

**SPECIAL JOINT SESSION OF  
CITY COUNCIL  
AND THE THIRD WARD HOUSING & REVITALIZATION TASK FORCE**  
CITY HALL, Fifth Floor  
6801 Delmar Blvd., University City, Missouri 63130  
**Thursday, March 9, 2023**  
**6:30 p.m.**

**AGENDA**

**I. MEETING CALLED TO ORDER**

At the Special Joint Session of the City Council of University City and the Third Ward Housing & Revitalization Task Force held on Thursday, March 9, 2023, Mayor Terry Crow called the meeting to order at 6:30 p.m.

In addition to the Mayor, the following members of Council were present:

Councilmember Stacy Clay  
Councilmember Aleta Klein  
Councilmember Steven McMahan  
Councilmember Jeffrey Hales  
Councilmember Bwayne Smotherson

The following members of the Third Ward Housing & Revitalization Task Force were present:

Christopher Flood  
Susan Murray; (*arrives at 7:08 p.m.*)  
Ariel Gardner  
Craig Hughes  
Christina Dancy  
McQueen; (*arrives at 6:35 p.m.*)  
Mayela Zambrano  
Bryon Price  
Linda Peoples-Jones; (*excused*)

Also in attendance were City Manager, Gregory Rose; City Attorney, and John F. Mulligan, Jr.; Deputy City Manager, Brooke Smith; Chris Krehmeyer, Jacqueline Bell, Deb Dombar, and Makita Hill of Beyond Housing; Kevin Wright, Ed Sharrer, of Yard & Company, and Adam Rosa of Collabo.

**II. INTRODUCTIONS**

Mayor Crow stated the purpose of tonight's session is to hear two proposed presentations from consultants, and since the assumption is that many of us do not know each other, he would like to take a few minutes for everyone to provide a brief introduction.

**III. PRESENTATIONS: HOUSING AND THIRD WARD REVITALIZATION CONSULTANTS**

Ms. Smith stated she serves as the staff liaison for this Task Force that started meeting around June of last year. She stated pretty early on it became evident that they could benefit from a consultant to provide structure and guidance throughout the planning process. So, an RFP was issued, and the two respondents; Beyond Housing and Yard & Company, are here tonight to present their proposals.

**Beyond Housing**

Mr. Krehmeyer, President and CEO of Beyond Housing stated he grew up in U City, and until about a year ago, his mother lived on the corner of Jackson and Dartmouth. After earning his degree in Urban Studies, he did an internship in 1985, here at City Hall with the former Director of Finance.

Mr. Krehmeyer introduced the members of his team that would be assisting him in providing a quick overview of the work they perform and what they believe might work for the Third Ward.

### **Background**

Beyond Housing is a comprehensive community-building organization that has been in existence for over 40 years. A majority of its work is on the northern borders within the boundaries of the Normandy School District's Collaborative which encompasses 23 communities. Beyond Housing worked closely with 18 of the 23 mayors in these communities to improve the efficiencies and effectiveness in the delivery of services for their constituents.

- Leveraging over 175 million dollars to build new homes
- Rehabilitation of over 1200 existing owner-occupied homes
- Much-needed physical upgrades for seniors
- 15 members of staff embedded in Normandy Schools to support kids and their families
- After-School Programs
- Summer Programs
- Community health workers

### **The Proposal**

Duplication of their **ASK ALIGN ACT** model which recognizes that creating real change requires a comprehensive, multi-pronged effort that weaves together a fabric of interrelated needs for both families and communities.

#### **ASK = Community Engagement**

- Understanding how to be in space; in place, and in communication to create opportunities for constant dialogue to hear a community's dreams; hopes, and aspirations.
- The most recent Community Vision Report for their 24-1 Communities is based on a series of robust conversations with folks in the community to bring the message that this is about their life and they should drive what happens there. This included:
  - ✓ 1500 individual interviews
  - ✓ Face-to-face conversations
  - ✓ Door-to-door canvassing
  - ✓ Community meetings

**ALIGN =** How you align the information you've gathered to garner the right kinds of resources and address the things a community believes are important for enhancing their lives. Resources that address the root causes of community decline include:

- Employment
- Economic development
- Good schools
- Strong housing markets
- Safety
- Access to services
- Strong municipal governments

#### **ACT = Getting the work done.**

Driven by the voice of the Pagedale Community, Beyond Housing has been able to build:

- A grocery store
- The 24-1 Cinema
- A food hall
- Pagedale town hall
- Pagedale Family Support Center
- The 24-1 Construction Company
- An art facility; (forthcoming)

## Outcomes

Ms. Bell, Director of Program Design and Development stated along with leveraging Beyond Housing's experience, partnerships, financial, and programmatic resources, they also utilize several guiding documents.

- The 24-1 Community Vision
- The 24-1 Community Land Trust, owned and directed by the community, acquires and develops land for the benefit of the 24-1 community and supports the financing and development of affordable quality housing and economic development.
- The Organizational Theory of Change

Using the language of outcomes articulates and aligns Beyond Housing toward clear and firm intentions that support the success of their efforts. Because obviously, the thing everyone wants when it comes to community revitalization is the ability to see transformations.

Community-level outcomes across a chain of transformations are what they like to refer to as; from individuals to families; from families to communities, and from communities to the more complex systemic level. They are representative of long-term generational change because nothing happens overnight and without partnerships.

Short and medium-term outcomes reflect the changes directly impacted by Beyond Housing's programs and services. This impact is measured through program performance management and other evaluation processes.

**ASK ALIGN ACT** allows Beyond Housing to;

- Create, develop, and live within its theory of change;
- Better understand its mission of creating a stronger, more equitable, and prosperous St. Louis;
- Fulfill its mission of strengthening individuals, and families, and transforming the physical environment through housing, economic development, and systemic level change at the system level.

This year, the breadth of Beyond Housing's programming in the context of its 24-1 Initiative really demonstrates the complexity of the solutions that need to be driven to impact all aspects of a community's well-being.

- Holiday Friends - Toys for Tots
- Owner-Occupied Home Repair Program
- Single Family and Senior Rental Homes
- Big Brothers/Big Sisters
- Viking Advantage Program - helps students save for college; each dollar deposited is matched with three dollars
- Promise Accounts - a \$500 MOST 529 college savings account for every student entering kindergarten
- United 4 Children - professional development, training, and resources for early childhood centers
- Passport to Health
- Food Pantry
- Nurses for Newborns
- After-School Programs
- Red-Bird Rookies
- Family Engagement Liaisons
- Wyman Teen Outreach Program
- St. Louis Tax Assistance Program
- Prosperity Connection - access to free financial coaching and affordable financial products

- The 24-1 Municipal Government Partnership
- The 24-1 Clergy Coalition
- Department of Justice Grants for Wellston & Pagedale

Ms. Bell stated the combined population of all 23 communities is about the size of U City. So, it's about knowing how to get people to develop a common message, goal, and aspirations, that align them together and move them forward in a collective fashion.

Mr. Krehmeyer stated he was thrilled to have had the opportunity to provide a letter of support from Dr. Sharonica Hardin-Bartley in their application because they believe the notion of community strength and stability directly affects the strength of a school district.

He stated Beyond Housing has been at the center of community development for a long time, and the reality is they have not seen any significant community-level changes where there is a lot of poverty. So, unless you address the challenges that communities face by listening to their voice, aligning resources, and understanding the connectivity between housing, education, health, jobs, and economic development, he worries about what kind of success any community will have.

Councilmember Smotherson stated it almost seems like this should be a three-way partnership between the City, Beyond Housing, and the School District because your theory of change includes programs related to education, wrap-around services, and family engagement. However, since these issues have not been identified as problems associated with the needs of the 3rd Ward, would their elimination reduce the price of your proposal? Mr. Krehmeyer stated the quick answer is no, but they would be willing to negotiate their price if that number does not work. He stated while the proposed budget does not include any of these programs, they do think it's important to have these big conversations so that they can build on the survey work that has already been done, make sure they are not missing any of the challenges that exist, and understand exactly what is needed to have the kind of success residents of the 3rd Ward are looking for.

Mr. Krehmeyer stated the two FTEs that are a component of the budget only focus on community engagement and are necessary to gather information, push the community's desires, and look for the resources to carry those things out. So, this proposal is really about working with the City's residents and leaders to understand their needs and find the applicable resources.

Ms. Bell stated while many of the programs and services referenced are things that Beyond Housing can do, this is simply an internal document that was not intended to be a part of their response to the RFP.

Unidentified Speaker: Do the two FTEs represent members of your current staff or individuals that would have to be hired for this project? Mr. Krehmeyer stated they would need to be hired for this project.

Mr. Price posed the following questions to Beyond Housing:

**Q. There are several services and/or programs that I would like to get more details about, and the first one is the Housing Stability Specialist?**

**A.** (Ms. Bell): *As a landlord, Beyond Housing offers supportive services to its tenants and residents. One of those is the Housing Stability Specialist who works with other specialists in our Housing Resource Coordination Department.*

**Q. The Family Assessment?**

**A.** (Ms. Bell): *The Family Assessment is a tool used to ask before we align. We call it our "self-sufficiency matrix," because it helps us mine for a family's individual needs before we provide services.*

**Q. Asset Equity Funding and Programming?**

**A.** (Ms. Bell): *This program is the framework we use to make sure that we are developing asset equity, which is often realized through our Viking Advantage Program that helps students save for college.*

**A.** (Mr. Krehmeyer): *What we gave you in the theory of change is how we arrive at the work we do. Would we love to bring you all of these programs? Absolutely, but right now the resources aren't there to do that. So, as you think about the 3rd Ward Revitalization Plan, the question becomes whether there are partnership opportunities that can over time, grow into something more, based on the community's needs. And we're simply saying that these are some of the resources we can bring to the table to add to your success.*

**Q. Developing owner-occupied housing?**

**A.** (Mr. Krehmeyer): *For years we've done a First-Time Home Buyer's Program where we provide eight hours of financial advice and down payment assistance for folks looking to buy a home in St. Louis, St. Charles, and Jefferson Counties. Funds are available through St. Louis County, so we would love to bring this program to U City.*

**Q. Homeowners having access to financial incentives?**

**A.** (Mr. Krehmeyer): *We help facilitate grant dollars; mostly for seniors, that help stabilize the value of their homes and the community by taking care of major building repairs.*

Councilmember Clay stated if he is understanding this correctly, the scope of work is for community engagement and the development of a plan. And there are additional facets of his work that Beyond Housing does that may or may not necessarily be material that could be considered once the plan is developed. So, is it a fair interpretation that while this comprehensive plan may be beyond the original scope of the Task Force's undertaking, it could serve as a roadmap for the City to consider that can be implemented separately and apart from their plan? Mr. Krehmeyer stated that is a fair interpretation. He stated what they are advocating for is the big picture of what makes a community strong and healthy. So, you're correct, the City's request was much narrower than what they provided. And while they can help with the housing piece they wanted the City to realize the connectivity of all these things that make up a healthy environment; even if they're not done immediately.

Ms. McQueen posed the following questions to Mr. Krehmeyer:

**Q. Community engagement is a hard thing to accomplish in the 3rd Ward. So, can you give us some examples of models you've used in the past that were successful?**

**A.** *While we've used a wide variety of methods, the one that has given us the best results is neighbors talking to neighbors about the place they call home. We hire eight to ten folks from the community to conduct one-on-one interviews. We provide a modest amount of training, stage them in places where there is a lot of traffic, and design the questions in a manner that allows those being interviewed to discuss what they believe the problems are, and what the solutions should be. These folks also conduct all of the traditional methods, like town hall meetings and small groups that we help to facilitate. Then at some point, we pause to aggregate all of that information to find out who it is we have not heard from like kids, seniors, renters, homeowners, or business owners, and intentionally look for those groups to make sure their voices are heard.*

**Q. There are homes in the 3rd Ward that most banks don't want to extend funding to because of their perceived value. But at some point, the Task Force will need to find programs to extend the money it has. So, how does Beyond Housing go about helping its clients look for extra revenue?**

**A.** *Beyond Housing has leveraged close to 14 million dollars in grant funds from various sources to eliminate some of the challenges associated with banks and underwriters. And while some banks are more flexible, by and large, the folks they serve are not looking to incur additional debt.*

Mayor Crow posed the following questions to Mr. Krehmeyer:

**Q. One-third of our residents live in the 3rd Ward, so is there a sample size for the number of participants needed to conduct a successful community engagement?**

**A.** *In a perfect world, we would love to capture 10 percent of those 13,000 folks. It's a big number but if community engagement is going to be legitimate, folks have to have confidence that their voices are being heard. Failure to do so will minimize the power of your end results.*

**Q. You mentioned the down payment assistance program that the County funds. Is Beyond Housing the gatekeeper for that program or can individuals apply for the funds on their own?**

**A.** *It's available to individual residents based on their income. But we provide the mandatory eight-hour training, one-on-one credit review, assistance with helping them find an approved lender, and following them through closing to make sure they are prepared to be a successful homeowner.*

**Q.** *So, at some point, the applicant will have to go through Beyond Housing?*

**A.** *Yes.*

**Q.** *There's a line item in your budget proposal that says subcontractor \$20,000<sup>1</sup>, and I was unable to find a footnote describing what that referred to?*

**A.** *While the majority of those funds will be used to hire residents from the community to lead our engagement efforts, we added a small cushion just in case additional data or research is needed.*

Mr. Flood stated he is appreciative of the complexity and depth of the programs Beyond Housing has to offer. However, if the conclusion is that this is bigger than what they can afford or need at this point, would you be willing to work with someone else's plan to offer some of this programmatic work? Mr. Krehmeyer stated while he never likes to say no to anything, they would have to take a close look at the plan to see if it aligns with the work they think should be done.

An Unidentified Speaker posed the following questions to Mr. Krehmeyer:

**Q.** *What do you anticipate the Task Force's role would be in this model?*

**A.** *I would view the Task Force as being the Board of Directors, and their role would be to make sure there is constant communication and guidance.*

**Q.** *Would the actual work itself require any participation by the Task Force?*

**A.** *The vision is to build trusting relationships and none of this work would be effective without input from the Task Force. Members could also participate in some of the interviews and community meetings.*

An Unidentified Speaker posed the following questions to Mr. Krehmeyer:

**Q.** *This proposal seems like it would be very long-term. Do you have a timeline for how long it would take for Beyond Housing to complete its work?*

**A.** *While it's true that we have invested a lot of time, energy, and effort in U City's northern borders, we are all one region with challenges that we should work on together. So, our goal would be to stay here as long we're needed.*

**Q.** *How long have you been working with 24-1?*

**A.** *About a decade.*

Councilmember Smotherson asked Mr. Krehmeyer for his definition of affordable quality homes? Mr. Krehmeyer stated the definition of affordable is based on an individual perspective. We've faced a number of economic realities in the communities we've worked in. Building a new house may not work unless you have a six-figure subsidy to make that sale price work. So, the bottom line is we have to follow your direction because it's your community and you know what affordable housing looks like to you.

Councilmember McMahon stated he is trying to envision what this plan would look like because it seems as though it's casting a really broad net. And while he's not arguing that these things aren't important, it looks like this structure will need a bucket of resources or additional charges from the City, school district, or religious institutions. These are things our organization can do, and here's why, is that the structure I'm seeing? Mr. Krehmeyer stated it's not all going to be dropped on City Hall's desk to take care of, but once they hear your voice there will be a need to determine where the responsibilities lie and where they should go to address specific issues.

Mr. Price stated he thought he understood housing to mean a physical structure but now he's not so sure. When someone says they need to address housing, what does that mean to Beyond Housing? Mr. Krehmeyer stated they like the notion of home versus housing because it is the foundation from which everything begins. It can be a physical space, a single-family, a duplex, or an entire neighborhood, as long as it resonates with you and drives success.

Home has a broad definition that people define in different ways, but Beyond Housing's goal is simply to support folks and help them live their best possible life.

### **Yard & Company - (via videoconference)**

Mr. Wright, Principal, and Cofounder of Yard & Company stated he grew up in Springfield, MO and his wife is from St. Louis. He worked in journalism for the first ten years of his life, got a Master's Degree in Urban Planning at the University of Cincinnati, and subsequently ran a non-profit community development corporation in the Walnut Hill neighborhood of Cincinnati where they developed an 80 million dollar mixed-use development that achieved a lot of equitable outcomes. That led him to start Yard & Company, which is appreciative of this opportunity and excited to have this discussion about the problems U City is trying to solve in its 3rd Ward.

### **Introductions**

#### **Ed Sharrer**

- Based in Tulsa, Oklahoma
- Six years as City Planner for the City of Tulsa's Municipal Government
  - ✓ Administrator of zoning and historic buildings
- Administrator of the Urban Main Street Program
  - ✓ Named a Great American Main Street by Main Street America in 2020

The Urban Main Street Program took place in a racially diverse neighborhood with poverty and disinvestment. When the program was first initiated the occupancy rate for its commercial sector was about 30 percent. Six years later the occupancy rate was 100 percent, filled with all local entrepreneurs. Working with a partner that did mixed-income housing Yard & Company was able to establish a multi-prominent approach to the overall redevelopment of the neighborhood.

#### **Adam Rosa**

- Principal with Collabo Planning based in Chicago
- 20 years of experience in planning and urban design
  - ✓ 10 years working in the Bay Area on displacement and gentrification issues
  - ✓ 10 years working in Chicago, Flint, Michigan, and Brownville, Texas
- Passion for working with underserved communities to help them unlock their potential

### **Yard & Company**

Mr. Wright stated Yard & Company is a boutique firm that likes working in places that have interesting or tough problems that need to be solved in the areas of urban design, planning, and revitalization.

He stated his core passion as a community development professional began when he and his partner; an architect, urban designer, and master planner, realized their potential to bring high-quality technical master plans to neighborhoods like the 3rd Ward that mapped out in a very specific way how to create physical change in short-term and long-term periods. Yard & Company is also passionate about engagement, which they treat as an active exercise that pops up around the neighborhood; meeting people where they are. They believe that asking people to come to their meetings, on their time, with their agenda, is inequitable, and it's something they try to avoid.

Looking for opportunities to test ideas is another part of their planning process, and they have a group of people who can help build and test ideas (EXP) during and after the process. Mr. Wright stated they're not just here to talk and put a planning document together; they're here to listen and get to work.

### **Collabo**

Mr. Rosa stated just as he was about to launch his new company he was sitting in a hotel room in March of 2020 when all of a sudden the world changed. So, he decided to codify a new approach focused on two things; going beyond traditional engagement into community empowerment and going beyond traditional planning into action.

Primarily his work has been in under-served communities across the country and he was lucky enough to serve as the Planning Coordinator for twelve "Choice Neighborhood Plans," HUD's place-based program for reinvestment and revitalization, which aligned perfectly with his strategies. Because while you may start off talking about housing, it's also about people, neighborhoods, and how these three legs of the stool hold up the community.


Mr. Rosa stated today, he is proud to say that Collabo has become a dynamic planning and urban design practice leading innovative and equitable neighborhood revitalization projects.

### **The Leadership Team**

Kevin Wright - Operations and Strategy  
Ed Sharrer - Community Operations  
Joe Nickol - Planning and Design  
Adam Rosa - Housing and Engagement  
Patrick Bruner - Senior Designer  
Vanessa Alvarez Diaz - Urban Planner

Yard & Company's team of experts includes urban designers, architects, three former directors of non-profit community development corporations, a digital communications manager, events and programming manager, branders, story-telling designers, and videographers.

Story-telling is an important part of revitalizing a community because it goes beyond the negative percepts and highlights the culture that exists; the positive things happening that help shape the next generation of change and story for that place.

 *Yard & Company builds movements, not just plans. Their goal is to always build onto the movement that has already been created, create an identity for that movement, and a coalition that continues and creates real and positive change.*

### **Your Team**

- University City
- City Project Manager
  - ✓ Bi-weekly meetings
- Steering Committee
  - ✓ 3rd Ward Task Force
  - ✓ City Staff
  - ✓ Various stakeholders

Meets on a less regular basis, helps with connections to neighbors, champions the process, and reviews recommendations
- Community Ambassador Team
  - ✓ Paid residents
  - ✓ Creates a new group of leadership
  - ✓ Helps open doors
  - ✓ Builds trust and a groundswell of support

### **Community Ambassadors**

This engagement and empowerment approach is centered on the community investor program. Because it has been so successful in the communities they've served \$30,000 has been dedicated to the budget to support this effort.

### **The Murchison Choice Neighborhood in Fayetteville, NC**

- A Transformation Plan for the Murchison Townhouses to replace 100 percent of these units as part of a new mixed-income development
- Five community ambassadors were identified that included two residents from the public housing site
- Ambassadors undergo a robust training and community leadership program to help them champion and present the plan to the community



- These five ambassadors were recognized by the City for their work on the project

It's not just about what happens during the process but what happens following the process. Now that the plan is wrapping up the dividends are paying off. Several residents have taken on leadership positions, and they've successfully applied for a neighborhood lighting grant and established a historic designation for their residential area.

✚ *The beauty of this program is being able as consultants to take a step back and let the community represent the effort.*

## **The Project Approach**

### **Explore**

- The most important phase of any project. Explore takes a deep dive into every aspect of the community. It requires listening to residents and stakeholders to understand what's happening on the ground; what they are experiencing, and what their aspirations are for themselves and their community. This process informs how Yard focuses on the next two phases.

### **Test**

- Big on action, not talk. Testing and iterating a lot of different ideas, including small-scale activations that often lead to testing solutions.

### **Build**

- Furthers the community's implementation of ideas  
A revitalization document with full sketches highlighting development opportunities; a full set of recommendations, and an implementation matrix that ranges anywhere from twelve to thirty-six months

Yard & Company is there from start to finish exploring what the community wants and assisting them in making sure that's actually what happens.

### **Bethlehem, PA**

Yard developed a Pop-Up Engagement Method for this housing strategy which was a combination of quantitative and qualitative assessments of the housing market.

- Over a three-month period, twelve different pop-up locations were strategically selected to encompass different elements of the community
- Attendees were given \$100,000 in community bucks to spend on eight different initiatives; (*this was a good way for people to wrap their heads around resource limitations*)
- To expand that community engagement a community survey that could be completed on their phone or paper was distributed; (*responses were received from 3,500 residents*)
- All of this feedback was tabulated by the team who then developed six priorities

Compelling visions that get folks excited about the positive changes that can happen in their community and builds momentum is accomplished by:

- illustrating what the change would look like
- Identifying early action projects that can happen in the short-term

✚ *This is the type of approach Yard & Company would like to bring to U City.*

### **Easton, PA**

A revitalization partnership with the Redevelopment Authority to fuel continuous growth by removing blight and promoting safe and affordable housing.

- Identified three key catalyst sites for change

- Developed a model home program to provide first-time home buyers with opportunities in these key sites, new mixed-income developments for families and seniors, shopping, parks, and open spaces
- Identified small policy initiatives dealing with homeowner improvements
- De-conversion initiative that looked at how to start shifting rental housing; an overwhelming element of this community, towards a healthier balance of renter and homeownership housing

*(Councilmember Hales left the meeting at 7:36 p.m.)*

*(Mayor Crow left the meeting at 7:51 p.m.)*

*(Video of the Murchison Choice Neighborhood Plan)*

Councilmember Clay posed the following questions to Yard & Company:

**Q. Based on what you've presented, it seems like your work focuses a lot on physical developments, is that a fair interpretation?**

**A. (Mr. Wright):** *That's a fair interpretation. 85 to 95 percent of Yard's work is thinking through how to connect physical development to the social needs of a neighborhood to make it reflective of who they are. But Adam's team has done a lot of choice neighborhood projects that create housing opportunities as well as services and opportunities to lift people out of poverty.*

**A. (Mr. Rosa):** *While we always see education, economic development, culture, health, and safety, from a holistic approach, we also understand the need to provide recommendations that can help inform local policy. And I think part of this project is going to lead us down that path with some umbrella recommendations about how to move towards revitalization and specific catalysts that Kevin and Ed will be able to flush out, with the help of the community, to spark positive change.*

**Q. As it relates to Collabo's role, is it correct that while you develop comprehensive recommendations like the 3rd Ward would benefit from participating in a first-time homebuyer's program, you would not be involved in administering or establishing any aspect of that program, and the team or some combination thereof, would be tasked with taking the next steps?**

**A. (Mr. Rosa):** *Collabo kind of bridges the gap. While we would not administer the program, we would develop the specific action steps to move the program forward and identify key resources and partners to make it a success. We understand that the Task Force is not going to be able to do this alone, so our role is to help form partnerships and identify resources at the national, state, and local level that can be tapped for each strategy.*

**A. (Mr. Sharrer):** *One thing we always do is create what we call an Implementation Matrix that assigns, roles, responsibilities, and potential partners. Typically, it covers a thirty-six-month period and is broken down by quarters. So we're going to map out anything we recommend in a plan, along with a proposed timeline.*

**A. (Mr. Wright):** *We helped Eason obtain a 1.5-million-dollar grant from Wells Fargo to make physical neighborhood improvements. And now we're about to come on board as their grant writer to apply for a 50-million-dollar implementation grant from the HUD, based on the plans we helped them create. So, one of our goals would be to help you leverage some of the funding coming from the new Costco development by applying the community's strategies in a way that helps the City double or triple that revenue to have a greater impact.*

**Q. I think it's important that our community sees those coming in to work with the 3rd Ward as being reflective of their community, which is predominantly African-American. And it sounds like one way you address that is through your Community Ambassador program, but can you talk about who from your organizations would be on the ground doing the work, over and above these ambassadors?**

**A. (Mr. Rosa):** *As a Community Development Director I've had experience in neighborhoods that were 80 percent African American. But more and more they have embraced; at least internally, the phrase "invisible planning". We started thinking about this a few years ago because it should never be Yard & Company's plan. So the more we can remain behind the curtain providing the expertise and technical work, and not be the ones knocking on doors, facilitating meetings, or presenting the final plan, is how we measure our success.*

*And in a place like the 3rd Ward where development has happened to it, rather than with it, I think it would be important for residents to take control and have the confidence to move on when we leave.*

*In terms of your staffing question, there will be a principal in charge, which in this case will be me, and two project managers; Ed and Daniella Beltran, who will be the folks on the ground in the neighborhood working with the ambassadors on resident engagement. They'll also be attending technical meetings with regional economic development institutions, City department heads, developers, etc., to get a clear understanding of how people are thinking about the 3rd Ward from a growth perspective, and who the players are that can help residents move things forward.*

Mr. Rosa then highlighted several relevant projects:

### **Uptown Memphis**

- Creation of a TIF slated to yield 95 million dollars of investment over fourteen years
- Predominantly African-American consisting of ten neighborhoods at different development stages
- Yard created a plan for how to spend that money in a way that created real change by using a Funding Score Card
  - ✓ Anti-displacement measures
  - ✓ Tools the TIF could invest in to ensure that a place was growing in a way that would not lead to gentrification or displacement and was reflective of what the residents wanted

### **Walnut Hill**

- A Revitalization Effort
- Yard created an 80 million dollar mixed-use development plan that included, new construction, historic rehab, low-income housing, workforce housing, and market-rate housing
  - ✓ Set a new tone for the inclusion of market-rate housing as a component of affordable housing
  - ✓ Enhanced the recruitment of black-owned businesses
- Utilized alley-ways to create pocket parks in the center of the neighborhood that set the story of the neighborhood into motion for the development and investor communities

### **Central West End - Visitation Park**

- The We Collab Plan; the City's first resident-led master plan created with the help of an Ambassador Program
- Pop-up engagements with interactive maps around the neighborhood
- Creation of a project website with interactive maps and digital surveys
  - ✓ Hardcopies of the website were also made available at various locations throughout the neighborhood
- Residents identified five focus areas and developed specific plans for street designs, outdoor seating, public spaces, trails, retail stores, housing, building heights, and massing.
- Collabo mapped out a zero to two-year, three to five-year, and five to ten-year horizon, showing how residents could accomplish their plan over time. This also included a five to ten-year outlook for the Hodiament tracks and Union
- This plan is now being adopted along with a new land use map and zoning codes
- The We Collab Plan won the Congress New Urbanism Award for master planning

Mr. Sharrer asked how this particular process would dovetail with the City's Comprehensive Plan updating process?

Mr. Rose stated he thinks it will depend on the kind of plan that's developed. He stated they will be looking at various components of the 3rd Ward Revitalization Plan as they go through the process of updating the Comprehensive Plan to make sure they marry with what is being proposed. And while there may be some overlay, he sees that as a good thing.

Mr. Rose thanked both firms for their proposals and stated the next steps will be a discussion and recommendation from the Task Force, a recommendation by staff, and then submittal to the Mayor and Council who makes the ultimate decision.

**IV. ADJOURNMENT**

Mayor Pro Tem Smotherson thanked both companies for their presentation and expressed his appreciation to everyone in attendance at tonight's meeting. He then adjourned the meeting at 8:13 p.m.

Respectfully Submitted,

LaRette Reese  
City Clerk, MRCC