



**Charlottesville City Council and
Charlottesville Redevelopment and Housing Authority Board of Commissioners
Special Joint Meeting
Tuesday, June 25, 2024 at 6:00 p.m.
CitySpace, 100 Fifth Street NE**

AGENDA

- I. Call to Order
 - Roll Call of City Council
 - Roll Call of Commissioners
 - Moment of Silence
 - General Announcements / Meeting Dates / Reminders
- II. CRHA Update Presentation
 - A. Strategic Planning
 - B. Redevelopment
 - C. New Initiatives
- III. Discussion
- IV. Public Comments
- V. Adjournment

Charlottesville Redevelopment & Housing Authority



Semi- Annual Meeting



STRATEGIC PLAN

INTRODUCTION

The primary goals of the plan are to deepen CRHA's commitment to the motto ***Residents First***. It will advance resident well-being, drive redevelopment and preservation through collaboration with community and partners and equip CRHA (Charlottesville Redevelopment and Housing Authority) with an organizational structure that stewards a healthy relationship with residents and the Charlottesville community. The strategic plan reflects these three goals and is accompanied by an appendix of specific strategies and their intended results.

The plan was researched and developed by a strategic planning and visioning team that met in late 2023 and early 2024. The team was tasked with identifying and capturing current and future opportunities and challenges; collecting input from staff, management, and board members; and shaping the final plan. At a retreat in April 2024, final areas of focus were confirmed and expanded upon by the Board of Commissioners.

The organization used the services of The Spark Mill, a Richmond strategic planning firm, to facilitate the process. Consultants from The Spark Mill collected information for this portion of the planning process.

- Feedback from Stakeholders
- Resident Focus Groups
- Internal Review of Procedures and Data

BACKGROUND

Established by popular vote in 1954, CRHA is a public authority separate from the City of Charlottesville. CRHA provides low-income residents, including seniors and disabled community members, with affordable housing opportunities in the City of Charlottesville. CRHA operates under Virginia-state and federal housing regulations from the Department of Housing and Urban Development (HUD). The Charlottesville City Council has appointed a seven-member CRHA Board of Commissioners, two of whom are public housing residents. Commissioners are responsible for promoting policies and the selection of the CRHA'S Executive Director.

VISION

CRHA strives to build exemplary communities that integrate essential services empowering our most vulnerable population to thrive in the City of Charlottesville.

MISSION

The Charlottesville Redevelopment and Housing Authority (CRHA) is a resident-centered organization committed to excellence in providing affordable quality housing, revitalizing communities, supporting resident involvement, and promoting upward mobility and self-sufficiency through partnerships in the public and private sectors.



IMPACT & GOALS

1. Residents First: Foster an environment that advances resident stability and well-being

IMPACT: Residents and CRHA have a collaborative and trusting relationship; Residents are active members of their community

- 1.1. Create organizational practices that build and nurture trust among residents and CRHA staff
- 1.2. Leverage local partners and city support to provide sustainable and relevant, wealth-building programs that are responsive to the diverse needs of residents
- 1.3. Stimulate a healthy and mutually beneficial relationship with PHAR (Public Housing Association of Residents) to ensure resident safety and stability
- 1.4. Define and operationalize the “Residents First” motto at the board and staff level

- 1.5. Engage in whole organization development that initiates and promotes effective and trauma-informed customer service



2. Community Building: Drive redevelopment and preservation opportunities through community collaboration and partnership

IMPACT: CRHA is a sought-out partner in expanding and preserving affordable housing in Charlottesville

- 2.1. Strengthen relationships within the local affordable housing ecosystem to collaborate on unique and innovative housing projects that support the community
- 2.2. Establish a communication strategy that connects partners to and engages the community in the work of CRHA
- 2.3. Identify and utilize innovative housing solutions that are responsive to climate change
- 2.4. Reimagine capacity needs to ensure effective and responsive property management in all our developments and organization
- 2.5. Leverage knowledge and expertise of affordable housing tools to support the sustainability of innovative housing solutions in Charlottesville



3. Inspire Transformation: Equip CRHA with an organizational structure that stewards a healthy relationship with residents and the Charlottesville community

IMPACT: The preservation of deeply affordable housing in Charlottesville

- 3.1. Foster an environment of internal collaboration and feedback to be responsive to resident needs and redevelopment goals
- 3.2. Initiate a nonprofit entity to ensure adequate resources to support the well-being of CRHA and its residents
- 3.3. Evolve standards for operation for staff and the board to align with current and future operational needs and responsibilities
- 3.4. Create a succession plan that ensures continuity and sustainability in operations, services, and the Residents First commitment.
- 3.5. Evaluate organization needs to ensure capacity matches the work



Redevelopment
“Resident Led, Resident Directed”

- In the past, decisions were not made by the people most affected by them. To make amends for past harm to the community it is of primary importance residents have authority over their futures.
- Requires in-depth understanding of topics, options, challenges, and realities.
- This is not just “What color do you want your walls painted?”
- 3 primary ways to provide directions:
 - All residents of the site are informed and welcomed into the process- carried out through door knocking, one on one conversations, polling, and sharing information.
 - Resident Planners Groups- focused decision making and in depth understanding of design and other issues to guide the design process- this is our greatest asset. We have a planner’s group at each site.
 - Official resident decision makers on the Board, Committees, and Selection Panels
- Additionally, we have an MOU among the partners solidifying the reliance on residents to provide direction and including residents in decision making bodies.



South First Street Phase 1

- The CRHA and its development partners have finished the development of South First Street Phase 1, a 62-unit development with 37 subsidized units.

- The development has received Zero Energy Ready Home (ZERH) certification and includes solar panels. An agreement has been executed with Ting to provide internet to residents at no cost.
 - o TDC: \$19.4 million dollars
 - City Investment: \$1.175 million dollars



Crescent Halls

- The CRHA and its development partners have completed the renovation of Crescent Halls which is a 105-unit senior/ disabled development. This redevelopment was planned by resident planners at Crescent Halls with assistance from Principal Colin Arnold with Arnold Design Studio. The units are

fully subsidized through public housing and project-based vouchers. The development experience significant increases due to order changes, material delays, inflationary factors, and a major pipe leak. An agreement has been executed with Ting to provide internet to residents at no cost.

- TDC: \$19 million dollars
 - City investment: \$ 1.875 million dollars



South First Street Phase 2

- The CRHA and its development partners are beginning South First Street Phase 2 which is the development of 113 fully subsidized affordable housing units. The development was led by the South First Street resident planners with assistance

from BRW Architects. The development is attempting to achieve ZERH certification and will include solar panels. The site will include a 5,000 sq. ft community center, dedicated resident storage space and 3,000 sq. ft. of programming/ office space.

- Estimated TDC: 39 million dollars
 - City investment: \$6 million dollars



Sixth Street Phase 1

- The CRHA and its development partners are finalizing the Sixth Street Phase 1 development. This will provide 47 fully subsidized affordable housing units. The development was led by resident planners with assistance from Grimm and Parker Architects. The development is attempting to achieve ZERH certification and will include solar panels. The site will include ample resident space, a resident service office, a UVA clinic and space for a fresh produce provider.
 - Estimated TDC: 30 million dollars.
 - City investment: \$3 million dollars

Sixth Street Phase 2

- The CRHA and its development partners are finalizing the site plan for Sixth Street Phase 2 which is the development of 48 fully subsidized affordable housing units. The development includes 6 affordable housing units which will be for sale. This development was led by resident planners with assistance from Grimm and Parker Architects. The development is attempting to achieve ZERH certification and will include solar panels. The site will include ample resident green space and residents will have access to the spaces in the Sixth Street Phase 1 development.
 - Estimated TDC: \$26 million dollars.
 - City investment: \$3 million dollars

Westhaven

- The CRHA and its development partners are engaging with resident planners and the Arnold Design Studio led design to plan the Westhaven development. The CRHA and its partners are analyzing the Choice Neighborhood Implementation (CNI) grant. If CRHA is awarded the CNI grant it would receive up to \$50 million dollars for the strategic transformation of the Westhaven community. The CRHA is aiming to develop 350 units which will include affordable rental and for sale units; market rate rental and for sale units; a clinic, a community center and commercial space.
 - Estimated TDC: \$150 million dollars.
 - City investment: \$15 million dollars



Parallel Track Plan

- The CRHA and its site based resident planners have embarked on an 8-year renovation plan to strategically utilize HUD capital funds to modernize public housing units not slated for redevelopment. In 2023 CRHA replaced roofs, siding and windows at Michie, Madison, and Riverside. The CRHA is slated to complete the following projects in 2024:
 - Electrical upgrade at Michie, Madison, and Riverside
 - HVAC installation at Michie, Madison, and Riverside
 - Appliance replacement at Michie, Madison, and Riverside
 - Storm door and entry door replacement at Michie, Madison, and Riverside
- The CRHA has been allocated \$187,500 for parallel track projects.
- The CRHA spent about \$6 million dollars between 2023 and 2024 on public housing modernization.



Develop and Preserve Affordable Housing

Public Housing Modernization

- The CRHA has developed a Parallel Track modernization process with the utilization of HUD provided Capital Funds. The funds are obligated yearly and pooled to complete large projects. The city has provided \$187,500 to modernize public housing. CRHA would like an annual commitment of \$375,000 per year for the next 5 years from the city for public housing modernization.

Conversion of HCV to Homeownership Assistance

- The CRHA has committed to making up to 5 Housing Choice Voucher's (HCV) available for conversion to homeownership assistance. The city has allocated funding for Down Payment Assistance to this program through the HOME program. This opportunity allows families to use their assistance to make mortgage payments while we make payments to the family to assist them with the mortgage and upkeep of the home. We are actively working to identify lenders for the homeownership program.

Development of Rental Rehabilitation Program

- The CRHA is interested in working with the city to develop a rental rehabilitation loan and/or grant program. The Department of Housing and Urban Development has developed new inspection standards for the HCV program that will create financial burdens for landlords/ property owners. We are concerned about the number of units that will not meet the new inspection standards that passed the prior inspections. If homeowners fail to make the needed modifications to pass the inspection the housing assistance will cease which will negatively impact low-income families. CRHA has operated a similar program in the past and other Housing Authorities in Virginia have administered similar programs.

Deployment of Project Based Vouchers

- The CRHA is strategically deploying project-based vouchers to increase the number of deeply affordable units available in the City of Charlottesville. The deployment of project-based vouchers allows CRHA to assist more families at 0-30% AMI. The units have guaranteed assistance for 20 years with the ability to renew the assistance contract after the initial term.

Needs:

Collaboration around Safety

- We have engaged the police department around barment's. The CPD previously had a role in barments but this practice was suspended in 2020. We would also like to engage around community policing.

Collaborating with Department of Community Solutions

- Engaging with the department around the CSRAP program and the referral process of the participating agencies.
- Additional funding will be needed to increase the families able to be assisted through the program
 - o Currently only serve homeless and families in a self sufficiency program.

