



*A Report on the*  
**PETERSBURG HOUSING  
AND COMMUNITY  
DEVELOPMENT SUMMIT**



June 2011

Hosted by The Cameron Foundation and the City of Petersburg



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## Summit planning committee

**HANDY LINDSEY, JR.**  
President and CEO  
The Cameron Foundation

**T.K. SOMANATH**  
President/CEO  
Better Housing Coalition

**VERONICA JEMMOTT**  
Senior Program Officer  
Virginia LISC

**JILL COLEMAN**  
Vice President for Programs  
The Cameron Foundation

**LYNN McATEER**  
VP Planning & Special Projects  
Better Housing Coalition

**JONATHAN BROWN**  
Chief Planner  
City of Petersburg

**DAVID CANADA**  
City Manager, Ret.  
City of Petersburg

**CANDICE STREETT**  
Executive Director  
Virginia LISC

**DEBORAH COLEMAN**  
Interim Director of Capacity Building  
The Cameron Foundation

## Facilitators & scribes

**VALERIE LIGGINS**  
Program Officer  
The Cameron Foundation

**VERONICA JEMMOTT**  
Senior Program Officer  
VA LISC

**WENDY AUSTIN**  
Director  
Southside Community Partners

**BECKY CLAY CHRISTENSEN**  
Managing Principal  
The Clay Christensen Group

**JONATHAN BROWN**  
Chief Planner  
City of Petersburg

## Documentation & support

**COURTNEY RICE**  
Program Officer Intern  
The Cameron Foundation

# Disclaimer

The Cameron Foundation has made reasonable efforts to ensure the accuracy of the information provided within this report. The executive summary has been compiled from a variety of sources, including the opinions of Summit participants on issues and ideas. This document does not represent the position of the Foundation, and as such, the use of information provided within will not be liable for any damages, whether direct, indirect, general, consequential, incidental, exemplary or special.

## Getting to the summit

Petersburg, VA – Founded in December of 1748, is a unique city whose background is rich in history. The City of Petersburg is the home of one of the significant battles of the Civil War; the siege of which ended in victory for the Union Army, resulting in Gen. Robert E. Lee surrendering. Additionally, Petersburg boasts having two of the oldest black churches in the nation and one of the oldest free black settlements in the state. With a total area of only 23.2 square miles, the City has been home to several distinguished and accomplished residents and was a well-known transportation hub predating the U.S. Interstate Highway System. Petersburg's industry was booming as the home to Brown & Williamson, a tobacco giant, and retail and industry prospered.

In the early 1980s, the City of Petersburg experienced several losses, including the exit of Brown & Williamson, that affected the financial position of the town. De-industrialization reduced the number of available jobs and many families moved to nearby Richmond, the state's capital, in search of jobs and new housing. Without available employment and a steadily decreasing middle-class population, Petersburg's once-thriving economy became virtually nonexistent. Unfortunately, Petersburg has not been able to regain the economic status it once had. The results of the economic downturn in the City are reflected in today's neighborhoods, as they are filled with dilapidated housing and abandoned homes. Recent statistics show Petersburg, Virginia to have a median household income and median house value below state average, an unemployment rate above state average and a low income black population significantly above state average. To remedy these poor statistics, the City of Petersburg is looking to boost the speed and value of work being performed within its boundaries.

The City of Petersburg receives housing support services from many organizations that range from the indigenous to the federal. Each of those entities has its own mission, work and goals for the greater good that make movement towards the common goal of a better Petersburg a much slower process. It has been found that community and economic progression may be sooner witnessed and more impactful with the collaboration of those organizations on the same projects. With that as the expectation, City of Petersburg officials have begun to articulate their vision of development and are seeking to allocate resources aligned with that vision.

Simultaneously, The Cameron Foundation has contributed 5.2 million dollars to housing and community development initiatives by supporting several nonprofits in the City of Petersburg for several years. Evaluation of the work being supported demonstrated that there were several projects that were being duplicated. To redirect and expedite the process of progressive advancement, The Cameron Foundation had

chosen to expand the impact of its dollars by funding projects where the support is supplementing existing work as opposed to competing with it. A previous practice of funding all "well-intended" work slows down the progress of neighborhood development and causes resources to be spread too thin. To ensure the quality of life is being enhanced and is in alignment with the vision of the City, The Cameron Foundation expressed interest in having its dollars align with projects that meet the goals of the City and began a dialogue with the City officials about ways to convey that message.

According to Evidence Matters, a periodical supported by the Department of Housing and Urban Development, "Successful community change requires broad community participation, careful planning that defines the community's vision and a well-designed evaluation framework." The Cameron Foundation and the City of Petersburg share goals much like that which is summarized in the quote and have taken action in the form of a planning committee whose purpose and ideals would be in alignment with community participation and awareness.

Convened initially in early October 2010, a committee representing the City, The Cameron Foundation, developers and financiers and "key" not-for-profit organizations assisting with housing support services and repair met to begin the process that would advance the development of the City of Petersburg. The conversation began addressing issues such as how to proceed, who should be at the table and what should be the goal. As time went on and the months continued to pass, several meetings occurred through which the Summit began to take its shape. The objectives were "fleshed-out," focusing around common ideals seen within the housing sector. The Summit would become the background for future advancement, detailing priorities for the City to stakeholders and mapping the work currently being done. The conversation continued acknowledging the need to convey principles for development and to ensure the Summit would provide the opportunity to allow its participants to establish the next steps.

To ensure an appropriate snapshot of available services in the City, a survey was conducted that would allow nonprofits providing housing services specifically in the City of Petersburg to identify themselves. Through that tool, questions were answered that would allow all stakeholders to see who was doing what, where and which services were lacking. The Planning Committee set the final stages by outlining the Summit and grouping the details into a working agenda comprised of presentations, a keynote speaker that "understood" the dynamics of Petersburg's environment and breakout sessions allowing related organizations to further engage, address concerns and form collaborations. June 15, 2011 was selected as the date for the Summit.

## Executive summary

The Petersburg Housing and Community Development Summit was created to provide an opportunity for a beginning dialogue among nonprofit, local government and business organizations that are providing products or services that address housing needs in the City of Petersburg.

### Who was there?

A Summit was convened with the intention of opening doors for collaboration and creating awareness among organizations of their counterparts' goals and activities. The Cameron Foundation and the City of Petersburg came together to host a first of its kind, meeting at Tabernacle Baptist Church's Community Life Center on June 15, 2011. The two lead organizations convened participants that assist with housing on all levels: repair, revitalization, supportive services and financial investment. This included community development organizations, public officials, trade organizations, churches with Community Development Corporations (CDCs), Virginia State University and the business community interested in community development. Nearly 100 participants attended the Summit, representing organizations that varied in purpose from repair to organizing. The positions they held within their organizations ranged from student intern, to Executive Director, to President, to Councilman.

The Cameron Foundation notified the Summit's attendants of the event through emails, phone calls, press release and an initiative on GiveSouthsideVA.org known as the Learn Tab, an endeavor that alerts the public to specific concerns within each individual foundation's service area. The Cameron Foundation's Learn Tab addressed the lack of affordable housing and the challenge that it creates for impoverished residents. Suggesting that housing issues are a fraction of the comprehensive need to address Petersburg socioeconomic challenges and the impact housing has on overall quality of life, the Summit was positioned to catch the attention of stakeholders and advise them where they could meet to address the issue. Another method of communication that was instrumental in bringing a majority of attendees was a partnership with Southside Community Partners. Using their email distribution software for advertisement and registration resulted in bringing the right organizations to the Summit to begin a long-overdue conversation.

Once together at the Summit, participants were asked to express their missions, identify conflict and barriers and were given the opportunity to create action plans to improve the direction and quality of housing within the City. The overall goal of the Summit was to provide a forum for nonprofits, city officials, investing businesses and other stakeholders that are involved in housing in the City of Petersburg to collaborate on housing issues, planning and development.

### The purpose

The Summit opened with words from The Cameron Foundation's President and CEO, Mr. Handy Lindsey, Jr., and was then followed by former City Manager, Mr. B. David Canada. Within Mr. Lindsey's welcome, he acknowledged the diversity of community development stakeholders in the room and continued by commenting on the success of the work as a community to date. It was noted, however, that while beneficial to the community overall, the work being performed without shared resources and priorities has resulted in competing priorities, duplicated efforts and outcomes that, while positive, have not been as optimal as they could or should be. Mr. Canada agreed. He also welcomed Summit participants and then spoke on the need to seek a coordinated approach to development in the Petersburg community. He framed the work to be done in Petersburg with an emphasis on collaboration and alignment with City priorities. The priorities are further defined in the City planning presentation, Strategically Targeted Areas for Revitalization (S.T.A.R.) Report. A copy of that report can be found in Appendix C as Attachment Two. It was determined that the Summit would be the forum through which organizations would learn about Petersburg's long-term vision for housing and housing development. They would be able to discuss a vision and frame collaborative efforts that would align around the city's priorities. Moreover, the participants from all housing sectors would be able to create an action plan that would begin to hold partners accountable.

**Keynote speaker**

One of the highlights of the Housing and Community Development Summit was keynote speaker Mayor Heather McTeer Hudson of Greenville, Mississippi. Elected as Mayor of Greenville in 2003 and re-elected for a second term in 2007, she became the first African-American and first female to serve in the position. Mayor Hudson holds several accomplishments, including being highlighted in both national and international programs for tourism and being one of the youngest mayors within the National Conference of Black Mayors. Born and raised in Greenville, the Mayor’s love and dedication for her hometown has allowed the city to thrive under her leadership. Since becoming Mayor, the City of Greenville has received 15 million dollars in grants and federal assistance, begun downtown revitalization and has completed major infrastructure projects including street and sewer repairs.

An outstanding speaker, Mayor Hudson was ideal for the summit because the City of Greenville is similar to Petersburg in size, population statistics and median income.

A few of the similarities between the two cities are listed in the chart below:

	Greenville, MS	Petersburg, VA
Population	43,000	30,000
Square miles	27	23
Housing units	16,000	16,000
White population	29%	18%
Black population	70%	80%
Avg. household size	2.7	2
Median income	\$26,000	\$29,000
Below poverty	29%	19%

Mayor Hudson was able to speak to the City of Petersburg from the perspective of experience. With a similar economic status and analogous housing issues, she had already been through a successful process of moving a city forward in housing and community development. Her speech included helpful direction such as bringing multiple partners to the table and making everyone an equal partner, meeting people where they are by bringing resources to the community and convening leaders so that stakeholders may “hash out” differences and overcome conflict. Many examples the Mayor gave were about involving the community. She talked about community gardens and city officials getting out and cleaning up the town. She also mentioned town hall meetings as opportunities for interaction and getting to know the people in the neighborhoods, creating personal relationships that helped hold her accountable for the work she set out to do. The Mayor continued with a rather memorable example about approaching a known corner for drug dealers. Reaching out to them and learning their needs allowed her the opportunity to enter their territory and “sit on their log.” That first step resulted in the city providing a large group of young adults with services they needed to acquire skills and jobs despite being felons. After captivating the audience, the Mayor followed her speech with a question and answer segment during which Summit participants were able to explore comments made by the Mayor and follow up with additional

details. Mayor Heather McTeer Hudson encouraged all participants to make the most out of the Summit by remaining attentive, open and willing to perform the work necessary to advance the City of Petersburg.

**Key messages**

The priorities for the City of Petersburg were conveyed through the various presenters and the topics they covered with Summit participants. The first presenter, Mayor for the City of Petersburg, Brian Moore, provided the vision for the City, the challenges and its opportunities. The vision included a variety of high quality, safe, affordable neighborhoods that are close to supportive services. Some of the challenges the Mayor covered that the City faces in accomplishing the vision are the age of housing and apartment complexes, absentee landlords, low income homeowners and fiscal constraints. Despite those challenges, Petersburg has potential partnerships with nonprofit and private entities, existing development plans, support from The Cameron Foundation and public ownership of land for development. The City’s Chief Planner, Jonathan Brown, followed Mayor Moore, providing information based on the report known as Strategically Targeted Areas for Revitalization (S.T.A.R.). His presentation stressed the impact of the Community Development Block Grant (CDBG) Program and its timeline on covered neighborhoods, transit-

oriented development, partnership and potential partners in the near future. Both Mayor Moore and Jonathan Brown’s presentations can be found in Appendix C as attachments One and Two, respectively.

Community partnership was underlined during the review of results of the community housing survey taken by organizations that provide housing and housing support services. Reported by Brandy Cramer, Program Officer at The Cameron Foundation, the survey results allowed organizations providing support services and stakeholders at the Summit to see the availability of types of services offered in Petersburg and the target populations served. The survey questions and overall results can be found in Appendix C as Attachment Three. Through their presentations, Virginia LISC Executive Director Candice Streett and Senior Program Officer Veronica Jemmott stressed a comprehensive approach to community development while utilizing tools such as incentives, resources and the removal of barriers. Ms. Jemmott began by discussing

the market, targeting areas of highest need and challenge and a holistic approach. Ms. Streett followed with information conveying that resources and efforts must target areas to increase the impact, make it visible and to build development capacity. The Virginia LISC presentations may be found in Appendix C as attachments Four and Five, respectively.

At the end of the morning session, the overall key messages participants were able to take from the June 2011 Summit were:

1. There needs to be a unified approach among stakeholders for revitalizing the City of Petersburg.
2. The City of Petersburg will be the leader in the effort. Align your work with their vision and expect the City officials to be accountable.
3. All stakeholders need to be willing to cooperate and collaborate on endeavors to stretch and leverage The Cameron Foundation’s and the City of Petersburg’s funding.

**Breakout sessions**

After the presentations, the attendees were divided into three groups based on the work they perform within the housing sector. Those groups were: (1) Housing Repair, Construction and Revitalization; (2) Housing Support Services; and (3) Community Development (Funders).

Equipped with a facilitator, each group tackled the following questions as a means to begin an ongoing dialogue within their sector:

- How does the work you do connect to what you heard today?
- What is needed that would facilitate forward movement on this issue?
- Who are the partners that are needed? Where do they exist? Where are the gaps?
- How might this conversation move forward?

Regardless of the housing sector that the attendee represented, all were enthusiastic about the direction of the Petersburg housing agenda and wanted to be involved. Collaborative discussions ignited, suggesting coalition building, public/private partnership and partnerships beyond the housing sector. The following are the main ideas created by each of the groups:

Housing Repair, Construction & Revitalization	Housing Support Services	Community Developers (Funders)
Revitalization based on S.T.A.R. Report	Provide assistance to resolve issues (advocacy)	Need a “unified” voice
Revitalization organizations must stay connected to each other and their purpose	Private-public partnership	Annual housing summit
Develop an annual plan to include the City	Establish standards of quality; enforcement	Neighborhood level engagement/ advocacy with representatives
Need community accountability and involvement	Invite key partners not already at the table	Internal development team with City to streamline approvals

### Feedback from participants

Participants of the Summit were given evaluations asking them to score the Summit in terms of it meeting expectations and being relevant to the participant's work. The Summit was a success. Its substance resulted in four out of five scores for both expectations and relevance. Additionally, the participants were encouraged to summarize key messages that they took away from the presentations and to give feedback on the Summit as a whole. Some of the most common comments were to sustain the conversation started at the summit. The following comments were taken from a few of the evaluations collected:

“Partnership is key; important ‘players’ need to be invited and welcomed to the table. Housing needs DO exist in Petersburg”

“Alignment of Petersburg’s priorities with development activities and community services”

“Communication, collaboration and cooperation is needed by all who are interested in the growth of Petersburg”

“Appreciate the perspectives of other agencies, service providers, officials, etc.”

“This should be the start of further discussion and accomplishment”

“Terrific 1st step in bringing together organizations that serve the community”

“Coordination is key!”

### Follow-up activities

During the conclusion of the summit, participants were encouraged to sign up for follow-up activities to the Summit. To increase efforts dedicated to collaborative discussion and partnership the following activities were scheduled:

#### COMMUNITY DEVELOPER’S LUNCHEON (FUNDERS)

Comprised of a restricted list of participants, this event was scheduled to allow funders a fuller picture of the distribution of funds and an opportunity to network and compose a more focused action plan. Funders will convene and learn the number of dollars being brought to the table by others and the focus of those dollars within the City of Petersburg.

#### CITY BUS TOUR

The purpose of this event is to give participants a “hands-on” experience. The tour would give stakeholders an opportunity to see neighborhoods that bore improvements and those that are still lacking and would act as a catalyst enhancing the mass and speed of community collaboration. The tour will focus on those neighborhoods highlighted in the S.T.A.R. Report.

#### COMMUNITY COLLABORATION/DEVELOPMENT WORKSHOP – HOSTED BY VA LISC

This workshop is crafted to feed the desire of participants interested in establishing new partnerships. Involved participants will be provided with skills and tips to community organize and another opportunity to continue discussion about collaboration with interested participants.

#### ONLINE DISCUSSION GROUP

The online group will serve as a bulletin board to interested participants. Information concerning the Summit’s follow-up activities and announcements involving the housing sector will be publicized and available for comment.

### The next steps

As Mayor Heather McTeer Hudson has said, “I hope that after this conversation, ...we understand that we can learn from each other and together we can collaborate to understand better the issues that our people deal with and understand how better to solve them.” The June 2011 Housing and Community Development Summit found truth in Mayor Hudson’s statement and met and exceeded the expectations of stakeholders. Its launching has inspired organizations to begin discussions around partnerships and relationship building and has intrigued the housing sector to demonstrate positive progression in alignment with the priorities of the City of Petersburg. The purpose of the Summit was realized and the participants left the event eager to continue the dialogue that was established.

The opportunity to continue the conversation has begun through a series of follow-up activities that have been planned and confirmed, as mentioned in the previous section. Beyond the follow-up activities, other organizations are beginning to take action, as lead organizations themselves, convening meetings and planning joint activities, as The Cameron Foundation and the City of Petersburg had hoped. Because of its success, the Summit will be an annual event reconvening in June 2012. This report will serve as another tool to ensure continuing dialogue beyond the Summit and to foster contact among those who attended and those who did not.

The Cameron Foundation and the City of Petersburg are hopeful and confident that the housing sector will work together to understand and solve the issues addressed. Through the willingness of the Summit’s participants, the vision for improved housing and housing development has been set. To that end, the Housing and Community Development Summit 2012 is expected to be an even greater success than the first.

# APPENDIX A: AGENDA

# The Cameron Foundation & City of Petersburg Present

## A Housing and Community Development Summit

### Agenda

Registration

Welcome and Intro of the Mayor of Petersburg – *Handy Lindsey & David Canada*

2020 Vision/City Revitalization Aspirations – *Mayor Brian Moore*

STAR Initiative – *Jonathan Brown*

Break

Introduction of the Mayor of Greenville, MS – *Handy Lindsey*

Revitalizing Cities – *Mayor Heather McTeer Hudson*

Presentation of Summit Survey Results – *Brandy Cramer*

Community Development in Petersburg – *Veronica Jemmott & Candice Streett*

Instructions for lunch

Break & assemble in breakout rooms

Lunch (in breakout rooms)

Facilitated discussion in breakout rooms

Reassemble in main room

Readouts from breakout sessions

Wrap up and sign up for follow-up activities

Follow-up activities will be posted on easels in the main room for sign up and will include:

- Tour of Petersburg Neighborhoods
- Community Developers & Investors Luncheon (restricted)
- Community Development Collaboration Workshop and Roundtable Discussion

# APPENDIX B: PARTICIPANT LIST

# Participant list

## Housing repair, construction & revitalization

### BETTER HOUSING COALITION

TK Somanath  
 Bob Newman  
 Lynn McAteer  
 Jane Helfrich  
 Lee Alford  
 LaGreta Austin  
 Sonya Barboza  
 Joyce Jackson  
 Kate Noon  
 23 W. Broad Street, Suite 100  
 Richmond, VA 23241  
 (804) 644-0546  
[betterhousingcoalition.org](http://betterhousingcoalition.org)

### CRATER DISTRICT AREA AGENCY ON AGING

David Sadowski  
 Gladys Mason  
 Kathy Evans  
 23 Seyler Drive  
 Petersburg, VA 23805  
 (804) 732-7020  
[www.cdaaa.org](http://www.cdaaa.org)

### ELDERHOMES CORPORATION

Ginger Hawkes  
 Ted Chewning  
 Claudia Anderson  
 88 Carnation Street  
 Richmond, VA 23225  
 (804) 233-2827  
[www.elderhomes.org](http://www.elderhomes.org)

### PATHWAYS

Dwala Ferrell  
 Chris Seth  
 1200 W. Washington Street  
 Petersburg VA 23803  
 (804) 862-1104  
[info@pathways-va.org](mailto:info@pathways-va.org)

### PETERSBURG REDEVELOPMENT & HOUSING AUTHORITY

Nathaniel Pride  
 Edward Ruhnke  
 128 S. Sycamore Street  
 Petersburg, VA 23804  
 (804) 733-2200  
[www.petersburgrha.org](http://www.petersburgrha.org)

### REBUILDING TOGETHER\*PETERSBURG

Barbara Mait  
 Judith Gruca  
 P.O. Box 1005  
 Petersburg, VA 23804  
 (804) 861-8686  
[www.rt-petersburg.org](http://www.rt-petersburg.org)

### TRI-CITIES HABITAT FOR HUMANITY

Dwight Nave  
 Deja Cagle  
 839 Commerce Street  
 Petersburg, VA 23805  
 (804) 732-5793  
[www.tchfh.org](http://www.tchfh.org)

## Community development

### BALZER & ASSOCIATES, INC.

Christopher Shust  
 15871 City View Drive  
 Midlothian, VA 23113  
 (804) 794-0571  
[www.balzer.cc](http://www.balzer.cc)

### BETTER HOUSING COALITION

TK Somanath  
 Bob Newman  
 Lynn McAteer  
 Jane Helfrich  
 Lee Alford  
 LaGreta Austin  
 Sonya Barboza  
 Joyce Jackson  
 Kate Noon  
 23 W. Broad Street, Suite 100  
 Richmond, VA 23241  
 (804) 644-0546  
[betterhousingcoalition.org](http://betterhousingcoalition.org)

### EIW GROUP

Isaac Ward  
 133 N. Sycamore Street  
 Petersburg, VA 23803  
 (804) 479-6080  
[www.rentpetersburg.com](http://www.rentpetersburg.com)

### THE FRANKLIN DEVELOPMENT GROUP

Tom Wilkinson  
 1435 West Main Street  
 Richmond, VA 23220  
 (804) 353-0966  
[www.franklindevelopmentgroup.net](http://www.franklindevelopmentgroup.net)

**THE HANSON COMPANY, LLC**

Hannibal Hasan  
1011 Hull Street  
Richmond, VA 23224  
(804) 325-3798  
[www.thehansonco.com](http://www.thehansonco.com)

**HD ADVISORS**

Bob Adams  
2120 Hanover Ave.  
Richmond, VA 23220  
(804) 915-6729  
[www.hdadvisors.net](http://www.hdadvisors.net)

**PETERSBURG COMMUNITY DEVELOPMENT CORPORATION**

Sandy Graham  
Robert Jones  
Cindy Mims  
Joy Nichols  
128 S. Sycamore Street  
Petersburg, VA 23803  
(804) 733-2200  
[www.petersburgcdc.org/pcdccollaborators.html](http://www.petersburgcdc.org/pcdccollaborators.html)

**REDC COMMUNITY CAPITAL GROUP**

Harpal Malik  
Wayne Crewe  
50 Medical Park Boulevard, Suite C  
Petersburg, VA 23805  
(804) 732-8541  
[www.redccommunitycapital.org](http://www.redccommunitycapital.org)

**RESTORATION OF PETERSBURG CDC**

Cynthia Martin  
444 Halifax Street  
Petersburg, VA 23803  
(804) 733-7625

**S&S CONSTRUCTION**

Gary Shifflett  
1707 E. Main Street  
Richmond, VA 23223  
(804) 649-0747

**TABERNACLE BAPTIST CHURCH**

Reverend Robert Diggs  
418 Halifax Street  
Petersburg, VA 23803  
(804) 733-6541  
[www.tbcptg.org](http://www.tbcptg.org)

**TRIANGLE CENTER FOR DEVELOPMENT**

Patricia Hines  
132 N. Sycamore Street  
Petersburg, VA 23803  
(804) 926-0495  
[www.tcdpetgva.webs.com](http://www.tcdpetgva.webs.com)

**VHDA**

Toni Ostrowski  
601 S. Belvidere Street  
Richmond, VA 23220  
(804) 782-1986  
[www.vhda.com](http://www.vhda.com)

**VIRGINIA LOCAL INITIATIVES SUPPORT CORPORATION**

Candice Streett  
Veronica Jemmott  
Frances Stanley  
Local Initiatives Support Corp.  
1 Monument Ave  
413 Stuart Circle, Suite 300  
Richmond, VA 23220  
(804) 358-7602  
[www.virginialisc.org](http://www.virginialisc.org)

**VIRGINIA'S GATEWAY REGION**

Renee Chapline  
Carolyn Wren  
256 E. Ellerslie Ave #D  
Colonial Heights, VA 23834  
(804) 732-8971  
[www.gatewayregion.com](http://www.gatewayregion.com)

**VIRGINIA STATE UNIVERSITY**

Keith Miller  
Office of the President  
1 Hayden Drive  
P.O. Box 9001  
Petersburg, VA 23806  
(804) 524-5070  
[www.vsu.edu](http://www.vsu.edu)

**Housing support services****AL-A-MO RECOVERY CENTER**

Tom Fitzgerald  
 Coretha Claiborn  
 35 S. Market Street  
 Petersburg, VA 23803  
 (804) 526-3867  
[www.alamorecoverycenter.com](http://www.alamorecoverycenter.com)

**ASSOCIATION FOR WOUNDED VETERANS**

Linda Jones  
 Tricia Newsome  
 2793 S. Crater Road, Suite L  
 Petersburg, VA 23805  
 (804) 732-0415  
[www.afwvets.com](http://www.afwvets.com)

**BETTER HOUSING COALITION**

TK Somanath  
 Bob Newman  
 Lynn McAteer  
 Jane Helfrich  
 Lee Alford  
 LaGreta Austin  
 Sonya Barboza  
 Joyce Jackson  
 Kate Noon  
 23 W. Broad Street, Suite 100  
 Richmond, VA 23241  
 (804) 644-0546  
[betterhousingcoalition.org](http://betterhousingcoalition.org)

**CARES**

Charlotte Zimmerman  
 244 Halifax Street  
 Petersburg, VA 23803  
 (804) 861-0849

**CRATER DISTRICT AREA AGENCY ON AGING**

David Sadowski  
 Gladys Mason  
 Kathy Evans  
 23 Seyler Drive  
 Petersburg, VA 23805  
 (804) 732-7020  
[www.cdaaa.org](http://www.cdaaa.org)

**DOWNTOWN PETERSBURG, INC.**

Dulaney Ward  
 116-B W. Bank Street  
 Petersburg, VA 23803  
 (804) 201-9413

**HOMEWARD**

Erika Jones-Haskins  
 1125 Commerce Road  
 Richmond, VA 23224  
 (804) 343-2045  
[www.homewardva.org](http://www.homewardva.org)

**THE JAMES HOUSE**

Chana Ramsey  
 Jane Clayborne  
 Jan Bennett  
 1016 Maplewood Avenue  
 Hopewell, VA 23860  
 (804) 458-2704  
[www.thejameshouse.org](http://www.thejameshouse.org)

**PETERSBURG DEPARTMENT OF SOCIAL SERVICES**

Travis Urquhart  
 Jessica McNeil  
 Joyner Jones  
 Yannette Nicholas  
 400 Farmers Street  
 Petersburg, VA 23803  
 (804) 861-4720  
[www.petersburg-va.org/dss/index.asp](http://www.petersburg-va.org/dss/index.asp)

**PETERSBURG REDEVELOPMENT & HOUSING AUTHORITY**

Nathaniel Pride  
 Edward Ruhnke  
 128 S. Sycamore Street  
 Petersburg, VA 23804  
 (804) 733-2200  
[www.petersburgrha.org](http://www.petersburgrha.org)

**PLANNING DISTRICT 19**

Reggie Hill  
 20 W. Bank St. #6  
 Petersburg, VA 23803  
 (804) 862-8002  
[www.d19csb.com](http://www.d19csb.com)

**THE REACH OUT CENTER**

Pastor Gary McReynolds  
 Tracey McReynolds  
 22 W. Washington Street  
 Petersburg, VA 23803  
 (804) 451-4481  
[www.petersburgroc.com](http://www.petersburgroc.com)

**SALVATION ARMY**

Keith Weygand  
 835 Commerce Street  
 Petersburg, VA 23805  
 (804) 433-1688  
[www.uss.salvationarmy.org](http://www.uss.salvationarmy.org)

**SERENITY**

Rosa Johnson-Tuma  
 849 S. Sycamore Street #B  
 Petersburg, VA 23803  
 (804) 861-9977  
[www.serenity-crater.org](http://www.serenity-crater.org)

**TRI-CITIES HABITAT FOR HUMANITY**

Dwight Nave  
Deja Cagle  
839 Commerce Street  
Petersburg, VA 23805  
(804) 732-5793  
www.tchfh.org

**UNITED WAY**

Betty Hobbs  
Jessica English  
135 S. Adams Street  
Petersburg, VA 23803-4526  
(804) 771-5881  
www.yourunitedway.org

**URBAN LEAGUE OF GREATER RICHMOND**

Thomas Victory  
Terri Hamilton  
Shanee Harmon  
114 N. Union Street  
Petersburg, VA 23803  
(804) 862-6462  
urbanleaguerichmond.org

**VIRGINIA SUPPORTIVE HOUSING**

Allison Bogdanovic  
1010 N. Thompson Street #200  
Richmond, VA 23230-4924  
(804) 788-6825  
virginiassupportivehousing.org

**City of Petersburg – officials****BRIAN MOORE**

Mayor/Councilman, Ward 4  
City Hall, Room 210  
135 N. Union Street  
Petersburg, VA 23803  
(804) 733-2323  
www.petersburg-va.org

**DAVID RAY COLEMAN**

Councilman, Ward 6  
City Hall, Room 210  
135 N. Union Street  
Petersburg, VA 23803  
(804) 733-2323  
www.petersburg-va.org

**HOWARD MEYERS**

Councilman, Ward 5  
City Hall, Room 210  
135 N. Union Street  
Petersburg, VA 23803  
(804) 733-2323  
www.petersburg-va.org

**KENNETH PRITCHETT**

Councilman, Ward 3  
City Hall, Room 210  
135 N. Union Street  
Petersburg, VA 23803  
(804) 733-2323  
www.petersburg-va.org

**City of Petersburg – staff****B. DAVID CANADA**

City Manager, Ret.  
City Hall, Room 304  
135 N. Union Street  
Petersburg, VA 23803

**JONATHAN BROWN**

Chief Planner  
Department of Planning/CD  
City Hall, Suite 304  
135 N. Union Street  
Petersburg, VA 23803  
(804) 733-2308  
www.petersburg-va.org

**BECKY CLAY CHRISTENSEN**

Clay Christensen Group  
Managing Principal  
4621 Cutshaw Ave.  
Richmond, VA 23230  
(804) 677-4508  
www.theclaychristensengroup.com

**JOE HATCH**

Zoning Administrator  
City Hall, Room 304  
135 N. Union Street  
Petersburg, VA 23803  
(804) 733-2308  
www.petersburg-va.org

**VANDY V. JONES, III**

Manager  
Office of Economic Development  
400 E. Washington Street  
Petersburg, VA 23803  
(804) 733-2352  
www.petersburg-va.org

**JOANNE WILLIAMS**

Williams Media  
Public Relations/Advertising/Media Consultant  
11993 Johnson Road  
Petersburg, VA 23805  
(804) 732-4860  
www.williamsmediallc.com  
www.petersburg-va.com

**Public officials**

**ROSALYN DANCE**  
Delegate, 63rd District  
28-A W. Old Street  
Petersburg, VA 23805  
State Capitol (804) 698-1063  
District Office (804) 862-2922  
www.delegatedance.com

**Keynote speaker**

**HEATHER McTEER HUDSON**  
Mayor  
340 Main Street  
Greenville, MS 38702  
(662) 378-1501  
www.greenville.ms.us

**The Cameron Foundation – Board of Directors**

**ANN C. TAYLOR**  
Board Chair

**JAMES L. THACKER, JR.**  
Treasurer

**BETTY W. THWEATT**  
Secretary

**DONALD L. HARAWAY**  
Board Member

**The Cameron Foundation – staff**

**HANDY LINDSEY, JR.**  
President and CEO

**RANDY HOWARD**  
Chief Financial Officer

**JILL COLEMAN**  
Vice President for Programs

**DEBORAH COLEMAN**  
Interim Director of Capacity Building

**BRANDY CRAMER**  
Program Officer

**VALERIE LIGGINS**  
Program Officer

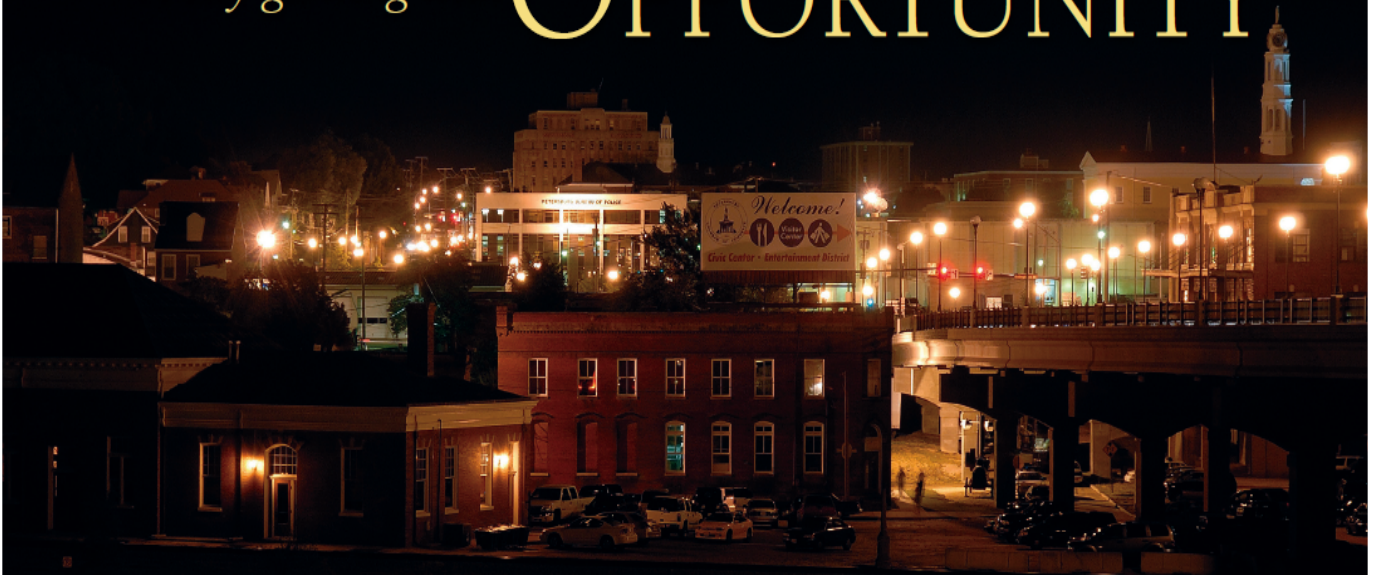
**COURTNEY RICE**  
Program Officer Intern

**RISHA STEBBINS**  
Senior Program Officer

# APPENDIX C: ATTACHMENT 1

# PETERSBURG

*A city glowing with* OPPORTUNITY



Petersburg Department of Economic Development

Vandy Jones, Director • 400 East Washington Street • Petersburg, Virginia 23803 • (804) 733-2352 • [vjones@petersburg-va.org](mailto:vjones@petersburg-va.org)

## A CITY GLOWING WITH OPPORTUNITY

**MAYOR MOORE**  
**City of Petersburg**

# VISION

A city with high quality safe residential neighborhoods that are close to support services and that provide a variety of affordable housing types while respecting the character of Petersburg.

# CHALLENGES

Age of the stock of single-family and two-family housing

# CHALLENGES

Age of the stock of single-family and two-family housing

Age of (and disinvestment in) some of the apartment complexes

# CHALLENGES

High percentage of absentee landlords

# CHALLENGES

High percentage of absentee landlords

Low income of many homeowners

# CHALLENGES

Inability of the City to become the region's primary venue of affordable housing (by default)

# CHALLENGES

Fiscal constraints

# CHALLENGES

Fiscal constraints

Coordination of the interests & activities of nonprofit and private entities

# OPPORTUNITIES

Public ownership of land parcels for development (particularly in the Harding Street / Delectable Heights neighborhoods)

# OPPORTUNITIES

Potential partnerships with nonprofit and private entities

# OPPORTUNITIES

Potential partnerships with nonprofit and private entities

Existing conceptual development plans for targeted neighborhoods

# OPPORTUNITIES

Strong support of The Cameron Foundation



# OVERVIEW

Recent Developments – Apartments/Lofts



**1200  
Acqua**

# OVERVIEW

Recent Developments – Apartments/Lofts



**Addison  
at Crater  
Square**

# OVERVIEW

Recent Developments – Apartments/Lofts



**South  
Street  
Lofts**

# OVERVIEW

Recent Developments – Apartments/Lofts



**Dunlop  
Street  
Lofts**

# OVERVIEW

Recent Developments – Apartments/Lofts



**Lofts at  
301  
Dunlop  
Street**

# OVERVIEW

Recent Developments – Apartments/Lofts



**Mayton  
Transfer  
Lofts**

# OVERVIEW

Recent Developments – Apartments/Lofts



**High  
Street  
Lofts &  
Condos**

# OVERVIEW

Recent Developments – Apartments/Lofts



**Jessie Lee  
Apartments  
(LIHTC)**

# OVERVIEW

Recent Developments – Apartments/Lofts



**Claiborne Square  
(LIHTC)**

# OVERVIEW

Recent Developments – Apartments/Lofts



**Lofts at Market**

# OVERVIEW

Recent Developments – Apartments/Lofts



**Odd Fellows**

# OVERVIEW

Under Construction – Apartments/Lofts



**Henry Williams Townhouses**

# OVERVIEW

Under Construction – Apartments/Lofts



**Mayton  
Transfer  
Lofts  
Phase 3**

# OVERVIEW

Under Construction – Apartments/Lofts



**Union  
Pen**

# OVERVIEW

Under Construction – Apartments/Lofts



**Brown &  
Williamson**

# OVERVIEW

Under Construction – Apartments/Lofts

**Meridian Pinehill Apartments  
Glenna Jean Building  
Community Bank Building**

# OVERVIEW

Planned – Apartments/Lofts

**Expansion of Addison at  
Crater Square**

# OVERVIEW

Planned – Apartments/Lofts

**Expansion of Addison at  
Crater Square  
Adaptive Reuse of  
Titmus Optical**

# OVERVIEW

Planned – Apartments/Lofts

**Expansion of Addison at  
Crater Square  
Adaptive Reuse of  
Titmus Optical  
Adaptive Reuse of Brown  
School Building**

# OVERVIEW

Single Family Subdivisions

**Bayberry**



# OVERVIEW

Single Family Subdivisions

**West  
Park**



# OVERVIEW

Single Family Subdivisions

**South  
Hills**



# OVERVIEW

Single Family Subdivisions

**Berkeley Estates  
Berkeley Manor  
Van Buren Estates  
Parkview**

# NEXT STEP

Engage the public, nonprofit  
and private sectors to  
**coordinate** development  
activities

## NEXT STEP

**Elimination** of duplicative efforts, **create synergy** among the developments, and **maximize** the efficacy of public & foundation financial support

## NEXT STEP

### Goals:


- Eliminate blight
- Re-establish/maintain strong quality neighborhoods
- Provide decent safe housing for Petersburg residents

## NEXT STEP

**Goals must be met while enhancing the fiscal sustainability of Petersburg**

**The City is prepared to be an active & supportive partner**

# APPENDIX C: ATTACHMENT 2



**Strategically  
Targeted  
Areas *for*  
Revitalization – S.T.A.R.**

Community Development Block Grant  
City of Petersburg, Virginia

**STRATEGICALLY TARGETED AREAS FOR  
REVITALIZATION (S.T.A.R.) REPORT**

**JONATHON BROWN  
City of Petersburg**



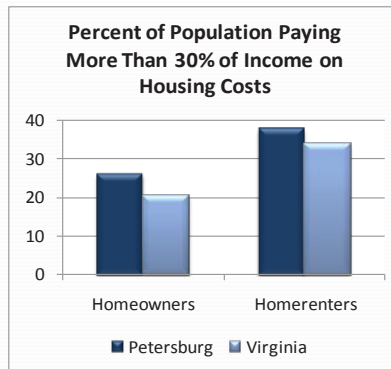
### Impetus for S.T.A.R.

- A time of profound change within macro-economy
- More impactful CDBG Program
- More focused City investment
- Demographic “Reality Check”

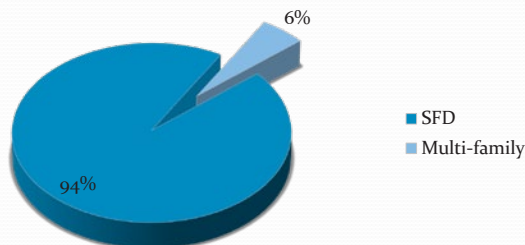


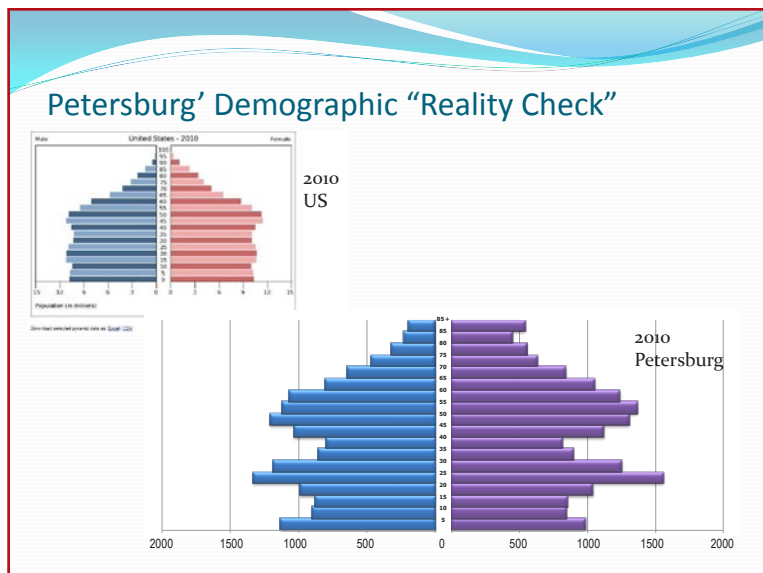
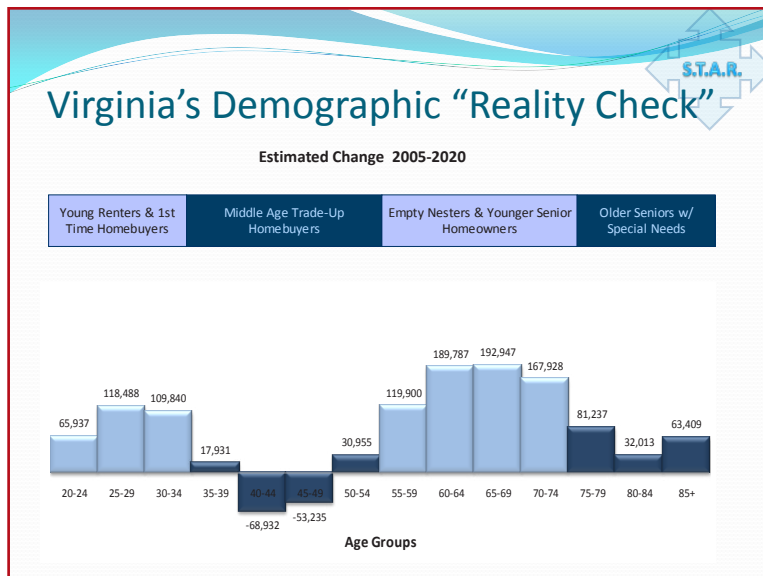
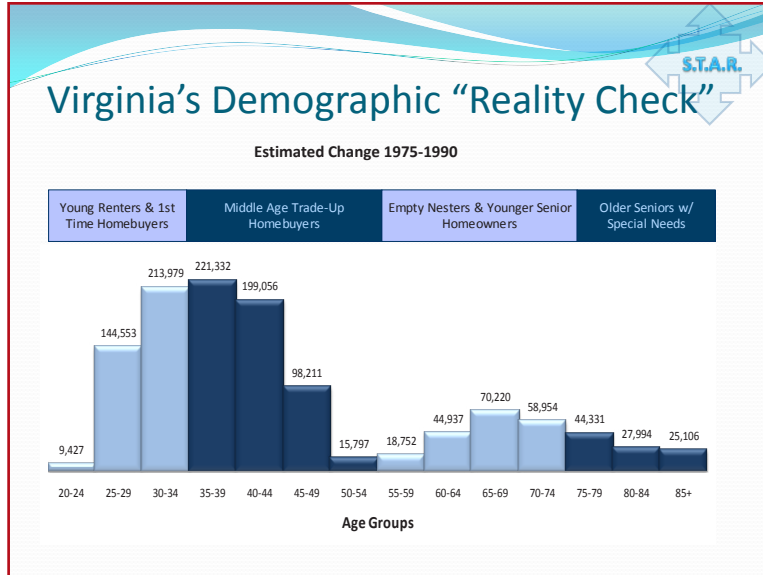
### Home renters plight

- Mortgage foreclosures
- Lack of high quality rental
- Pull factors



### The Dominance of Petersburg’s single family detached housing








## 5 Components of the S.T.A.R. approach


*S.T.A.R. Means:*

1. Improving Pre-Award Assessments
2. Horizontal Integration of Programs
3. Stakeholder Capacity Building
4. Transit Oriented Design
5. Sustainable partnerships & Collaboration

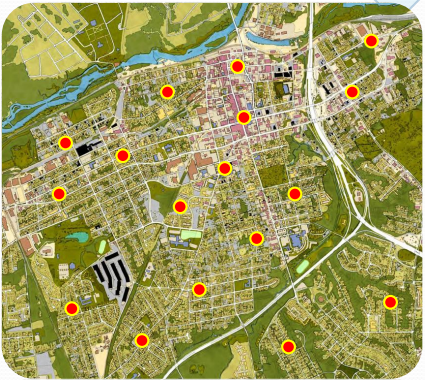


### Component 1. Improving Pre-Award Assessments

- \* Organizational Capacity and Alignment with City’s current plans
- \* HUD Overall Risk Analysis
- \* Advisory Team Recommendations



### Investment severely diffused

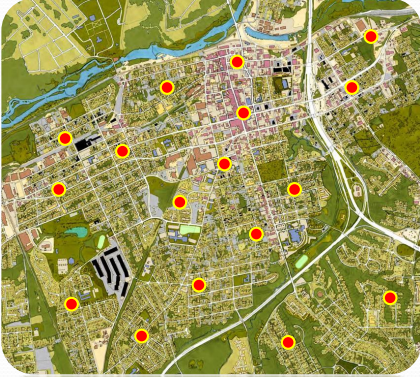


**S.T.A.R.**

### Component 2: Horizontal Integration of Programs

Uses **geography** and census data to determine where best to invest.

Social and financial capital are strategically invested into specific areas where short **feedback loops** drive community interaction and excitement.

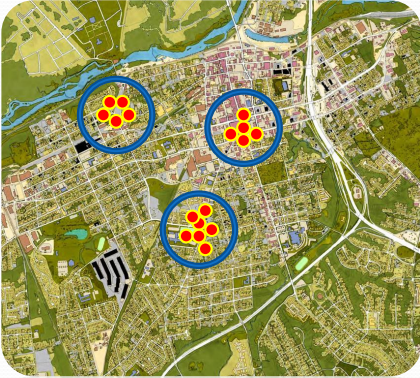


**S.T.A.R.**

### Component 2: Horizontal Integration of Programs

Uses **geography** and census data to determine where best to invest.

Social and financial capital are strategically invested into specific areas where short **feedback loops** drive community interaction and excitement.



**S.T.A.R.**

*Strategically Targeted Areas for Revitalization*

### S.T.A.R. 1: Downtown Transit Center

**Existing Assets**

- ✓ LISC sub-area
- ✓ City owned properties
- ✓ Daily activity
- ✓ Halifax TCD
- ✓ Proximity to Petersburg Housing Authority
- ✓ New Public Library
- ✓ Proximity to Historic Downtown
- ✓ Recent private investment


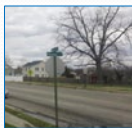


**S.T.A.R.**

### S.T.A.R. 2: Halifax Neighborhood Corridor

**Existing Assets**

- ✓ LISC sub-area
- ✓ City owned properties
- ✓ Petersburg CDC focus area
- ✓ BHC New Senior Housing
- ✓ Transit corridor
- ✓ Petersburg H.A. development

**S.T.A.R.**

### S.T.A.R. 3: Battersea Gateway

**Existing Assets**

- ✓ LISC sub-area
- ✓ Proximity to V.S.U.
- ✓ Proximity to Appomatox River
- ✓ Proximity to Historic Downtown
- ✓ Strong neighborhood support network
- ✓ Recent revitalization plan
- ✓ Home to existing network of non-profit community development organizations
- ✓ Comprehensive Plan Target Area





**S.T.A.R.**

### 3. Stakeholder Capacity Building


- \* Board Development
- \* Strategic Planning
- \* High Performance Teamwork
- \* Fund Development
- \* Sustainable Cities
- \* Neighborhood Revitalization

**S.T.A.R.**


## 4. Transit Oriented Development



Petersburg 1909



Arlington's "Bulls-eye" approach

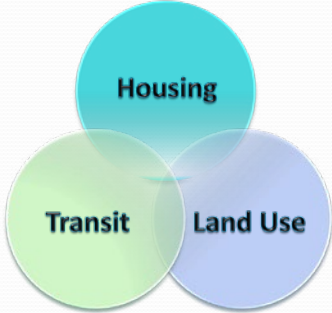


Bus-Rapid-Transit

**S.T.A.R.**

## 4. Transit Oriented Development

- A Federal Priority
- HUD/FTA program
- President's Initiative
- Academic Evidence

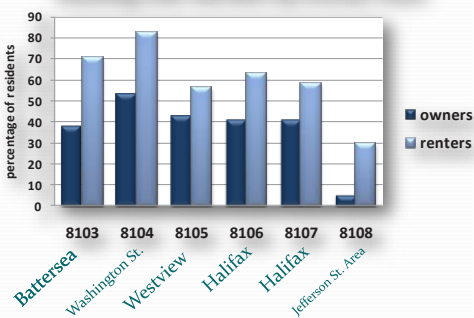


**S.T.A.R.**

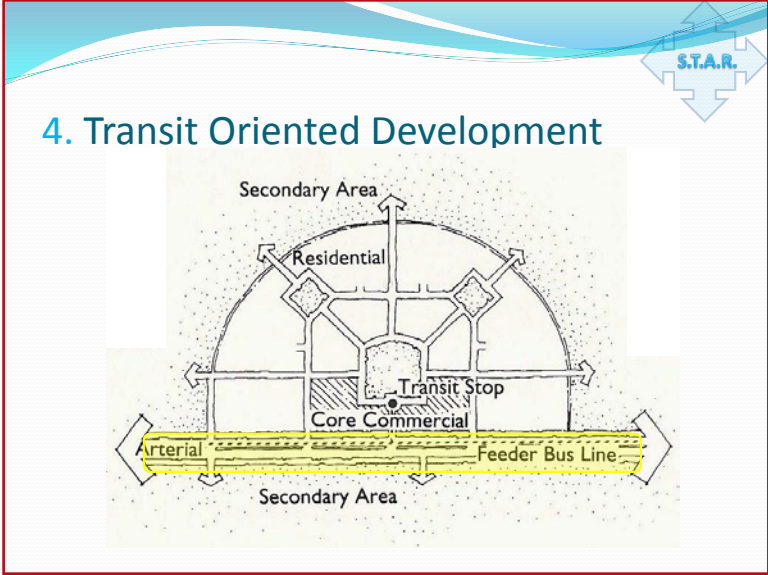
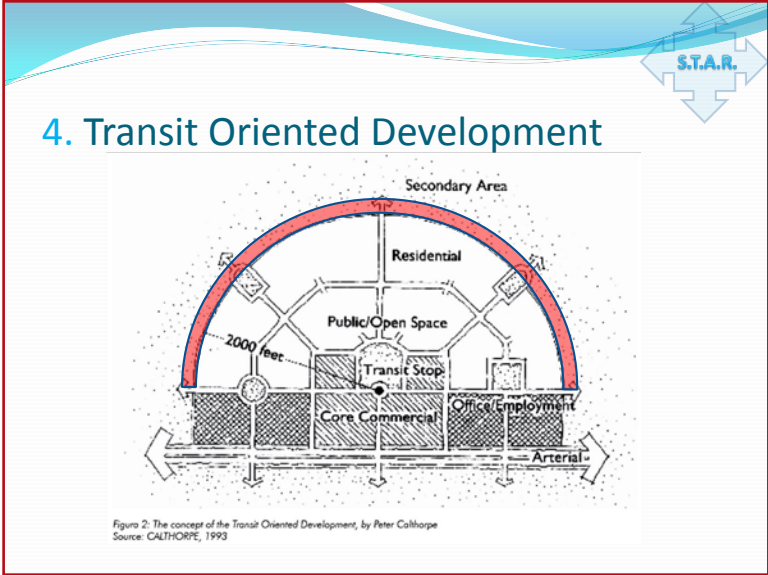
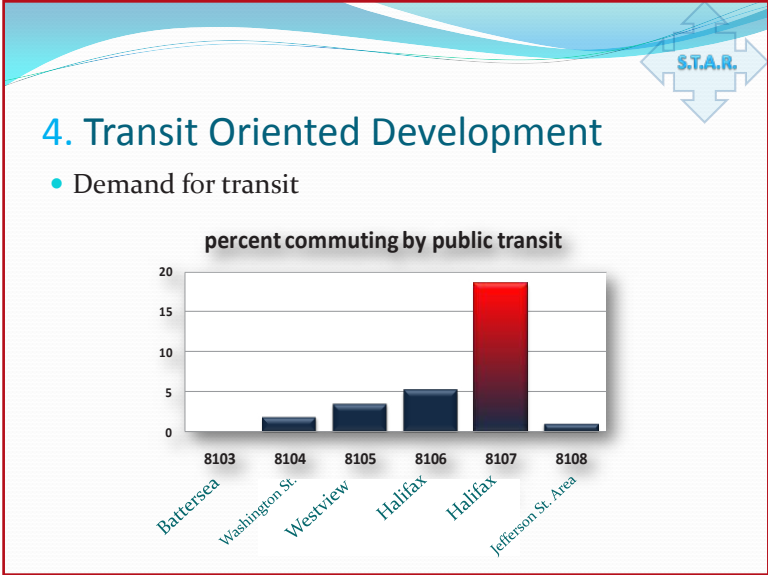
## 4. Transit Oriented Development

- Transportation adds to existing housing costs

**housing cost burden by census tract**



Census Tract	owners (%)	renters (%)
8103	~38	~70
8104	~52	~82
8105	~45	~58
8106	~42	~62
8107	~40	~58
8108	~5	~30







## 4. Transit Oriented Development



Before



## 4. Transit Oriented Development



After



## 4. Transit Oriented Development

*Inside the STAR zone...*

- \* Priority approval for CDBG funding
- \* Priority land use and zoning approval for development proposals
- \* Mixed use zoning
- \* Building densities decrease from the center of the ¼ mile outward.
- \* Tax Incremented Financing tools permitted with urban design criteria
- \* Transfer of development rights receiving area
- \* Conversion fee waiver
- \* Recordation fee waiver
- \* **Affordability / density bonus**
- \* **25% of units must be affordable to 75 -125% Area Median Income**
- \* **must align with established community goals and design typologies**



# 5. Sustainable partnerships

S.T.A.R. TIME-LINE



# APPENDIX C: ATTACHMENT 3



## Housing Survey

*June 2011*

**HOUSING SURVEY AND RESULTS  
JUNE 2011**

**BRANDY CRAMER  
The Cameron Foundation**

Title: The Cameron Foundation Petersburg Housing-related Survey

Part I

Thank you for taking time to complete this survey.

The purpose of this survey is to develop an inventory of housing-related programs and projects provided by non-profit organizations that either serve Petersburg directly or include Petersburg in their service area.

The survey results will be utilized by The Cameron Foundation and the City to develop, with community input, a housing and neighborhoods regeneration strategy that coordinates the activities of the organizations that are involved in housing-related programs and projects in the City. Coordination and collaboration in delivering housing programs and projects will result in more effective and productive efforts to improve housing and neighborhoods for the residents of the City.

**DIRECTIONS:**

1. Please complete this survey as the representative of an organization that is involved in housing-related programs and projects that affect Petersburg.
2. Before beginning the survey, to determine what information you will need, review the survey copy provided at this link: <http://bit.ly/gr7hrn> (Copy and paste link into your browser.)
3. Once you begin the survey you should work through to the end without closing the document. YOUR SURVEY RESPONSES WILL NOT BE SAVED IF THE DOCUMENT IS CLOSED BEFORE YOU COMPLETE AND PRESS THE SUBMIT BUTTON.

Please complete the survey by March 31, 2011.

For questions please contact Brandy Cramer at The Cameron Foundation at [bcramer@camfound.org](mailto:bcramer@camfound.org) or 804-732-8900.

Thank you again for taking time to complete this survey which will provide information that will help improve our city.

Part II: Organization/Contact Information

1. Please provide your contact information

Name:  
 Company:  
 Address:  
 City/Town:  
 State:  
 ZIP:  
 Email Address:  
 Phone Number:

2. Which Category best describes the organization listed in your contact information?
  - Nonprofit
  - For Profit
  - Public Agency
3. Identify the community development category for the organization. (Check all that apply)
  - Commercial revitalization
  - Emergency shelter
  - Housing development
  - Housing financing
  - Housing rehabilitation
  - Housing repair
  - Transitional/supportive housing
  - Other (please specify)
4. In which congressional district is the organization located?
  - 23803
  - 23804
  - 23805
  - 23806

5. Which target population does the organization serve? (Check all that apply)

- Disaster victims
- Domestic violence victims
- Families general population
- Homeless
- Individuals with HIV/AIDS
- Low-income citizens
- Men
- Mentally disabled
- Offenders/ex-offenders
- Physically disabled
- Public housing residents
- Senior citizens
- Women
- Other (please specify)

**Part III: Organization capacity**

1. What is the organization's annual budget range
  - 0 - \$75,000
  - \$75,001 - \$150,000
  - \$150,001 - \$250,000
  - \$250,001 - \$500,000
  - \$500,001 - \$700,000
  - \$700,001 - \$1 million
  - \$1 million +
  
2. What is the total number of (if none, enter 0)
  - Full time equivalent staff
  - Volunteer staff
  
3. Please indicate funding sources. Select options that represent at least 10% of organizational budget. (Check all that apply)
  - Community Development Block Grant
  - Corporations
  - Federal
  - Fee for services
  - Foundations
  - Individuals
  - In-kind
  - Local
  - Other (please specify)

**Part IV: Housing Development and Related Activities – PRODUCTION**

1. Identify the type of development activity by the organization. (Check all that apply)

	Multi Family	Single Family	N/A
New Construction			
Rehabilitation, Minor (\$10,000 or less per unit)			
Rehabilitation, Major (\$10,000 or more per unit)			
Weatherization			

2. If applicable, provide the estimated number of single and/or multi family units completed in 2009

	Number of Units
Multi Family New Construction	
Multi Family Rehabilitation, Minor (\$10,000 or less per unit)	
Multi Family Rehabilitation, Major (\$10,000 or more per unit)	
Multi Family Weatherization	
Single Family New Construction	
Single Family Rehabilitation, Minor (\$10,000 or less per unit)	
Single Family Rehabilitation, Major (\$10,000 or more per unit)	
Single Family Weatherization	

3. If applicable, provide the estimated number of single and/or multi family units completed in 2010

	Number of Units
Multi Family New Construction	
Multi Family Rehabilitation, Minor (\$10,000 or less per unit)	
Multi Family Rehabilitation, Major (\$10,000 or more per unit)	
Multi Family Weatherization	
Single Family New Construction	
Single Family Rehabilitation, Minor (\$10,000 or less per unit)	
Single Family Rehabilitation, Major (\$10,000 or more per unit)	
Single Family Weatherization	

4. Was a specific neighborhood(s) targeted for the organization's development activity in 2009-2010?

- Yes
- No
- If yes, please specify – list all neighborhoods and separate each with a comma

5. If applicable, what was the range of sale price for the development activity that your organization completed in 2009-2010
  - \$99,000 or less
  - \$99,001 - \$250,000
  - \$250,001 - \$400,000
  - \$400,000 +
  
6. If applicable, what was the range of monthly rental prices for the development activity that your organization completed in 2009-2010
  - \$475 - \$650
  - \$651 - \$875
  - \$876 +
  
7. Did income eligibility requirement apply for any development activities that your organization completed in 2009-2010
  - Yes
  - No

**Part V: Housing Development and Related Activities – SUPPORT SERVICES**

1. For each support service proved by the organization, enter estimated number served in 2009. (If no support service was provided leave blank)

	Number Served
Credit counseling	
Domestic violence supportive services	
Down payment assistance	
Entitlement benefits counseling	
Financial Literacy	
Foreclosure counseling	
Homeless/Temporary housing	
Referral	
Senior supportive services	
Utility payment support	

2. For each support service proved by the organization, enter estimated number served in 2010. (If no support service was provided leave blank)

	Number Served
Credit counseling	
Domestic violence supportive services	
Down payment assistance	
Entitlement benefits counseling	
Financial Literacy	
Foreclosure counseling	
Homeless/Temporary housing	
Referral	
Senior supportive services	
Utility payment support	

3. Was a specific neighborhood(s) targeted for support services provided by the organization in 2009-2010?
  - Yes
  - No
  - If yes, please specify – list all neighborhoods and separate each with a comma
  
4. Did income eligibility requirements apply for any support service provided by the organization in 2009-2010
  - Yes
  - No

Part VI: Partnerships

1. Indicate any organizations with which your organization has a documented agreement to provide housing or housing related activities in Petersburg. (Check all that apply)

	Services	Referrals	Cost-share
Better Housing Coalition			
City of Petersburg			
ElderHomes Corporation			
Local Initiative Support Corporation (LISC) Virginia			
Pathways			
Petersburg Community Development Corporation			
Petersburg Redevelopment and Housing Authority			
Ramp Access Made Possible by Students			
Rebuilding Together *Petersburg			
Restoration of Petersburg Community Development Corporation			
The James House			
The Salvation Army – Petersburg Corps			
Tri-Cities Habitat for Humanity			
Urban league of Greater Richmond			
Virginia Supportive Housing			
X – Organization has no documented agreements at this time			
Other (please specify)			

2. Please provide any additional information about your organization or it's activities that may affect housing-related planning in Petersburg :

Conclusion

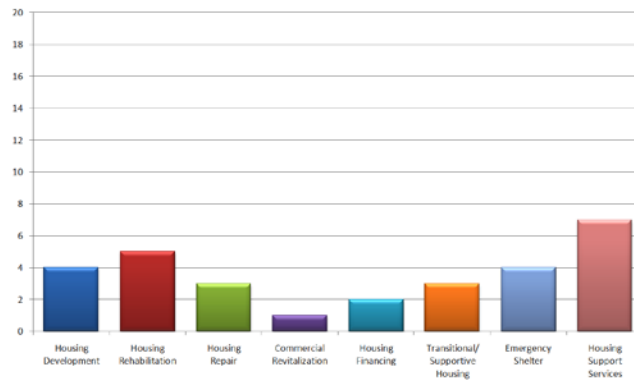
Thank you for completing this survey. The information from this survey will be compiled and used to develop an implementation plan to complement the overarching plan that was developed with community input by Virginia Local Initiatives Support Corporation (LISC) and other stakeholders.

## Survey Participants

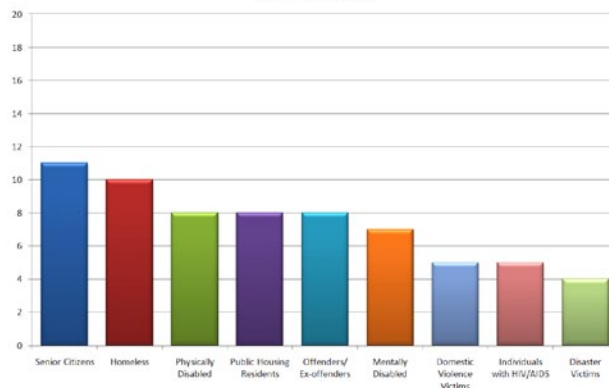
- ▶ 22 organizations were surveyed
- ▶ 19 responded = 86% response rate
- ▶ 84% (16) were nonprofits and 16% (3) were public agencies
- ▶ Respondents' top three funding sources:
  - Foundations (95%)
  - Corporations (68%)
  - Federal Funding (68%)
- ▶ 13 (68%) organizations serve low-income citizens

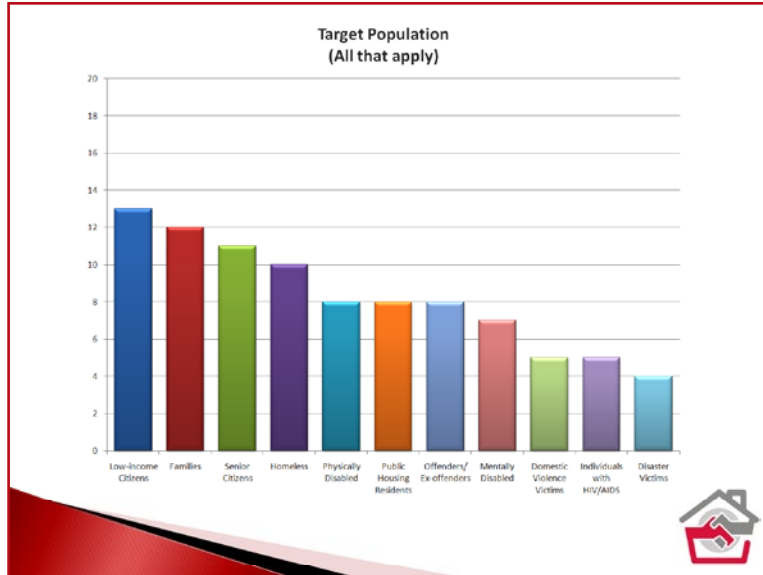


Community Development Category  
(All that apply)



Target Population  
(All that apply)






### Housing Development and Rehabilitation by Type in Petersburg

	Multi Family New Construction	Single Family New Construction	Minor Rehabilitation	Major Rehabilitation	Weatherization	Documented Partnerships
Better Housing Coalition	✓					✓
Crater District Area Agency on Aging					✓	✓
Elder Homes Corporation / Renew Crew			✓			✓
Petersburg Community Development Corporation	✓					
Petersburg Redevelopment Housing Authority		✓				✓
Rebuilding Together Petersburg			✓			✓
Tri-Cities Habitat for Humanity		✓		✓		✓
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>6</b>


- ▶ Of the development activity completed in 2009-2010:
  - Two organizations sold units at a cost between \$99,000 - \$250,000
  - One organization sold units at a cost \$90,000 or less
  - Only one organization rented units, and the cost of rent ranged between \$475 and \$875
  - Income eligibility requirements applied


Housing Support Services by Type in Petersburg											
	Credit Counseling	Referral	Down Payment Assistance	Utility Payment Support	Financial Literacy	Homeless/ Temporary Housing	Foreclosure Counseling	Domestic Violence Supportive Services	Senior Supportive Services	Entitlement Benefits Counseling	Documented Partnerships
Al-A-Mo Recovery Center, Inc				✓							
Better Housing Coalition								✓		✓	✓
CARES, Inc.						✓					✓
Downtown Churches United				✓							
Gateway Homes		✓		✓	✓	✓				✓	
Petersburg Redevelopment and Housing Authority			✓								✓
Petersburg Social Services	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
The James House		✓	✓	✓	✓	✓		✓			✓
The Salvation Army		✓	✓	✓	✓	✓					✓
Tri-Cities Habitat for Humanity	✓	✓	✓				✓				✓
Urban League of Greater Richmond	✓	✓									✓
Virginia Supportive Housing			✓		✓						✓
<b>TOTAL</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>9</b>

- 58% (7) had income eligibility requirements for services, while 42% (5) did not
- Only 2 respondents targeted their services to a specific neighborhood(s)



**Questions? Comments?**  
**Let's talk about them in the**  
**Breakout Sessions**





# APPENDIX C: ATTACHMENT 4



**LISC**  
*Virginia*

*Helping neighbors  
build communities*

**COMMUNITY DEVELOPMENT IN PETERSBURG**

**VERONICA JEMMOTT**  
**Virginia LISC**



## Community Development in Petersburg

- 2005 - **Invitation**: City of Petersburg and Cameron Foundation
- 2006 – 2007: **Community Engagement**
- 2007: Petersburg Strategic Investment **Plan**
- 2008 – Present: **Implementation** and **Capacity Development**
- **Battersea Rising** -Sustainable Communities



## LESSONS LEARNED: The Market

**We are not working together,  
utilizing a  
strategic approach to meet the  
housing  
potential/demand**



## Lessons Learned: The Market

Zimmerman/Volk Analysis  
Population Targets


- **Millennials** – singles between ages of 22 and 32
- **Boomers/Empty Nesters** – Retirees with no children.
- **Fort Lee** soldiers, officers, families (and complimentary businesses and service providers)
- **Petersburg Residents**



## The Market

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- 40% rental lofts and apartments
- 27% for sale lofts, apartments, townhouses
- 34% for sale single family houses



## Lessons Learned: Targeting

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Petersburg’s **limited** public, private and non profit **resources** must more effectively **target** areas of highest need and challenge.



## Lessons Learned: Holistic Approach

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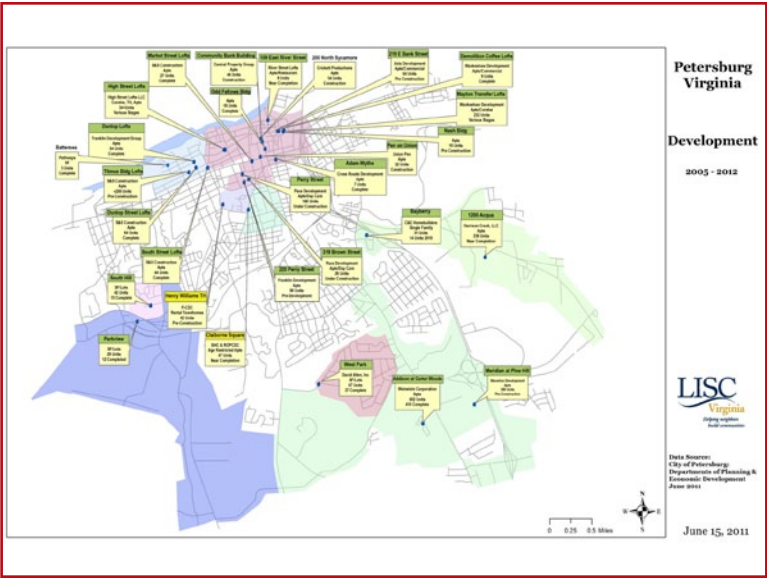
Use a **comprehensive approach** to community development addressing:

- Community Safety
- Health
- Education
- Family Wealth Building
- Physical Development

# Who is doing what...and where?



What is being built  
Where is it being built  
Who is doing the building



# APPENDIX C: ATTACHMENT 5

## Tools for Revitalizing Petersburg

*Strategic and targeted public investment  
promoting a mix of land uses,  
maximizing access to multiple forms of transit,  
and creating a unique sense of place*

*Is the most effective approach for  
the renaissance of the “City”*



**THE REVITALIZATION TOOL BELT**

**CANDICE STRETT  
Virginia LISC**

### How have other cities met this challenge?



### Best Practices

- Start with **dilapidated rental housing** and **derelict properties** (*infrastructure is already there!*)
- Support **catalytic projects** – visible, on well travelled corridors (*change perceptions!*)
- Build for the **market** and build on **market opportunities** (*where is the demand not being met*)
- Plan **public improvements** with developments (*adding to the overall impact of the real estate improvements*)
- **City departments collaborate** (*everyone is on board*)

### “Blueprints”



## Tools

Incentives

Resources

Removal of Barriers



## Incentives

- Code Enforcement
- Tax Abatement
- Tap Fee Waivers

### Cary Street Before & Cary Street After



### From Park Lee Apartments to Winchester Green



## Resources

- CDBG funds
- Infrastructure Improvements
- Legal -Eminent Domain, *Receivership*



## Removal of Barriers

- Ensure that Zoning classifications and policies are current
- Provide an Expeditious Permitting process



### *Petersburg's Tool Belt*

**Target** resources and efforts for a **period of time**  
*Called for in LISC Strategic Investment Plan, STAR*

**Leverage** to increase the impact of limited resources  
*CDBG, Tap Fee Waivers*

Support **developments at a Scale** for a visible impact  
*Corridors, Grouping of units*

### *Petersburg's Tool Belt*

Build **development capacity** to effect change at the neighborhoods level  
*Encourage partnerships, specialization, training*

Build for the **Market**  
*Need more rental to meet demand*

Build on **market opportunities**  
*Fort Lee, VSU*

### Falls Ridge Development







228 South Sycamore Street  
Petersburg, Virginia 23803

804.732.8900  
[www.camfound.org](http://www.camfound.org)

