

Repositioning Committee Meeting Minutes  
June 14, 2022

Committee Present: Arne Morris, Gregg Warren, Joe Whitehouse, Liz Edgerton

Committee Absent: Bahati Mutisya

RHA Board Present: None

RHA staff: Jennifer Morgan, Liz Edgerton, Gwen Wall

Visitors: Naomi Byrne, EJP; Eric Pristell, Banks Law Firm; Larry Zucchini, JDavis Architects.

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**Review and approval of Minutes of April 14, 2022**

Commissioner Whitehouse moved and Ms. Edgerton seconded approval of the Minutes from April 14, 2022. A vote being called, the ayes and nays were as follows:

Aye: Arne Morris, Gregg Warren, Joe Whitehouse, Liz Edgerton

Nay: None

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**Heritage Park Planning Process**

Commissioner Warren said EJP responded to an RFP but did not present a Master Planning process for RHA – that is still be determined.

Ms. Byrne said that is correct. We provided in our proposal an idea of process structure. But I think as we've discussed in meetings since then, since you're bringing a Developer on board, and there's been another firm engaged, P3, that also has a piece of the Master Planning process, our thought would be that it would make sense to have all of those parties together. We could then put together a better idea of a Master Plan, process, and structure.

Commissioner Warren noted that the Co-Developer will be involved in the process (the firm has not yet been publicly announced).

Commissioner Warren asked Ms. Byrne to walk through the typical approach that you have seen other PHAs take.

Ms. Byrne said there's actually not a standard typical, but there's probably two or three fairly common pathways that we have worked with Housing authorities when it comes to Master Planning. The first pathway is if EJP is engaged with the Housing Authority to develop a Master Plan prior to the engagement of any developer partners. We often do this when a Housing Authority or community partner are looking to put together a plan that they can then turn around and implement upon completion of the Master Plan. In that kind of structure, EJP typically quarterbacks the planning process. We have on our team additional members, including architects as well as community engagement specialists that we can use to implement things like

a community advisory group in a different engagement processes with the residents, working groups, discussions with other stakeholders, and then conversations with the Housing Authority Board and staff on what the goal is. Our planning process can be as narrow as focusing on housing. In the Durham planning process, we spent two years with the Housing Authority and the city, putting together a multi-site implementation plan that was actually a two-year process. That looked at much more than just housing – it was housing, as well as neighborhood, as well as local economic development and business development opportunities. It incorporated both Housing Authority land and city land and opportunities. That is one way that we typically will work on a Master Planning process where we actually will work with the Housing Authority to put together a plan, and then upon completion of that plan, move forward with engaging various developers to implement some or all of the plans. In Durham, after the plan was finalized, we have worked with them over the last several months procuring developers to implement different portions of the plan, depending on what the developer's specialty is, what the Housing Authority is looking for, etc.

Ms. Byrne said on the flip side of that, we often will come into a Housing Authority planning process after a developer has been engaged, and we will work hand-in-hand with a developer and the Housing Authority to put together a feasible Master Plan based on the same constructs – if you're looking at just narrow housing or if you're looking at a much larger plan. We can work hand-in-hand with the developer partner or partners to be able to put those forward. The concept would be the same, it would just be that the team members would be a little different. Instead of EJP bringing the full team to the table in a situation where a Housing Authority may have procured a developer already, we would work with that development team, if the Housing Authority wanted us to, as well as any other local team members that the developer or the Housing Authority might have.

Ms. Byrne said in both instances, regardless of whether the developer is procured before or after the creation of the Master Plan, we would recommend things like bringing in a community advisory group that would have both residents and local stakeholders that would be able to advise the Housing Authority throughout the planning process. We would look at also incorporating other types of working groups that would not be engaged as often as a community advisory group. That community advisory group would be a regular meeting group, similar to the redevelopment subcommittee but would include others outside of the Housing Authority. We would look at the other working groups and other ways to engage larger populations of residents as well as stakeholders. We would have focused discussions with your city and planning organizations in your community, as well as targeted resident groups or targeted residents who are in the impacted area and surrounding the impacted area. We would do those different meetings through a collaboratively designed process with all of the partners engaged in the planning process itself. We would make sure to include workshops in charrettes, resident surveys, and other types of creative meeting ideas, to make sure that we got a wide sense of what the community wants, as well as what the Board wants and how we can marry those together.

Ms. Byrne said this outlines the same type of pathway, just a different timing and who the partners would be for the community process that we would utilize to help develop a Master Plan.

Commissioner Whitehouse said a lot of the tasks that you've outlined typically will be handled by the developer as well. He asked where the key points are that EJP comes forward with value added.

Ms. Byrne said that's part of what we need to get clarity on from the Housing Authority, and understanding who you want to lead this process. Our intention would be if, for example, the Housing Authority says EJP has been procured to put together a Master Plan and you lead the process, then we would ask the Board for approval to talk to all proposed parties to put together that scope, process, and even a timeline that outlines responsibilities for each of the different partners. However, if the Board chooses to engage the developer, and then have the developer lead the planning process, we would want to get the Board to approve us working collaboratively to fit into their planning process and provide the value-add that we can. We can do it either way. I think the Housing Authority has a few different options before it because of the procurements that have gone on prior to this and are in the process. So it really does come down to what does the Housing Authority Board want? Who do you want to lead the process? And then whoever is leading the process would work with the other parties to outline roles and responsibilities, who's going to be leading what portion of the process, who's going to be developing the plan, and working to finalize it. Where does the Housing Authority want EJP to fit in? What role do you want us to play? Depending on that, we would then move forward with actions to make sure that we incorporate the other parties appropriately.

Ms. Edgerton said, looking at the RFP that we had put out, the initial plan was that the role was going to be this consulting advisory service would help RHA facilitate that whole process throughout. We could look at the RFP to kind of gauge that scope of work. We are working with a developer that we've never worked with, and the expertise of EJP was to help us through that process as we start negotiating some of these terms throughout.

Ms. Byrne said we are comfortable with taking the lead on the Master Planning process and working with whatever developer that you engage with to incorporate them into that process, as well as other firms that you might have already engaged as well. I think what we have mentioned before is that we just feel that the developer needs to be an integral part of that. Even if they're just serving as kind of a fee developer to put something in place that the Housing Authority has chosen, they need to be involved in that process, especially if they have an architect that the Housing Authority wants to work with. We have proposed a team in our initial proposal. However, we are comfortable working with other partners that the Housing Authority would like to see come to the table – especially local firms, and local community engagement types of entities that are going to have a lot more ability to get information from your residents and stakeholders in a much more timely fashion. We proposed that we would take the lead, but we're just saying that, depending on what the Housing Authority wants to do, we're flexible.

Commissioner Warren said he wanted to bring this Master Planning process up because under the assumption that we do execute an MOU or make progress with the Co-Developer on an MOU, we will want to reflect some of our intentions with their role in the Master Planning process. We haven't had any discussions at RHA with a Co-Developer regarding their role in Master Planning – that's still to come. My initial inclination is to still have them involved in it, but to have EJP representing RHA's interest as we move forward. And then the Housing Authority staff and Board Members would plug into those discussions and meetings, along with the Co-Developer. The MOU won't describe in detail what the Co-Developers role will be in the Master Planning process, I don't think. But I think we're going to certainly have to flesh that out after we do have an MOU in place.

Ms. Byrne said we could definitely engage parties now to just meet with them and to put together a more refined scope and process for the Housing Authority, including the different proposed parties and rules they would play. That could be something that the Housing Authority uses for the Master Planning process and refers to in any MOU with the developer. Because if EJP is leading the Master Planning process, then we would be responsible for ensuring that we had all of the parties at the table providing what was necessary for the Master Plan. If we're just putting together a scope, process, and a total price that incorporates all these different parties, we could even begin those discussions prior to any final decision by the Board on an MOU because we would just be putting together a proposal for you essentially.

Commissioner Warren asked if EJP has worked with this Co-Developer in the past on Master Planning processes.

Ms. Byrne said EJP has and Ms. Parkes has extensive experience with the Co-Developer on Master Planning as well as worked with the architects.

Commissioner Warren asked if EJP can point us to some examples of how that's worked in the past with Housing authorities.

Ms. Byrne said if you're looking at specifically what EJP has done with a proposed developer, I would probably need to get that detail from Ms. Parkes. But we could definitely provide that to you.

Commissioner Warren said it would be useful to put some documents on the Board Portal that documented past Master Planning efforts.

Ms. Byrne asked if he wants samples of Master Plans that are going to be comparable to what you're looking at. Durham was a two-year process with multiple sites so the process for that planning is significantly different than what you may be looking at with Raleigh, because of things like the bond infrastructure that the city was putting forth, and some of the other discussion items. Understanding specifically what you're looking for would be helpful so that we

could give you an apples to apples, as opposed to something that doesn't necessarily reflect what you'd be doing in Raleigh.

Commissioner Warren said something that is closer to what we're doing in Raleigh would be better. The DHIC Washington Terrace project, even though it was not a PHA, was more of a similar type of process, in that it was an existing community which was going to be demolished in stages and rebuilt with more density with serving very low income people, as well as mixed income, too. So if you have some examples to document that process, I think that would be great.

Ms. Byrne asked if the committee wants samples of just the process itself, not necessarily the final plan.

Commissioner Warren said your summary document that speaks to the whole process that you went through, and how it evolved, and who was involved in it, and how many meetings you had, what you did at the meetings, asset mapping, etc.

Ms. Byrne said each of our Master Plan processes is unique to the Housing Authority in the community that we're in. I can work with Ms. Parkes to see if we have any summary documents, but everything we do is really specific, because it's based on who's there locally, who the partners are, and what roles different people play. What we would do for Raleigh would be to develop a process and scope based on who's at the table and who's doing what. Then finesse that with the Housing Authority to make sure that you're comfortable with the different engagement tools or mechanisms and timeframes. I can I can get with Ms. Parkes to get you some samples of different types of processes, but they're all going to be unique – we don't have a cookie cutter approach.

Commissioner Warren said later on in our discussion, we will be looking at a budget that the Co-Developer proposed for the Master Planning process. And so I just did want to have this discussion at this point in time, before we get into that discussion, which will be an Executive Session.

Ms. Byrne said if EJP is leading the planning process, then any scope of work and budget we would present would include a developer's participation. So the budget that a proposed developer might have given you now is not necessarily going to be what we would propose or suggest. That's part of that clarity around who does the Board want to lead this planning process.

### **Development Principles Discussion**

Commissioner Warren said the Development Principles for Heritage Park were adopted in February 2021. One area that I thought we could strengthen is regarding the displacement of residents and their rights to return. We don't speak much about that except to say that we are going to try to phase this to minimize displacement. But we don't say anything about the resident rights to move elsewhere on an interim basis and to have a priority to move back in.

Commissioner Whitehouse thought we had another document that spoke to that. There were talking points that spoke to that.

Commissioner Warren said those weren't adopted – he was looking for something that was adopted.

Commissioner Braun said we provided a memo to the city when Mr. Felton went to talk. The Board approved that document. Since it's a public document, we ought to at least start with that. That letter had some explanations and what we were going to do with resident relocations.

Commissioner Warren said it would be good that we have those for the Commissioners who will be attending the meeting with the city. What I wanted to do is bring this back up, and make sure that we are all on the same page with what we've been saying what's been approved by the Board, as we get more involved in the public setting here.

### **Rezoning Discussion**

Commissioner Warren said he briefly wanted to touch on the rezoning, where we are on this. I think we still told Mack Paul to hold on submitting.

Commissioner Whitehouse said we talked about getting the Co-Developer on board since we've missed the election cycle.

Commissioner Warren said we are going for DX-20 with a condition restricting the height to 12 stories on the west side.

Commissioner Warren said he talked to Mack Paul about the flow of the meeting with the city, because I do think that we ought to have be somewhat organized. Here is an outline that I discussed with Mack Paul that he thought made sense:

- Mack Paul will open the meeting and introduce Commissioner Morris who would then introduce Liz Edgerton and the rest of the RHA Board Commissioners.
- Commissioner Morris would mentioned that he would be happy to schedule a joint meeting with the City Council.
- Commissioner Braun would be introduced as Chair of that Transition Committee and touch on the search process for a new leader.
- I would, as chair of the Repositioning Committee, begin to mention that we envision a Master Planning and that we recognize the need for more density, and we'll touch on some of the development principles. I'll discuss that there still questions out there: phase demolition, sale of an eastern parcel, structured parking, and West Street extension.
- Mack Paul would then go into the zoning request.

Commissioner Warren said he didn't know whether or not we wanted to make sure we understood where they were on West Street. All of our plans are showing West Street being extended.

Commissioner Whitehouse said he thinks it'd be good to ask what the current status of that is.

Commissioner Warren suggested maybe even touch on whether or not they'd be a participant in structured parking, if they want to see more density.

Commissioner Braun suggested, as part of that, to tell them our negotiating position gently to talk about how we've put West Street through and that entails some complications on the development plan and the site. Something we're anticipating is that the city is going to participate in that process, or help otherwise to defray the costs.

Commissioner Warren asked if we would have a Development Agreement with them.

Commissioner Braun said he thinks that's the best way to do it. But that doesn't mean that's the only way. If we're going to expect something in return from them, then it needs to be put in some form. A Development Agreement would be the way, but that's got a legal connotation. We may not have to do it as a formal Development Agreement. Somebody else may have some view of that. I just don't think we should suggest to them that we're ready to give it away for nothing.

Commissioner Whitehouse agreed with that. He also said we need to express that there is some concern about another road bifurcating an African American community like this as well. And that we all will need to address that appropriately.

Ms. Edgerton asked for an update on who is attending this meeting. Also, who called this meeting and what we're planning to achieve during this meeting.

Commissioner Warren said Mack Paul organized it.

Commissioner Whitehouse said we had discussed it at a Board Meeting. Originally this was to talk about the donation of city property to us. I think it is expanding a little bit to talk about the rezoning and any other topics we might want to discuss.

Commissioner Warren said he doesn't know how many of the staff were invited and will attend, but he's got pretty much the whole complement of leading officials at City Hall attending. I'm betting that they want to hear what's going on with the Housing Authority, with our leadership change, and so that's where we're going to introduce you to them. We know that City Council wanted to meet with us (Larry Jarvis was promoting a special meeting between the Housing Authority and the city).

Commissioner Braun said he has had discussions with the Mayor about having a work session in the past, because some of them, specifically the Mayor and Stormie Forte, had been pushing really hard for substantially more density than what they had seen when Mr. Felton presented to them and gave the general idea a while ago. And part of the idea was to get some of them in the

room to talk about the complexities of higher density issues – structured parking and the cost of that, and security – so we could get on the same page and let them understand some of the potential issues with higher density. That is part of this meeting, too, but obviously not the primary purpose.

Ms. Edgerton asked if she needs to be prepared to present anything at this meeting.

Commissioner Warren said Commissioner Morris will introduce you and I'm not sure that you need to be prepared to present anything at this point in time.

Commissioner Whitehouse asked if we have any collateral to share with them (like an aerial, a plan showing the site and the two city parcels) anything to help with the discussion to sort of set the context.

Mr. Zucchini said we have a pretty good selection of slides that you could pick from that are not necessarily specific to any Plan but they are contextual. They would get at the three things Commissioner Whitehouse just you just mentioned. You can just pull from those. He said he would pull those together for them.

Commissioner Warren said he thinks the question is going to come up about how this rezoning public participation process relates to RHA's Master Planning process.

Commissioner Whitehouse said it doesn't – it's going to be before that. It is going to take us a while to get through a Master Plan. I think our intent is to go ahead and get the rezoning done.

Commissioner Warren said he is a believer that the Master Planning process could happen in four to five months, based on his own experience – once you have it organized. However, the Housing Authority will probably draw more attention and produce a lot more voices and that could slow us down.

### **Public Comments**

There were no public in the meeting today.

### **Executive Session**

Commissioner Whitehouse moved and Ms. Edgerton seconded moving into Executive Session to discuss a proposed real estate contract.