilwoman Graves

Workgroup Reflections

- Need to increase the affordability and accessibility to quality lifecycle housing for all residents;
- Increase accessibility to high quality amenities;
- Promote a more robust housing market; and
- Increase accessibility to resources available to move towards self-sufficiency

Vision Statement

Norfolk hosts an array of quality housing options throughout the city that are available to all residents, regardless of income.

Inclusionary Housing Goals

- Norfolk residents pay no more than 30% of their income to meet housing needs
- Safe, sanitary, affordable, and attractive housing is located in communities of choice and not concentrated by neighborhood or any particular parts of the city. Choice includes access to quality schools, transportation options, employment opportunities, healthcare, parks and related services
- Both existing and new housing will be mixed income-- and result in mixed income developments and neighborhoods
- Create a clear image and timebound goal for a Norfolk which accomplishes its inclusionary housing goals. (e.g. limits to the differences in income etc. between various census tracts)

Recommended Actions

- Make inclusionary housing part of the City's culture to proactively approach applicants/developers/existing building owners/managers to include affordable housing options, particularly in communities of choice
- Enhance current city programs, such as targeted rental rehabilitation loans or grants, to incentivize the creation, retention and improvement of housing affordable by those earning 60% or less of AMI, targeting communities of choice
- Enhance current city programs that connect renters and landlords and provide an institutional structure to ensure the rights and responsibilities of both parties

Recommended Actions

- Explore options for establishing and funding housing inspections programs, such as occupancy permit programs, to ensure that the existing affordable housing stock is safe and sanitary
- Require that developers ensure at least 20% of new housing units be affordable by those earning 60% or less of AMI when purchasing City or NRHA-owned property
- Lobby for additional tools to address the availability of affordable housing, including expanding local powers to implement meaningful inclusionary housing mandates (beyond what is currently allowed that is only voluntary—Virginia code 15.2-2305).

Recommended Actions

- Require that affordable housing always include a mixed income housing percentage with market rate units.
- Request the development of an interdepartmental team tasked with making timebound recommendations for an incentive structure for developers/property managers for mixed income/inclusionary housing.
 - Planning, Office of St. Paul's transformation, Budget, Resilience, Finance, Norfolk Redevelopment and Housing Authority, etc.)
- SPAC provides overall recommendation to City Council and City Administration for consideration in February.