



KINDRED

St. Paul's Area Transformation Update City Council Retreat: January 30, 2026



Overview

1. Tidewater Gardens (Kindred) – Progress to Date

2. Building on Success – Young Terrace/Calvert Square

Previous Processes

Planning Efforts To Date

A Path Forward

Council Feedback



The Vision for Kindred

- Place people at the center of the redevelopment effort
- Transformation into a mixed – use, mixed – income community of the future
- Economically vibrant, environmentally resilient place where people of all incomes, backgrounds, ages and cultures can live, learn, work, play and thrive

People First

A Resilience Strategy

Annual City Commitment of \$3.5M

- A high-quality, comprehensive approach to enhancing life outcomes for residents
- Individualized family coaching and referral services
- System that stays with families throughout the transformation
- Designed to reduce vulnerability and increase opportunity



Holistic Approach to Family Support



Education:

All children and youth are ready for school, thrive in and out of school, graduate from high school, and are prepared for college, career and life

92% high school seniors graduated on time for the 2024 – 2025 school year



Economic Mobility:

All households, before and after redevelopment, are economically independent

Annual wage income at baseline was \$14,177 and is currently at **\$29,173**



Health:

All children and adults, before and after redevelopment, are mentally and physically healthy

96% of residents have health insurance



Housing Stability:

All households remain stably housed in their housing of choice

84% of families report being in good standing with their property manager/landlord

***At the end of Year 6, nearly all original 614 eligible TWG households continue to engage in family support services offered by People First empowered by Urban Strategies, Inc.**

The People and Families Behind the Numbers:

What does People First Support Look Like?



Resilience Restored

Situation: Cancer survivor facing no further treatment options, emotional stress, and loss of Medicaid coverage

USI Supportive Services Highlights:

- Provided emotional support and regular check-ins
- Connected resident to community activities (church, workshops) to reduce isolation
- Advocated for reinstating Medicaid for dental care and SNAP/fuel assistance



From Assistance to Achievement

Situation: Resident on rental subsidy aiming for financial independence and housing stability

USI Supportive Services Highlights:

- Guided budgeting and financial planning
- Offered ongoing encouragement and goal-setting support
- Helped prepare for housing transition and exit from subsidy program

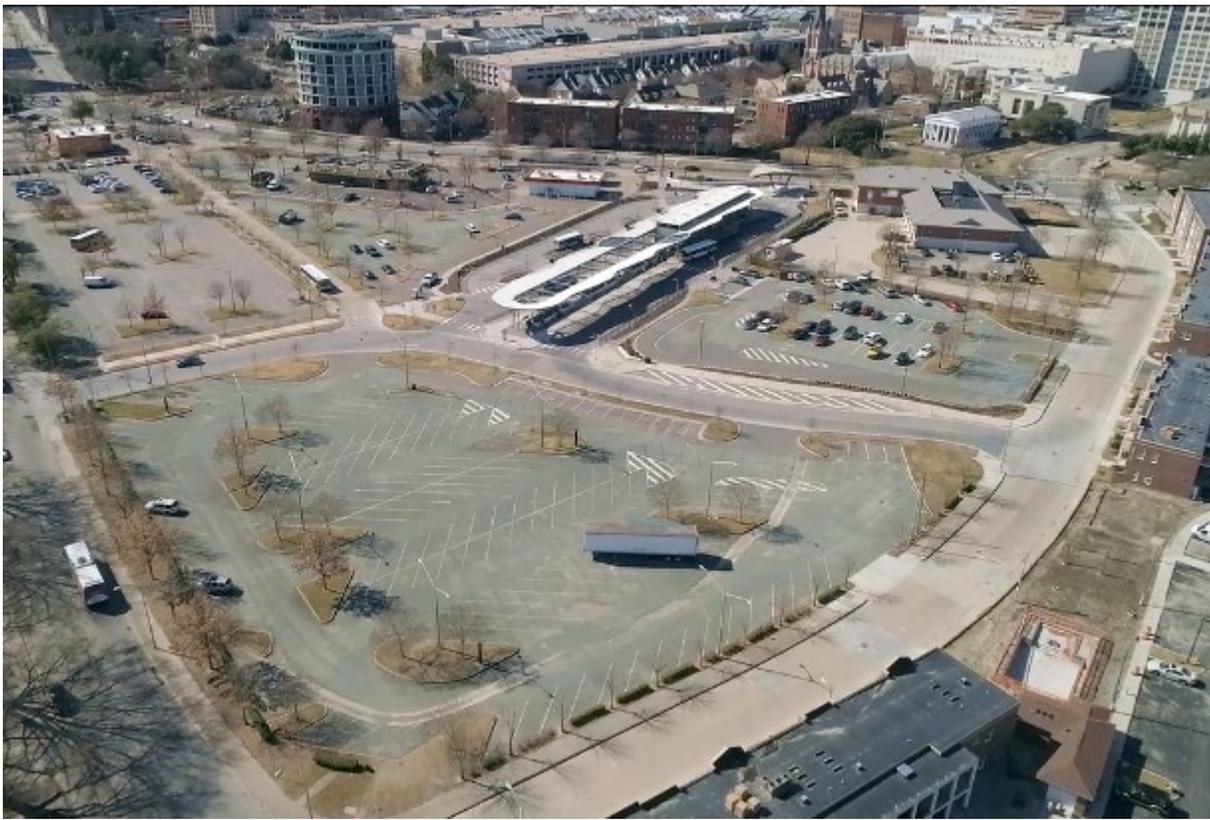


Strength Through Care

Situation: Parent concerned about teen's past self-harming behavior and emotional well-being

USI Supportive Services Highlights:

- Enrolled child in holiday toy giveaway for inclusion
- Encouraged participation in empowerment event for confidence-building
- Coordinated hospital evaluation and provided ongoing guidance to parent



Physical Transformation Overview

Building back a mixed-use, connected community

Resilience by Design

On-site Housing:

Building back a mixed-income community – **714 total** units

- 260 Replacement units with direct rental assistance
- 270 Affordable units
- 184 Market-rate apartments

Off-site Housing:

- 70 Replacement apartments in privately developed projects

Resilient and Sustainable:

Transformational design that sets a precedent for the most sustainable neighborhood in the City

- Elevated out of the Flood Zone
- Energy-efficient systems
- Family-centric design
- Comfortable streetscapes
- Reflects community priorities



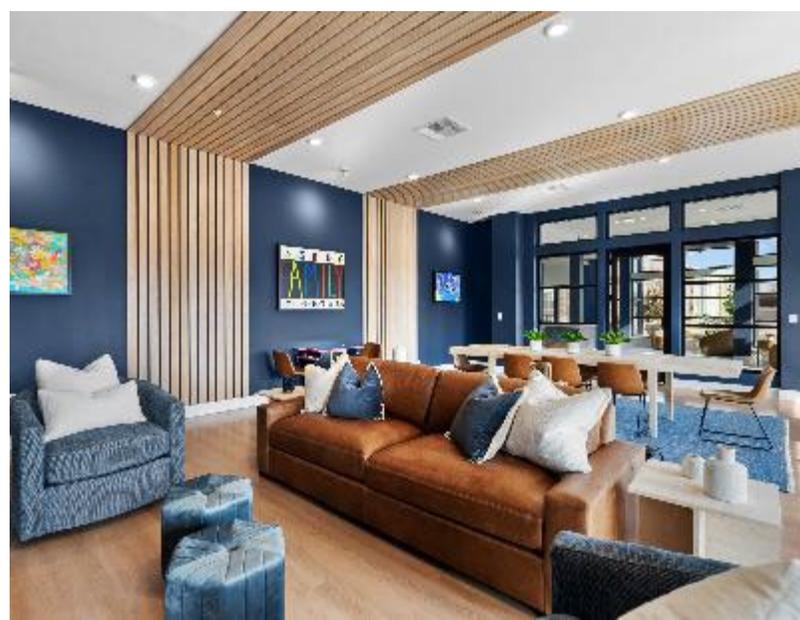




Origin Circle



Origin Circle



Reunion







Right to Choice:

4 former Tidewater Gardens Residents are now homeowners; 9 more are actively going through the process



PEOPLE FIRST
EMPOWERED BY
URBAN STRATEGIES, INC.

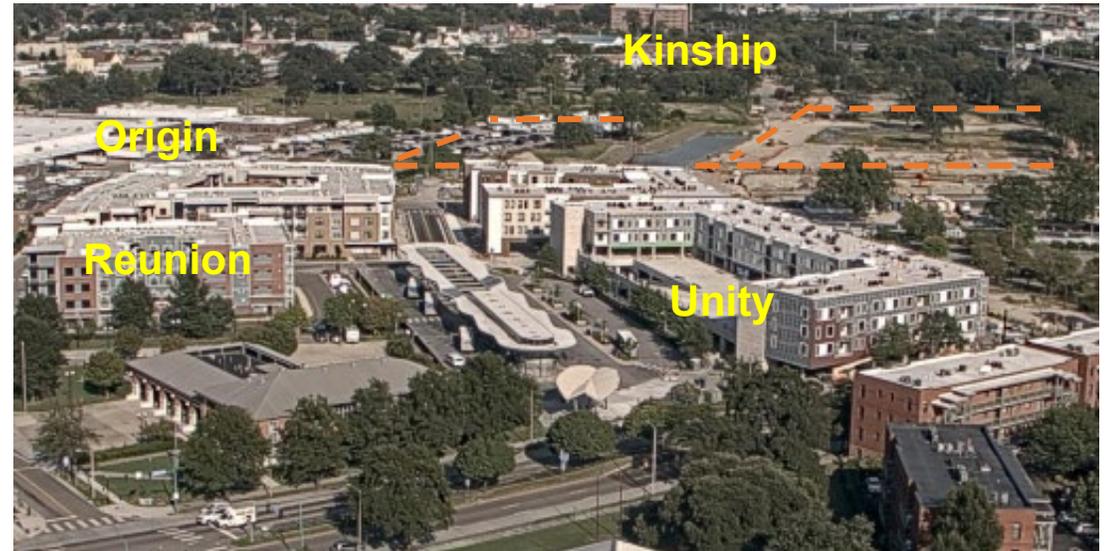


Back by Choice:

103 former Tidewater Gardens families have now returned to Kindred

More New Home Construction Underway

- 191 units are under construction; Includes three blocks of housing called Kinship; Tentative completion dates are December 2026
- Additional 193 units planned along the Blue/Greenway; Two phases closing in June and October 2026
- All these units are a mix of replacement units, affordable units and market rate units in the Kindred community

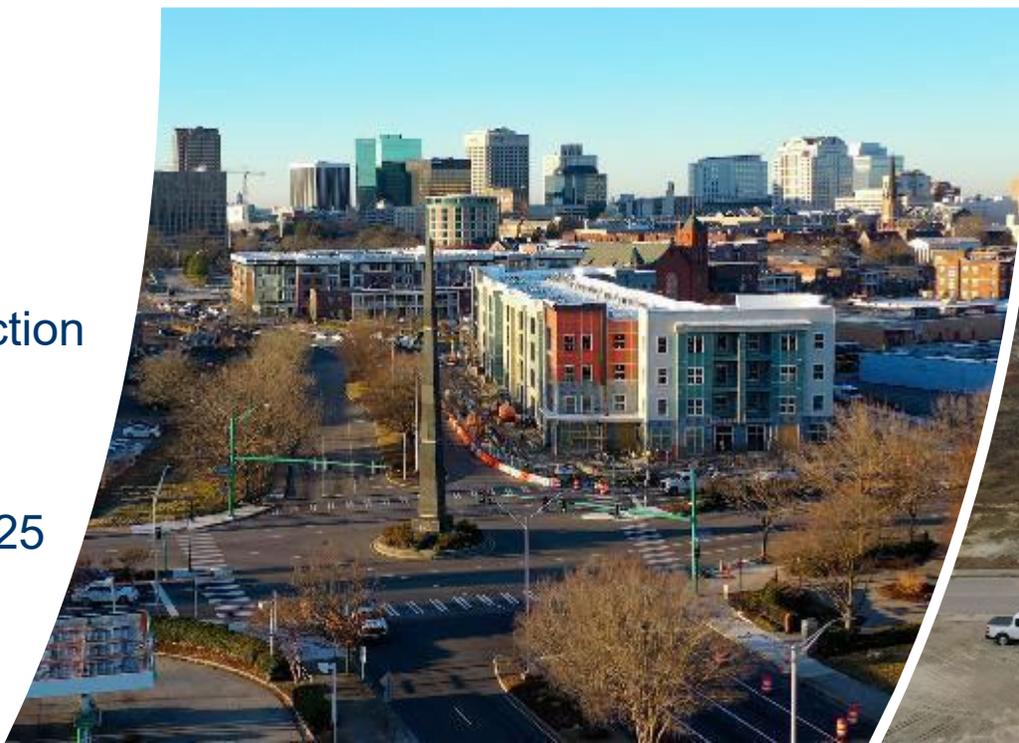


City Infrastructure Phase I and II:

\$85 million investment

Enhanced Connectivity

- Newly aligned Church Street is now open for public use
- Infrastructure Phase I was completed in 2024
- Infrastructure Phase II is ongoing with bridge construction underway (with separated bike/pedestrian lane)
- Construction started July 2025





Blue Greenway Park

Residents Prioritize Green Space!



**PLACES FOR
FESTIVALS**



**PICNICS /
COOK OUTS**



**COMMUNITY
EVENTS**



**HANDS ON
LEARNING**



REC LAWNS



PLAYGROUNDS



TRAILS



The St. Paul's Blue Greenway Environmental Resilience

- Uncovering Newton's Creek to restore natural drainage to mitigate flooding
- 22-acre park as green infrastructure
- Designed for resilience, recreation and restoration
- Wetlands, trails, and public space for health and safety



USPS

BLUE GREENWAY
(WEST)

BLUE GREENWAY
(NORTH)

BLUE GREENWAY
(SOUTH)

RESILIENCE DRIVE

MARINER STREET

E. FREEMASON STREET

BRAMBLETON AVENUE

TIDEWATER DRIVE

I-264

NORTH

© SGA, Inc., 2025



Embracing Water and People



Large Event Pavilion

Harbor Park

South Play Area

Freemason Bridge

Existing Tree Preserved

Music Performance

Wetland Deck

Daylighted Creek

North Play Area

Multipurpose Green



A Place for Family

Picnic Pavilions



Holt Street Prospect Mound



Holt Street Plaza



The Basilica of Saint Mary of the Immaculate Conception



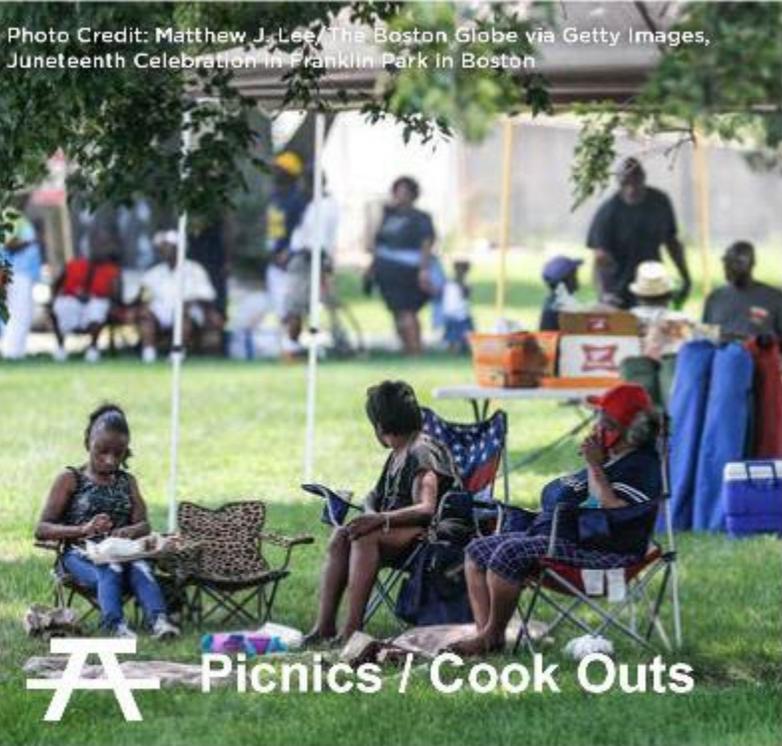
Floodplain Lagoon



Stepping Stone



A Place for Family



A Place for Local Celebrations



Economic Inclusion is Driving the Work

NRHA Demolition Work

- \$3,934,141 of \$5,721,807 (**69%**) has gone to M/WBE contractors

City Demolition Work

- \$993,066 of \$1,071,466 (**93%**) has gone to M/WBE contractors

Infrastructure Phase I and II

- Construction Management Contract Award
 - \$2.5M to M/WBE firm (**100%** of award)
- Construction Contract Award
 - Phase I: \$3,179,397 of \$13,490,105 (**24%**) has gone to M/WBE firms
 - Phase II: \$12,594,931 of \$55,068,777 (**23%**) has gone to M/WBE firms

Reunion and Origin

- \$6,921,626 of \$39,358,100 (**18%**) has gone to M/WBE contractors

Unity Place

- \$16,753,680 of \$44,083,314 (**38%**) has gone to M/WBE contractors

Kinship

- \$17,621,161 of \$59,153,123 (**30%**) has gone to M/WBE contractors

Momentum Drivers

Neighborhood transformation requires multiple funding streams and the long game

- \$119M in Private Investment (not including offsite projects)
- \$94M in State and Federal Grants
- \$191M in City Investment (CIP - \$157M and Operating - \$34M)
- \$10M in NRHA Investment (Capital) plus \$7M Voucher Subsidy to date

This layered approach ensures sustainability and creates the foundation for lasting change while generating a strong return on investment through increased tax revenue and economic growth

Lives Impacted, City Financially Enhanced

Taxable Investment Improvement:

- \$14.9M Estimated Average Annual Increase of Taxable Value for the next four (2027-2030) years
- Estimated Average Annual Increase of Taxable Value of approximately \$127M over ten year (2026-2036)
- Ten-year Estimated Total Tax Revenue: \$13.3M

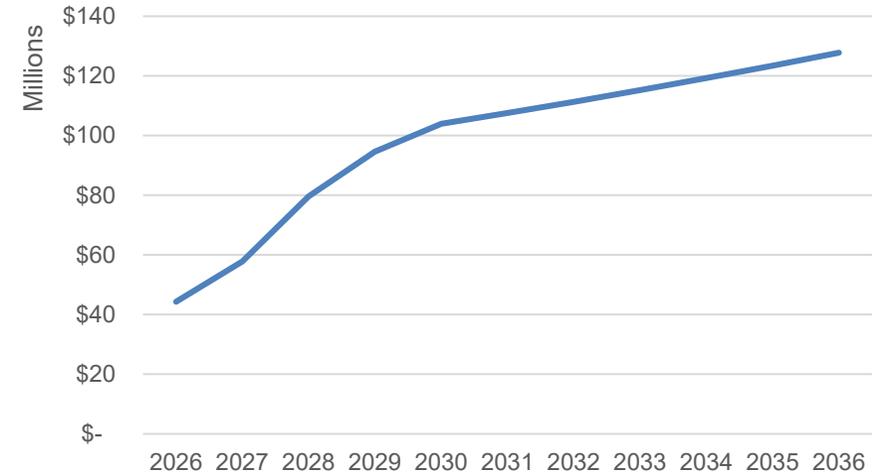
Environmental/Living Improvement:

- 22 acres of the project is a new city asset, but not a direct tax producing (Blue/Greenway)

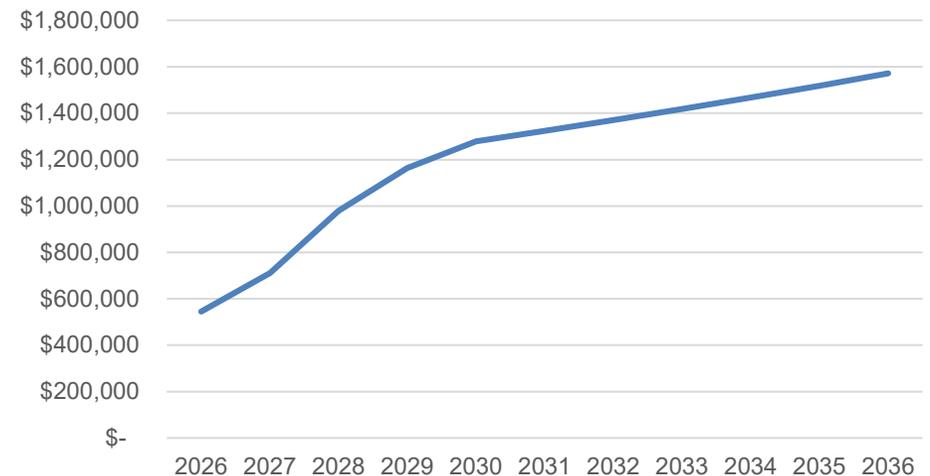
Future Indirect Tax Benefit:

- Mixed-income development boosts sales, personal property, and indirect taxes
- Raises surrounding property values

Taxable Investment Improvement



Est. Annual Real Estate Tax Revenue



Tidewater Gardens Transformation Process Recap

Community Meetings
(Aug-Dec 2017)

Guiding Principles
(Oct 2017)

Resolution
(Jan 2018)

Phasing Strategy
(Feb 2018)

In-house People First Program Established
(Aug 2018)

CNI Funding Applications
(Sept 2018)

CNI Award: Transformation Begins
(May 2019)

People First-USI Work Begins
(July 2019)

Right to Return Policy
(Nov 2020)

2018 Guiding Principles

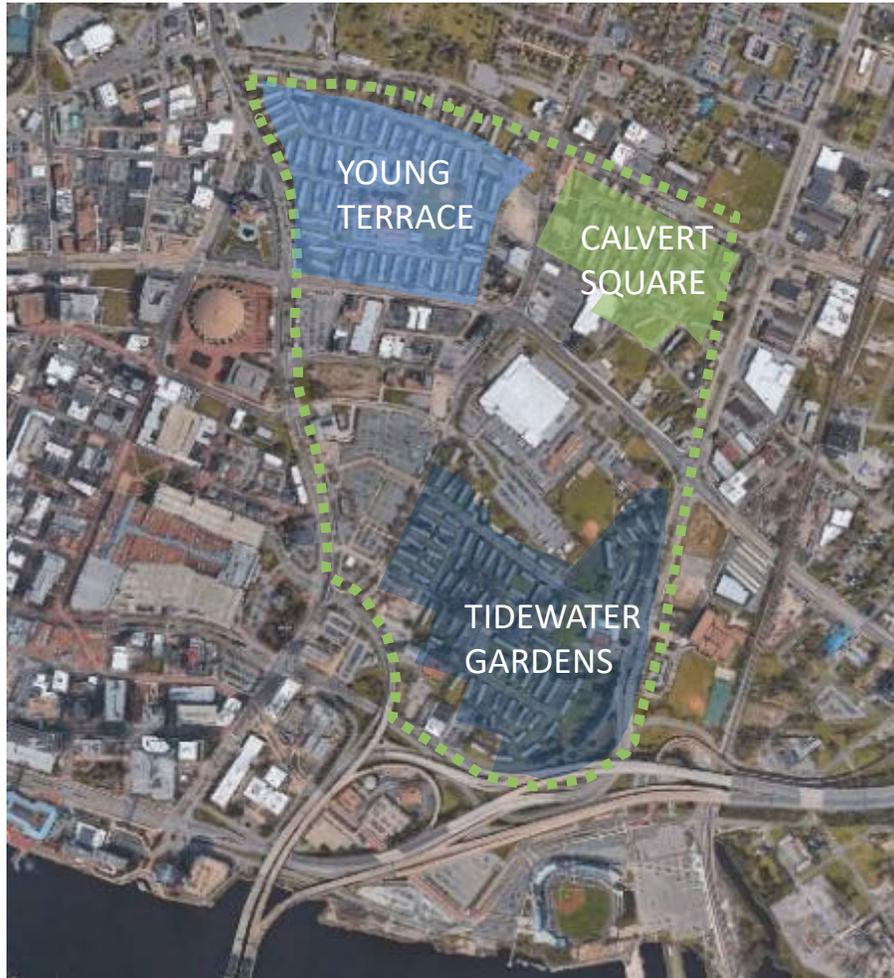
- Community redevelopment decisions shall be family-focused and family priorities will be paramount in service delivery and relocation decisions
- Honoring housing choice of families affected by the redevelopment of their communities shall be the highest priority
- Collaborative partnerships shall be pursued to implement a human development plan that will include high quality supportive services in the areas of employment, education, public safety, housing services and health, including nutrition
- Economic development benefits can mitigate costs but not outweigh family focused decision making
- Revitalization strategies shall strive to have positive impacts on surrounding neighborhoods
- Decision making will reflect continuous input, transparency and feedback from residents and all other stakeholders

City Council Resolution Overview

January 23, 2018

- Authorized the City Manager to develop a human services transformation plan to support residents “People First”
- Directed the City and NRHA to develop a coordinated, comprehensive revitalization plan that adheres to people-focused guiding principles
- Authorized the City Manager to work with the NRHA to engage community stakeholders in the development of a revitalization plan
- Allowed the City to support the Annual Plan process and the Demolition/Disposition Application
- Directed the City Manager to provide regular reports to City Council and the community

Resolution Considered the Entire St. Paul's Area



Sources: City of Norfolk, NHRA

Building	Year Built	Number of Units	Number of Residents
Young Terrace	1953	752	1,797
Calvert Square	1957	310	749
Tidewater Gardens	1955	618	1,659
TOTAL		1,680	4,205

Now Kindred



Source: NHRA



Source: NHRA



A Legacy of Success

Like and Follow our Facebook Page at
facebook.com/St.PaulsNFK

and our website
www.stpaulsdistrict.org

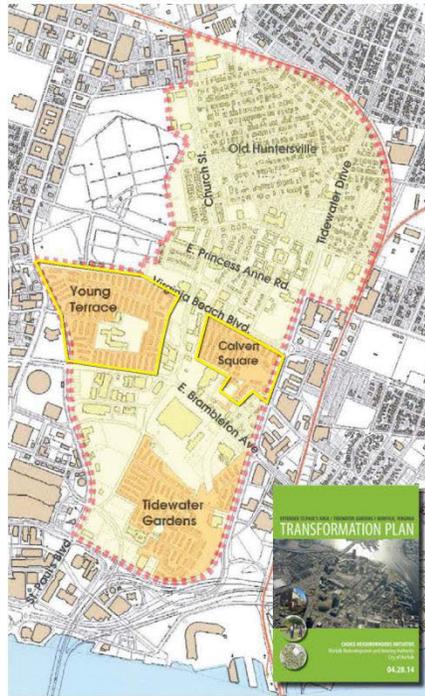




Building on Success

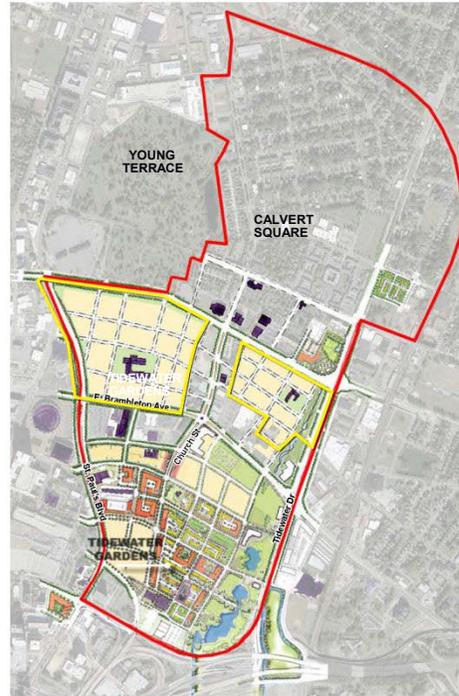
From Kindred to Young Terrace and Calvert Square

St. Paul's Area subject to many planning efforts to design a better neighborhood



2014

CNI Transformation Plan



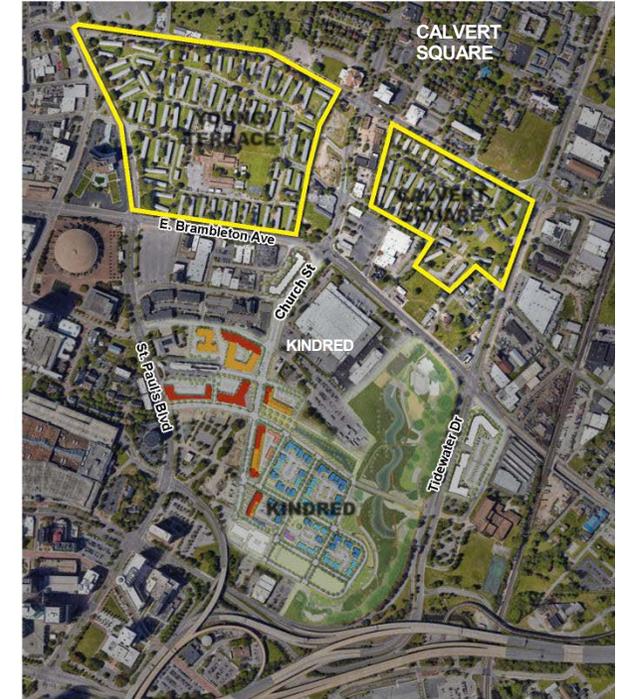
2019

Post-CNI Implementation Plan



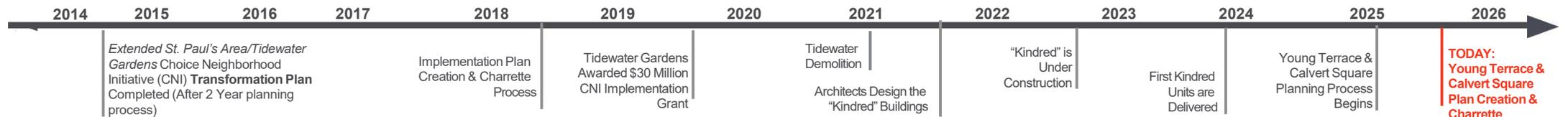
2025

Complete Kindred Site Plan
(Build out in process)

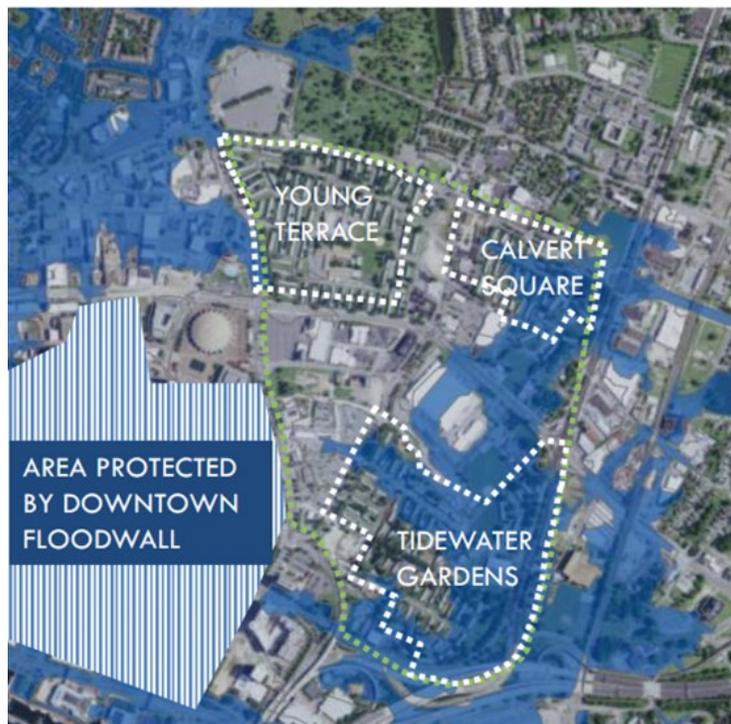


Future

Young Terrace & Calvert Square Plan



The area faces significant neighborhood, economic, and coastal resilience challenges



Category	Young Terrace	Calvert Square
Total Households	621 - Households	279 - Households
Total Residents	1,412 - Residents	613 - Residents
Gender (Head of Household)	Female: 87.9% Male: 12.1%	Female: 87.5% Male: 12.5%
Average Annual Income	\$14,673	\$17,482
Average Occupancy	8.6 years	11.8 years
Number of School Aged Children (Ages 5-18)	694	285

Young Terrace/Calvert Square Efforts to Date

Young Terrace & Calvert Square MASTER PLAN PUBLIC ENGAGEMENT TIMELINE



July 14-17 - 4 Day Design Workshop (Charette)

COMMUNITY ENGAGEMENT PROCESS



DESIGN WORKSHOP – WHAT TO EXPECT

	DAY ONE	DAY TWO	DAY THREE	DAY FOUR
Morning/ Afternoon		OPEN HOUSE WORK SESSIONS	OPEN HOUSE WORK SESSIONS	OPEN HOUSE WORK SESSIONS
Evening	KICK OFF MEETING	PROGRESS MEETING		COMMUNITY PLAN PRESENTATION

We are **eager to hear from all of you** so we are providing **flexible times** over several days so everyone has an opportunity to **contribute** to the design process of the redevelopment.

- Over the course of 4 days—a total of 72 residents attended the Master Planning Charette
- Over the course of 4 days—a total of 178 residents, stakeholders, visitors, City Staff, and NRHA staff attended the Master Planning Charette
- Over the Course of the 9 pre-Charette Resident-only Meetings in Calvert Square and Young Terrace—a total of 232 residents were engaged

YOUNG TERRACE AND CALVERT SQUARE MASTER PLANNING & TRANSFORMATION

NRHA will launch a master plan to redevelop these communities into vibrant, modern mixed-income neighborhoods.

Young Terrace:

- 746 Units
- 36 acres
- Built 1953



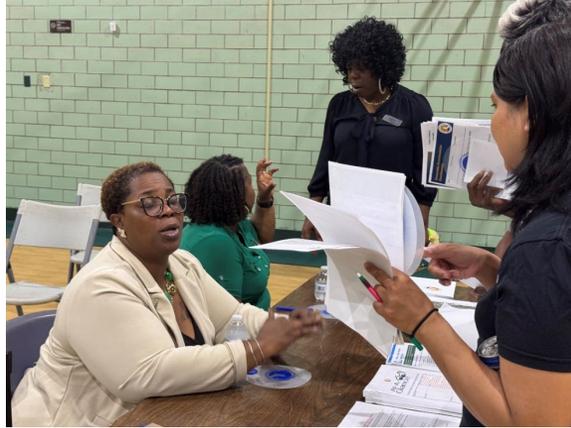
Calvert Square:

- 310 Units
- 19 acres,
- Built 1957

Goals:

- Modernize housing and infrastructure.
- Address chronic flooding at Calvert Square.
- Leverage the prime location near Downtown Norfolk to create thriving, connected communities!

Resident Pre-Charette Meetings Spring 2025



What Was Heard

“Design for the best mixed income neighborhood in the city”

“Provide opportunities for homeownership so residents can build generational wealth”

“Provide amenities that are a mix of familiar and new; introduce new things with familiar people”



Opportunities to Overcome Prior Challenges

Tidewater Gardens:

- Navigating legal requirements and lawsuits
- Maintaining momentum despite obstacles
- Lessons learned for future phases

Young Terrace/Calvert Square:

- HUD Regulatory Requirements; Changing Federal Landscape
- Funding Sources to Achieve Goals (Federal and State)
 - CNI vs. Section 18 (and/or)
- Limited City Debt Capacity

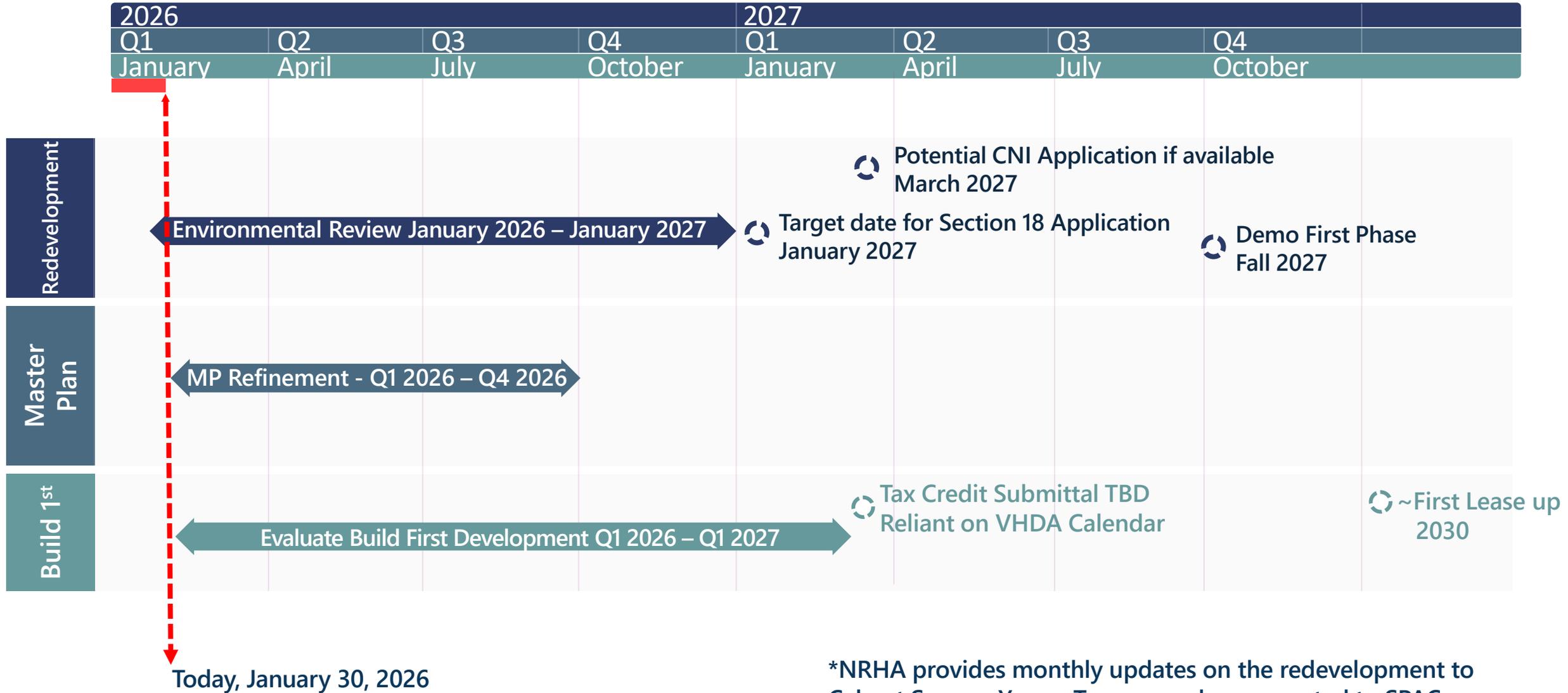
July 2025 Charrette Vision Plan



Recommended Path Forward

- Update, Refine and Adopt Guiding Principles (via Council resolution)
- Refine & Approve Draft Master Plan
 - Incorporates housing mix, land use, storm water, infrastructure and amenities
 - Define Phases & Sequencing for construction and demolition
 - Incorporate recommendations from Mayor's Housing Commission
- Complete Church Street Corridor Area Plan and align with Master Plan
- Evaluate "Build First" Development and align with Guiding Principles
- Continue People First Services for Young Terrace & Calvert Square residents
- Develop HUD-required Relocation Plan
- Complete Environmental Reviews
- Determine Funding Approach: CNI, Section 18, other state/federal grants
- Maintain Ongoing Community Engagement to ensure resident rights

Timeline



*NRHA provides monthly updates on the redevelopment to Calvert Square, Young Terrace, and as requested to SPAC

Proposed Guiding Principles for Consideration



Provide People First services that advance the lives of residents and create an economic engine for the city



Provide a diverse mix of residential developments, ranging from single-family and town homes to small and medium-scale buildings for both rental and homeownership



Build a neighborhood replicating the forms and patterns that reflect Norfolk's best historic character and identity



Restore Church Street as the heart of the community



Create pedestrian-scale connections to opportunities, adjacent neighborhoods and the larger community



Build a pattern of neighborhood streets and blocks to create a framework for a mixed-income, mixed-use community



Manage storm water with landscaped streetscapes and parks

Council Feedback

- Guiding Principles
- Income Mix
- Housing Type
 - Type and Scale - homeownership/rental, multi-family, missing middle, single-family attached or detached
- Phasing
- First Build Consideration (Timing)