



**Urban Land  
Institute**

**Advisory Services Program**



# Frederiksted

**ST. CROIX, USVI**

ULI ADVISORY SERVICES

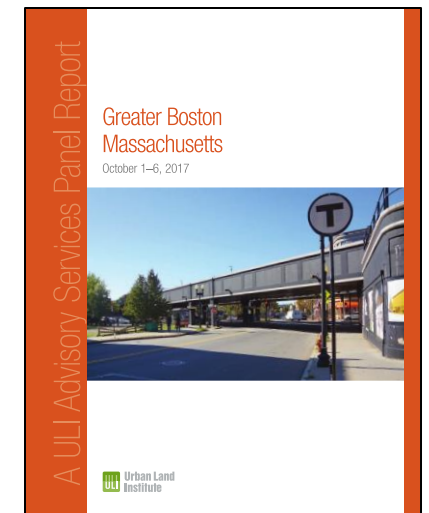
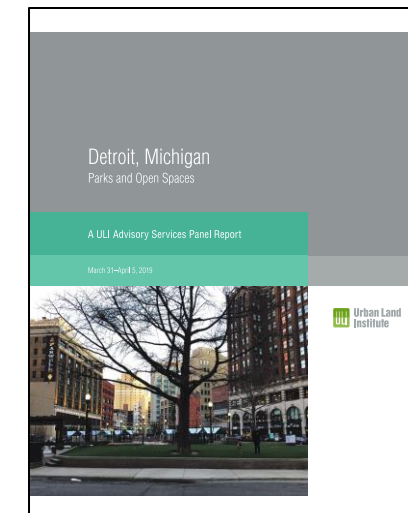
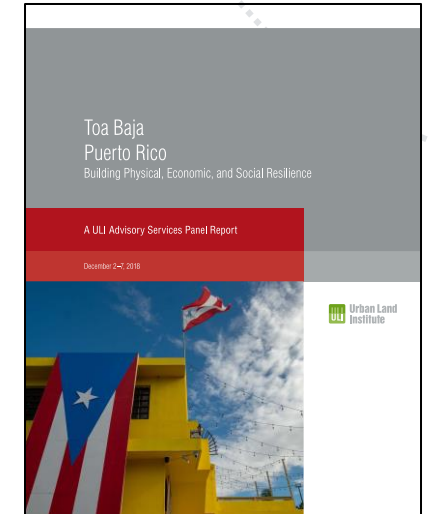
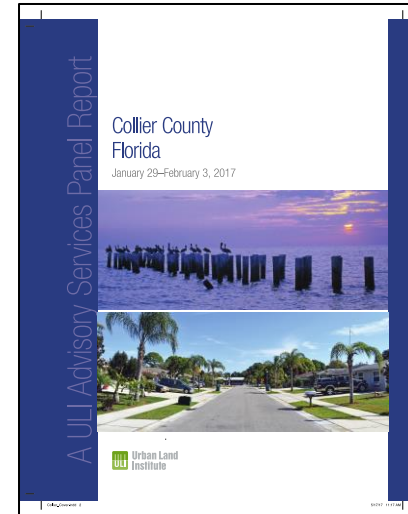
**JUNE 5-10, 2022**

# About the Urban Land Institute

Frederiksted – June 2022

**ULI Mission:** Shape the future of the built environment for transformative impact in communities worldwide

- A multi-disciplinary membership organization with more than 45,000 members in private enterprise and public service
- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of **best practices**
  - Writes, edits, and publishes **books and magazines**
  - Organizes and conducts **meetings**
  - Directs outreach programs
  - Conducts **Advisory Service Panels**



## ADVISORY SERVICE PANELS

Since 1947, ULI's Advisory Services Program have helped more than 700 communities find independent, strategic, and practical solutions for the most challenging land use issues.



# Elements of a Tested Process

## Program Essentials - Frederiksted

- Sponsor briefing of challenge or issue
- Site tour
- Stakeholder interviews/community drop-in session
- Panel deliberation and recommendation generation
- Sponsor deliverable production
- Final presentation
- Formal deliverable production (varies by panel engagement)



# Scope

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- Redevelopment Plan Implementation
  - How can VIHA develop a framework for the implementation of the Redevelopment Plan?
- Community and Resident Wellness and Empowerment Best Practices
  - How can VIHA best implement housing strategies that achieve holistic wellness, social equity and economic mobility for all Virgin Islanders, as outlined in the Bright Path model?
- Key Partnerships Strategies
  - How should VIHA obtain buy-in from key stakeholders to implement the Redevelopment Plan?
- Energy Diversification Approaches for Sustainability
  - How does VIHA revitalize new communities that are resilient, use fewer natural resources, and are less dependent on the energy grid?

# Thank you to our Sponsor

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# Thank You to Those Who Agreed to Lend Their Voices

• Addison Christian • Adelbert Bryan • Adele Soto • Adrienne Williams • Alicia Barnes • Alicia Churaman • Allison DeGazon • Andre Blakely • Anise Hodge • Anya Stuart • Arthur Petersen • Carolyn Fawkes • Cecile Tonge-Fahie • Chaneel Callwood • Charlesy Nance • Chris Finch • Chris George • Clarence Browne • Clifford Graham • Colette Monroe • Daryl Smalls • David Bornn • Dayna Clendinen • Dean Hodge • Deanna James • Deirdre Bolden • Derek Gabriel • Dina P-Malone • Dionne Hendrington • Dir. Robert Graham • Dr. Laverne Ragster • Dynel Lang • Frandelle Gerard • Gov. Albert Bryan • Gustav James • James Benton • Jayne Halcomb • John Greene • Jozette Walker Cantois • JP Oriol • Junia Straker-John • Karen Hunt • Kendell Henry • Kimberley Causey-Gomez • Kyle Fleming • Laurence Richards • Lereiz Canton • Lillian Santos • Linda Straker • Lionel Jacobs • Lloyd Gardner • Lydia Pelle • Marvin Nesbitt • Mary Moorehead • Masserae Webster • Nadine Marchena-Kean • Neil Canton • Noreen Michael • Novelle Francis • Oran Bowry • Peter Ross • Positive Nelson • Ray Martinez • Rhea Hodge • Robert Protho • Ronald Russell • Rupert Pelle • Samuel Sanes • Sayeeda Carter Sean Krigger Sen. Adelbert Bryan • Sen. Alicia "Chucky" Hansen • Sen. Carla Joseph • Sen. Franky Johnson • Sen. Genevieve Whitakker • Sen. Janel Sauraw • Sen. Jevan James • Sen. Kenny Gittens • Sen. Kurt Vialet • Sen. Marvin Blyden • Sheldon Turnbull • Sherry Melvin • Simba Abiff • Sista Utha • Stacy Vincent • Tanya-Marie Singh • Tasida Kelch • Terry Daley-Stanley • Tina Beazer • Tony Laurencin • Antonio Stevens • Tracy Sanders • Troy Schuster • Vaughn Hewitt • Virginia Clairmont • Wayne Biggs • Wayne Harrison • William James • Yohanna Ortiz • Ingrid Rissing • And many more •

# What We Heard

- Offer a variety of affordable housing options at *all* income levels
- Limited staff capacity to implement Redevelopment Plan or deploy federal funds
- Need for comprehensive development – food desert, no public transportation, no “attractions” for residents
- Top-down approach in decision making
- Pride and strength of the community and the activist spirit
- Need for comprehensive housing developments that support an ecosystem for thriving communities
- Housing that responds to local climate and culture
- Lack of confidence in government to execute a large investment program and deliver on promises
- Lack of communication around federal investment programs
- Lack of coordination between government agencies
- Legacy of colonialism continues – not enough local impact, job creation, or wealth building
- Systematic disinvestment in Frederiksted
- Too much reliance of outside consultants and companies



# Key Acknowledgements

- Hurricanes, COVID-19, and other acute social issues have disrupted/permanently altered lives
- Post-Hurricane and COVID recovery funding have provided unprecedented levels of investment
- Change is difficult but necessary
- Old thinking, old systems, and symbols may need to be challenged
- Historical significance of St. Croix is not widely understood, documented or promoted
- Unique opportunity to turn the corner, reinforce identity, and redefine the future
- Historic legacies are powerful and potentially transformational symbols
- Frederiksted as Freedom City - a symbol of resistance and resilience

# ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

**Tyrone Rachal (Panel Chair)**

Urban Key Capital Partners  
Atlanta, GA

**Dawn Arnold**

Invest Atlanta  
Atlanta, GA

**Antoine Bryant**

City of Detroit  
Detroit, MI

**Kimberly Driggins**

Washington Housing Conservancy  
Washington, DC

**Eric Rothman**

HR&A Advisors  
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**Dawveed Scully**

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**Leon Walker**

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**ULI Staff**

**Lauren McKim Callaghan**  
Director, Advisory Services

**Barbra Gustis**

Director, Advisory Services and Key Leaders

**David Zehr**

Senior Associate, Advisory Services



# Redevelopment Plan Implementation



# VIHA's Affordable Housing Revitalization & Redevelopment Plan

The goal is to develop a framework for the implementation of the redevelopment plan

- VIHA's 10-year Affordable Housing Revitalization Plan (Redevelopment and Risk Management Plan):
  - A 5-phase approach
  - Produce 3,000 units over a 10-year period
  - \$1 billion investment comprised of:
    - \$392 million from tax exempt bond financing/ 4% Low- Income Housing Tax Credit (LIHTC)
    - \$205 million in Federal Emergency Management Agency (FEMA) funding
    - \$292 million in Community Development Block Grant -Disaster Relief (CDBG-DR)
    - \$137 million in VIHA and other funding
  - Equitable, resilient and integrated housing developments that enhances the quality-of-life and ensures the:
    - Development of both senior and family affordable housing;
    - Prioritization of severely cost burden households that spend 50% of their income on rent; and
    - Local support and financing for a mix of incomes – one-third of low-income, moderate income, and unrestricted





# Who Should You Serve

Inclusive housing is fundamental to any great housing plan. Increasing access to affordable housing is the most cost-effective strategy for reducing childhood poverty and increasing economic mobility in the United States.

- Senior Housing (55+) that:
  - Enhances quality of life
  - Allows seniors to age in place
  - Mitigates displacement
  - Provides wrap around services
- Mixed-Income Family Housing (0%-120% AMI) that provides:
  - An opportunity to reduce the number of cost burden households
  - A gateway to homeownership for moderate income families
  - Affordable housing options for “missing middle” wage earners
  - Live/work opportunities for entrepreneurs



# How Should You Do It: Keys to Implementation

To effectively implement the VIHA Redevelopment Plan, there must be both technical and intellectual staff capacity within VIHA to lead and execute on its deliverables as well as cross agency collaboration

## ■ Develop Organizational & Staff Capacity

- Hire a professional recruiter to fill key open positions
- Focus recruiting efforts on recent graduates of planning programs
- Obtain technical assistance training from experts
- Peer-to-peer learning from organizations like National Association of Local Housing Finance Agencies (NALHFA), National Development Council (NDC), or National Council of State Housing Agencies (NCSHA)
- Solicit services from subject matter experts (SMEs)
- Offer scholarships that encourage local high school graduates to pursue a career in urban planning and/or finance
- Engage a philanthropic partner to supplement salaries

## ■ Prioritization of Phasing Based on Funding Availability

- Prioritize VIHA projects that are **not** hyper focused on tax-exempt bonds (TEB)/4% financing and have **secured** funding, that is ready for deployment

# Five-Phased Implementation Plan

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<i>\$ Millions</i>	<b>Total Units</b>	<b>LIHTC Units</b>	<b>Total Dev Costs</b>	<b>LIHTC Equity</b>	<b>FEMA</b>	<b>CDBG-DR</b>	<b>Other</b>	<b>VIHA Capital</b>
Phase I - Three Projects	332	332	167.8	54	49.1	48.2	16.5	0
Phase II - Two Projects	233	233	98.5	36.5	13.2	31.5	17.3	0
Phase III - Eight Projects	652	552	333.3	129.4	102	49	42.9	10
Phase IV - Three Projects	531	531	121.9	33.2	5.2	56.4	27.1	0
Phase V - Eleven Projects	1,102	827	334.3	133.2	0	145	51.1	5
<b>Total</b>	<b>2,850</b>	<b>2,475</b>	<b>1,056</b>	<b>386</b>	<b>170</b>	<b>330</b>	<b>155</b>	<b>15</b>

## Assumptions:

- 100% of Tax-Exempt Bond Allocation/4% LIHTC will be awarded to VIHA for 10 years
- Phasing plan includes 27 projects, totaling 2,850 units. 14 of 27 projects require closing TEB/4% LIHTC transactions and 6 out of 20 are 9% LIHTC transactions.
- VIHA & VIHFA currently have the staff capacity and expertise to close and deploy TEB/4% LIHTCs.



# Financing Options

90% of the anticipated capital stack is financed using federal funds that have either never been deployed or have experienced severe delays in their deployment

- Identify other & financing mechanisms
  - Use traditional HUD 221(d)(4) construction financing or
  - Seek conventional, low interest rate financing
  - Develop flexible, short-term bridge financing
  - Acquire short-term bank line of credit
  - Require developers to bring construction financing
  - Explore:
    - New Markets Tax Credits (NMTC) and Historic Tax Credits
    - Federal Opportunity Zone Investments
    - Choice Neighborhood Funding
    - Housing Trust Fund from docking fees
    - Tax Increment Financing
    - General obligation bonds for housing
  - Optimize the opportunity to attract private capital





# Redevelopment Plan: Opportunities Beyond the Four Walls

# Opportunities to Attract Impact Investors

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Where you grow up largely determines how long you live, how much you will make, and the quality of your life.

# Opportunities to Attract Impact Investors

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Zip Code > Genetic Code

# Opportunities to Attract Impact Investors

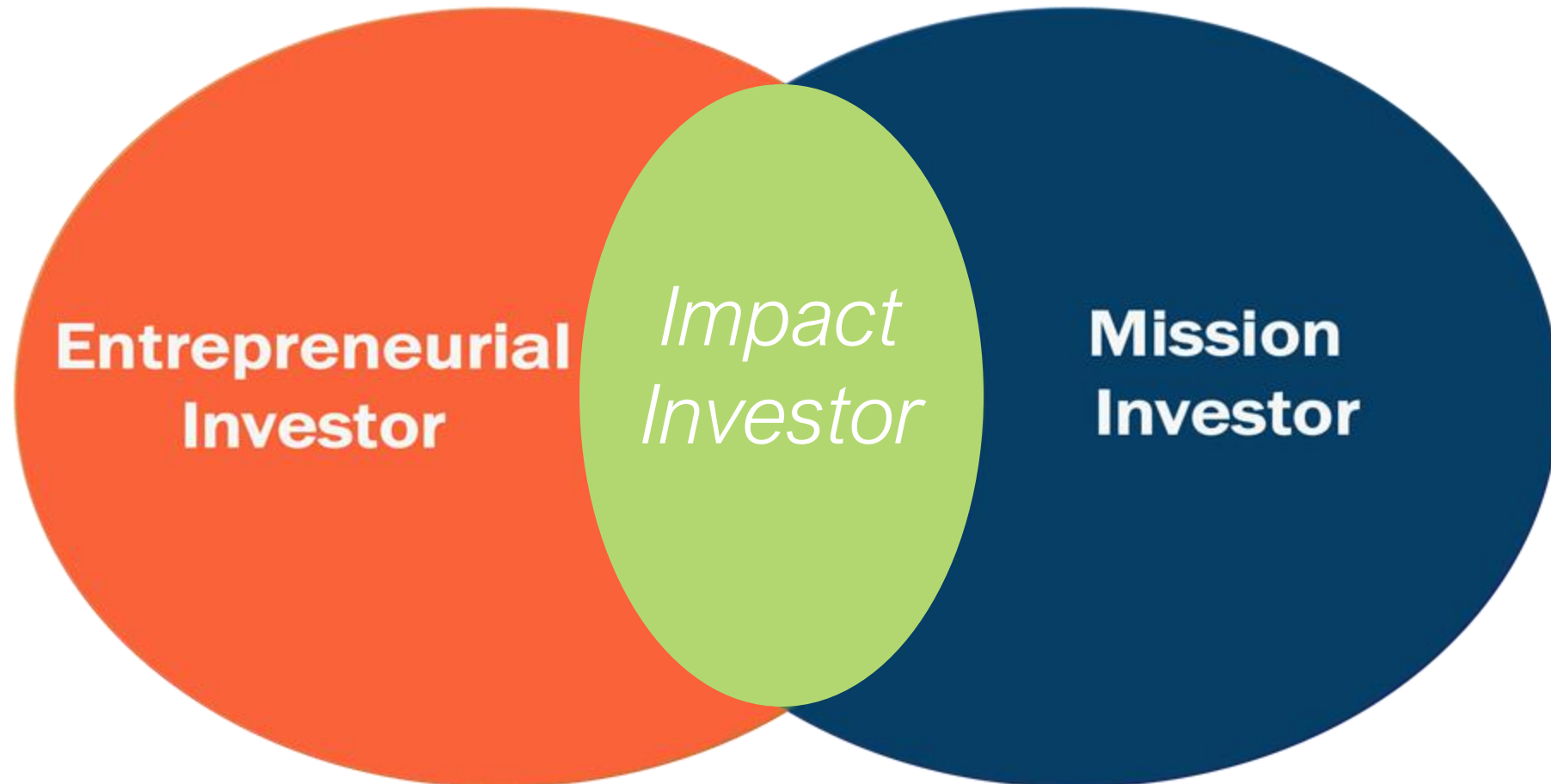
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# So what do we do?



# Impact Investors Pursue Holistic Returns

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# Opportunity to Leverage Federal Investment in Housing to Realize Community Revitalization Goals

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- **Look beyond government subsidies**, such as the federal LIHTC and NMTC, and explore emerging hybrid social investment models that incorporate impact investor equity
- **Impact investors can help drive job creation and economic revitalization** of historic commercial corridors
- **Impact investors include an array of investor types**, including family offices, high net worth individuals, charitable foundations, accredited investors and public pension funds
- **These investors expect a return of their principal investment**, but they are open to modest financial returns and longer timelines if their investments can also generate measurable positive social impact



*TIP: Housing projects can be positioned to attract private dollars that serve not just as an investment in tax credits;*

*But as an equity investment in the neighborhood, so that equitable development becomes far more scalable.*

# Opportunity to Engage Community

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Lead from the ground up

- Equitable development requires existing residents to **participate** in and benefit from the real estate decisions that shape their neighborhood
- Shape community needs into actionable projects and programs that encourage residents to actively participate in growing the local economy
- Identify and/or surface deliberate leaders to create a conduit for local interests and concerns to be more easily understood and managed
- Balance the needs of local stakeholders with market demands and the expectations of investment partners



*TIP: Grow vendor contract opportunities with existing and legacy businesses.*

*Direct financial support and technical assistance to private owners of shop/live residential buildings in the historic district.*



# Opportunity to Improve Frederiksted's Brand

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*The community brand and narrative determines an investor's desire to invest*

- **When a neighborhood's reputation suffers**, mainstream businesses and private equity investors tend to overlook it as a place for potential investment
- **Explore efforts to elevate the vibrant history and culture of the local community** through public events, community centers, public art installations, walking tours, documentation of oral history and cultural/historic signage
- **Trusted, creative leaders and organizations can work together**, formally or informally, to help change the neighborhood's narrative and shore up confidence in the area's viability for investment
- **Consider the ongoing Choice Neighborhood application and planning process** as an opportunity to surface community supported rebranding efforts



*TIP: An elevated historical narrative will attract socially conscious tourist/visitors and;*

*encourage local private property owners to re-invest in their neighborhood.*



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# A Framework for Equitable Investment and Inclusive Placemaking



# Amplifying Frederiksted's Strengths

Celebrate the black excellence of Frederiksted

- The beauty and spirit of Frederiksted is key to making a comprehensive development strategy
- These VIHA sites are integral as part of this and can lead the charge for how development should be done
  - Great locations near the historic district
  - Accessible and connected to major roadways
  - Near the waterfront and beaches
  - Active and passionate community
  - Legacy of local entrepreneurship



# A Comprehensive Approach

## Initial design observations

- Importance of developing a collaborative and comprehensive equitable investment framework
- Comprehensive redevelopment strategy
  - Celebrate heritage, arts, and culture
  - Create interconnected recreation
  - Spaces for community
  - Universal access for all ages and abilities
  - Embracing mobility and improved connectivity and walkability
  - Digitally connected
  - Resilient and safe





# Design Ideas for Frederiksted

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Embracing regenerative design and centering wellness and community

- Learning from Frederiksted vernacular design and indigenous architecture
- Evaluate standards like WELL, Passivhaus, LEED, Living Building Challenge and others to ensure high quality sustainable and resilient developments
- Integrate best practices
  - Passive cooling
  - Stormwater management and efficient water management
  - Housing for all – seniors, workforce, mixed income, market rate
  - Innovative mixed use
  - Universal design for accessibility
  - Mobility





# Placement of Key Infrastructure for Resilience

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## Embrace the opportunity

- Align with WAPA and other major infrastructure providers to reposition infrastructure to address sea level rise, hurricanes, urban flooding and the impacts of climate change in the future
- Continue to explore coastal protection such as breakwaters
- Leverage technology where possible to monitor air quality, wind direction and speed, and local microclimate





# Integration of Community Services

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Collaborate to integrate training, education, libraries, healthcare, and other community services into the design of new housing





# Imagining what's possible

Sketch Concept







You have to act as if it were possible to radically **transform the world.** And you have to **do it all the time.**

— *Angela Davis*

AZ QUOTES



# WE are FREE! Effective & Inclusive Engagement

# WE are FREE!

## Effective & inclusive engagement

- Meet people where they are:
  - Always include meeting on-site at dedicated locations, especially when meeting with VIHA residents
  - Primary value on engagement at existing gathering spaces
    - Bars, cafes, and restaurants
    - Beauty salons & barbershops
    - PTA meetings
    - Festivals & major social events
    - Grocery stores & markets
  - Utilization of town halls & listening tours **can** be effective, though perhaps not as primary model
  - Include residents as key partners in the engagement process
    - Compensate residents monetarily; pay them for their time and relationships
    - Can serve as ‘ambassadors’ and champions for new efforts
  - Less relevance on the ‘public meeting’ model



# WE are FREE!

## Effective & inclusive engagement

- Maximize potential of contextual methods
  - In addition to in-person engagement, place strong emphasis on the usage of **radio**
  - Local TV can also serve as an incredible transmission avenue
  - Both can serve to address literacy challenges that may exist in the community
  - Both provide critical information in short bursts, and are easily received



# WE are FREE!

## Effective & inclusive engagement

- Appropriate and comprehensive technology utilization
  - Effective and scheduled inclusions of social media
    - Alerts, notifications, and information provided via Facebook, Instagram, TikTok, and other media
    - Have efforts led and updated by appropriate, skilled and experienced staff
  - ‘Push’ notification via text messaging
    - Acknowledges prevalence of mobile phones
    - One-way communication
    - Quick messaging and alerts
  - Virtual Meetings
    - Can be utilized but primarily in conjunction with other methods, or as secondary media
    - Until broadband accessibility increases, should not be used in place of other methods, nor on its own

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# Community & Resident Wellness & Empowerment Best Practices



# Bright Path

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Bright Path is VIHA's residents services plan – focusing on resident wellness & empowerment

## High Level Overview

- The Virgin Islands Housing Authority (VIHA) resident support services strategy promotes opportunity and independence for VIHA residents through a combination of targeted programming and community partnerships.
- VIHA's Office of Resident Wellness and Empowerment is responsible for designing, directing, evaluating and fostering ongoing innovation of the data driven service delivery model.
- With a consistent focus on the needs of VIHA families, Resident Wellness and Empowerment staff, partners, and volunteers work collaboratively to foster thriving environments, engage residents and deliver consistent, scalable programs that yield meaningful outcomes
- Through Bright Path, a targeted strategy grounded in best practices and use of strengths-based, self-empowerment approaches, the comprehensive support services program promotes health and wellness, housing stability, economic mobility, and personal self-sufficiency for all residents





# Feedback on Bright Path Model

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## VIHA's residents' services model/plan

- Bright Path is a comprehensive and ambitious resident services plan
- The 8 Dimensions of Wellness are very good and they are:
  - Emotional
  - Spiritual
  - Financial
  - Intellectual
  - Vocational
  - Environmental
  - Physical
  - Social



## Suggested Next Steps:

- Define what each of the 8 dimensions means for VIHA residents
- Begin robust non-traditional engagement with residents and have them prioritize and/or rank-order the 8 dimensions. Residents should drive where VIHA invests or allocates its resources in implementing this plan/model

# Feedback on Bright Path Model

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Key finding - Strengthening the relationship between property managers and resident services

- As noted in the Bright Path Plan, the relationship between the property management services company and resident services is the key to success both short and long term
- We recommend an inclusive property management approach. Inclusive property management is people first approach or human center approach to property management
- Inclusive Property Management prioritizes intentionality around respect, support and engagement of all residents on top of excellent maintenance of a high-quality building and grounds



# Feedback on Bright Path Model

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## *Why an inclusive property management approach?*

The quality of life at an individual property is highly influenced by the relationships between staff and residents

Property management teams cannot deliver timely, quality and crisis free services and effective support without positive relationships with residents

Residents cannot feel safe and welcomed without feeling connected and invited to voice their perspective about the place they call home

Unfortunately, due to a complex set of historic and current factors, the ideal of positive relationships and shared problem solving between staff and residents is often not achieved



# Feedback on the Bright Path Plan

## Suggested next steps – inclusive property management

Develop and Incorporate a clear inclusive property management vision and process for VIHA communities into the Bright Path document/strategy that prioritizes resident retention, respect and dignity for all residents, and resident voice and self-agency

Engage property management partners who have a demonstrated commitment to inclusive property management

Build the strategic working relationships between VIHA staff and property management partners

Review and modify all standard operating procedures to incorporate inclusive property management best practices

# Feedback on Bright Path Plan

Recommendation – develop learning and evaluation framework

Key questions:

- How do or how will you measure success?
- What are the key metrics and performance indicators?
  - Bright Path identifies preliminary outcomes but did not see metrics

Here are some key things to keep in mind:

- Sample evaluation objectives
  - To collect and analyze data that can inform VIHA and its partners about the progress and results of the Bright Path Plan
  - To inform the ongoing refinement of the Bright Path strategy implementation to maximize impact
  - To inform VIHA funders and the broader field about the innovations and results of the Bright Path Model
  - To build the capacity of VIHA and its partners to sustain the learning and evaluation process over time

# Feedback on Bright Path Plan

## Learning and evaluation framework – levels of analysis

Bright Path Model and strategies could be assessed at six levels of analysis:

- Individual – resident and household outcomes in VIHA properties
- Housing Community – social relations among VIHA residents, and between residents and staff
- Property – property performance
- Organizational – organizational processes at VIHA and its partners
- Neighborhood – contextual changes in the neighborhoods around VIHA (*for future evaluation*)
- Systems – systems level changes influenced by VIHA (*for future evaluation*)
- Documenting change at the **first four levels** should be prioritized in the early stages of the evaluation
- Change at the neighborhood and systems level, which are longer term processes, could be assessed in later evaluation stages



# Feedback on Bright Path Plan

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Learning and evaluation framework – sample performance metrics

## Human Capacity and Wealth Building

- Residents achieve personal growth
- Residents have access to effective services and support
- Residents earn a family-supporting, livable wage
- Residents retain employment and have career advancement
- Residents have savings, are building wealth, and are actively preparing for homeownership or entrepreneurship
- Increased civic engagement
- Increased health and wellness

## Inclusive Property Management

- Resident satisfaction with property management
- Residents have a sense of power and influence in the building and local community
- Residents and building staff acknowledge and confront structural racism

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# Partnerships & Governance



# Context – “If Not Now, When?”

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- **VIHA Vision:** Create vibrant, dynamic, sustainable communities so families can evolve economically and to improve lives and strengthen communities through quality, safe and affordable housing and by providing a myriad of services to empower public housing residents
- Broad scope of vision **requires partnerships** within government and externally
- Past ULI recommendations for enhanced **coordination** between government agencies
- **Unprecedented federal investment** → opportunity for new ways of business
  - Accelerate intended local impact
  - Prioritize local job creation, business expansion and wealth building

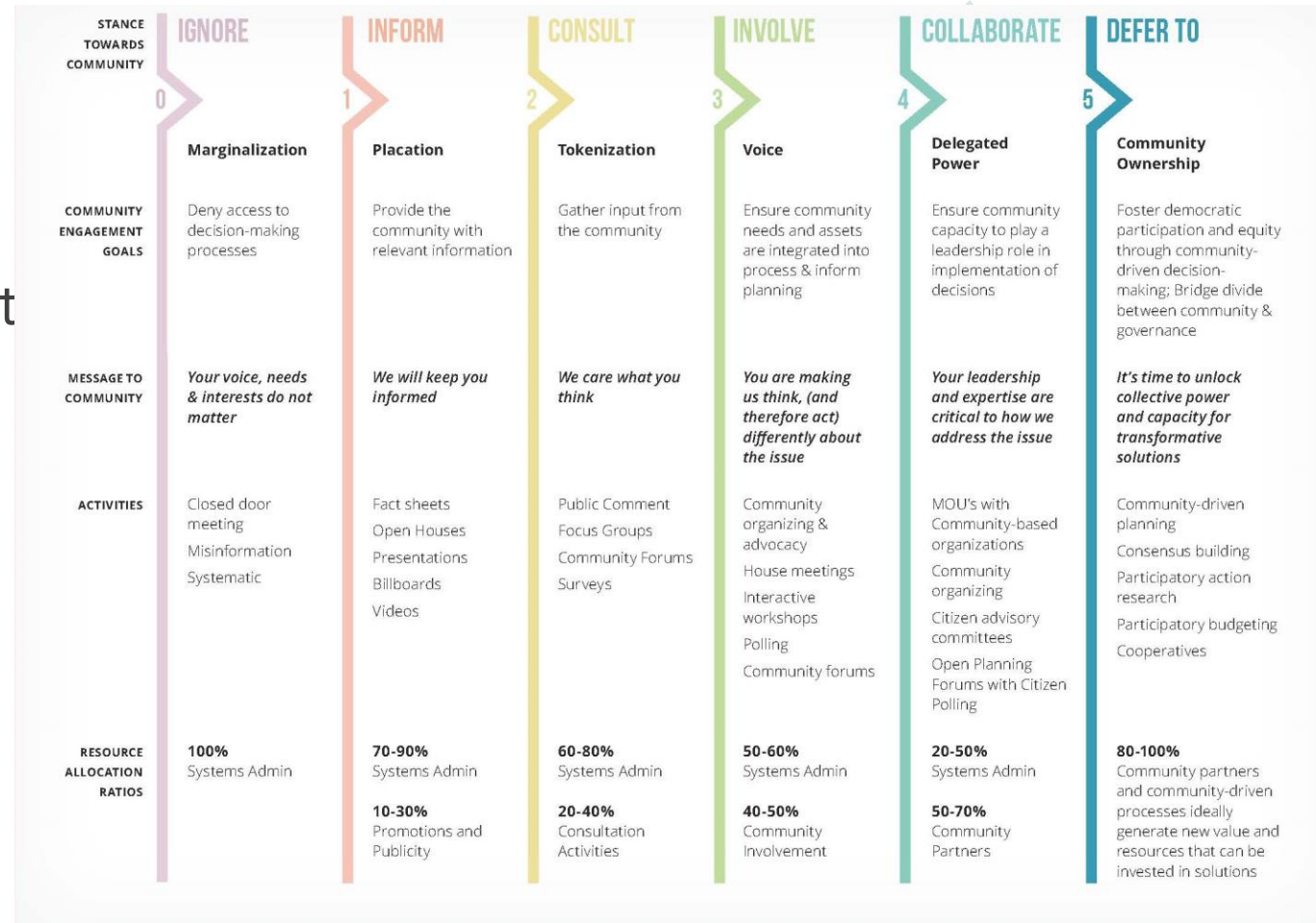
# Government Coordination and Leadership

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Embed principles for equity and inclusion into partnerships

- Leverage capital to drive equitable change
- Understand and address current and historical context
- Create a community-centered development process
- Build trust, transparency, and credibility
- Form strong, intersectoral partnerships

Source: adapted from ULI *10 Principles for Embedding Racial Equity in the Real Estate Development Process*



Source: [The Spectrum of Community Engagement to Ownership](#) (Movement Strategy Center).

# Government Coordination and Leadership

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- **Dedicated resource in Governor's office accountable for coordination and priorities**
  - Oversee cluster of housing agencies and programs
  - Set priorities for scarce housing resources
  - Set strategy for housing for range of incomes
  - Ambassador for communication on strategy and accountability
  - Subject matter expert with small office
- **Build capacity** within agencies → fill vacant positions at VIHA
- **Engage community** in all stages of planning → acknowledge trauma
- **Eyes on the prize** – positive local impact and create opportunity for VI residents

## **The Ideal Candidate Will**

- Possess executive leadership skills and the ability to bring people together united toward common goals.
- Excel in community engagement, possessing significant experience in stakeholder engagement processes along with a proven track record developing strategic partnerships and building trust with the community.
- Have demonstrated experience in the development of new programs and interpretation of policy guidelines.
- Be mission driven, having a passion for issues related to housing, homelessness and poverty.
- Possess a strong background in forward-thinking housing and homelessness best practices and programs.
- Synthesize diverse stakeholders' points of view with a sensitivity to community culture.

## **Key attributes**

**Activator** - *Strong ability to initiate ideas, thoughts and concepts into action and end results.*

**Collaborator** - *Proactively and transparently engages community and city stakeholders in the spirit of partnership toward common goals.*

**Excellent Communicator** - *Ability to both listen to stakeholders and communicate priorities and programs to the community.*

**Visionary** - *Envisions the housing needs of all San Antonians for future generations to come.*

Source: City of San Antonio, Chief Housing Officer job posting

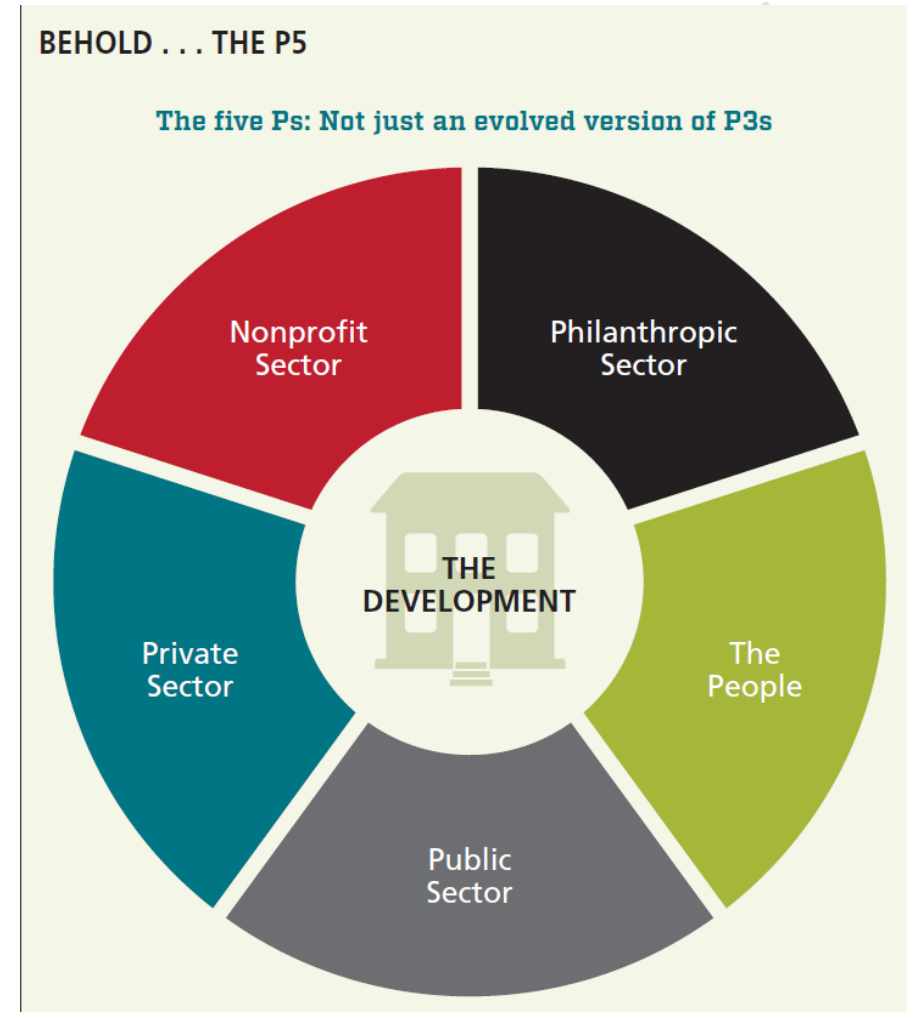


# New Approach to Public-Private Partnership

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## VIHA Redevelopment Plan

- Opportunity for more and better engagement by VIHA and private developers
- Who is this for?
- Needs of VIHA residents
- Desires of Frederiksted community
- Connecting the dots from improving public housing to a thriving Freedom City



Source: Calvin Gladney

# Leveraging Public Investment

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- Coordinate VIHA investments with Frederiksted community planning
  - Community facilities
  - Recreation
  - Health and wellness
  - Small, local business creation
- Roles for coordinated government approach
  - Authentic engagement
  - Understand historic context – celebrate shared history and acknowledge trauma
  - Government assets that could attract investment
  - Government investment as first mover to attract private investment



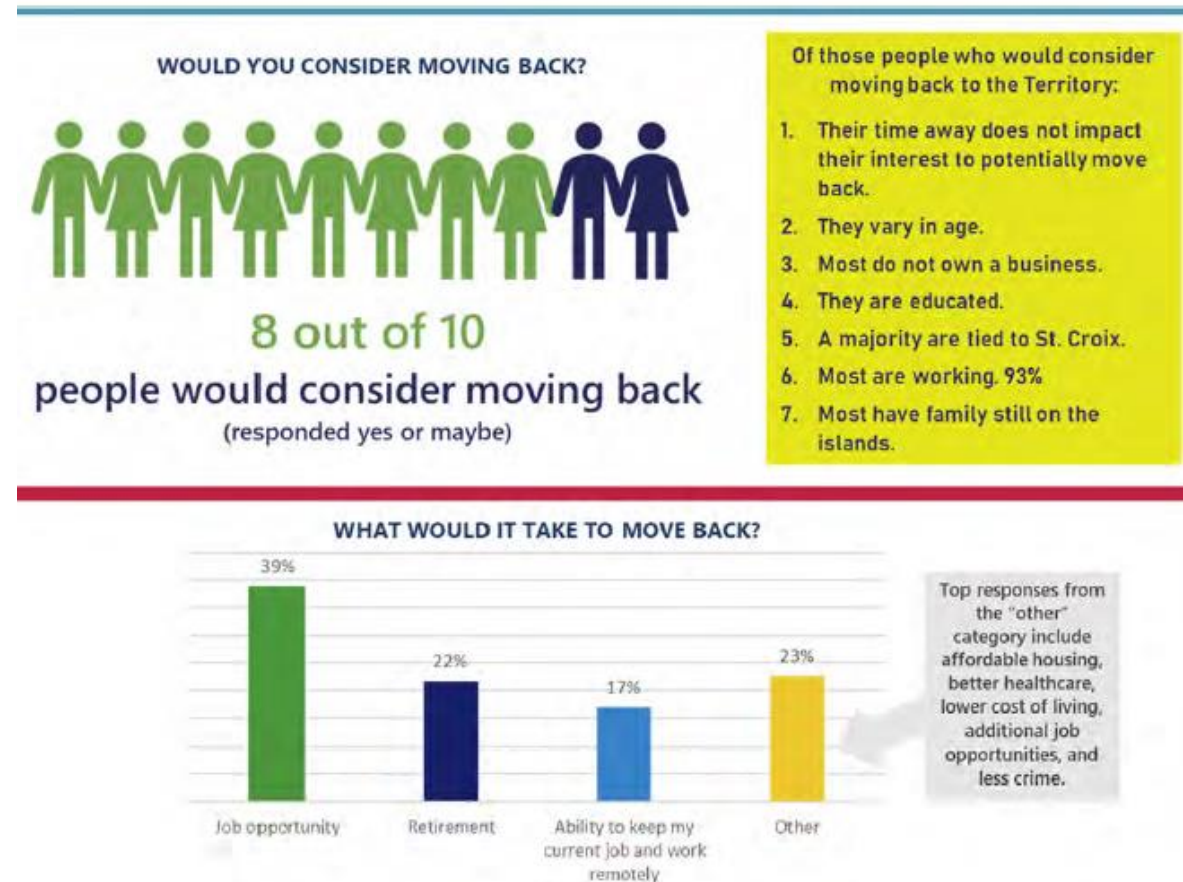
Source: VIHA Sponsor Briefing Presentation to ULI

# Eyes on the Prize

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Partnership and implementation model should create cycle of opportunity

- Capture impacts of public spending and PPPs for VI Resident Opportunity
- **Business development assistance** for local entrepreneurs and contracts (e.g. insurance, bonding)
- **Local preference** for locally-owned and located prime and subcontractors
- **First-Source** hiring for contractors
- **Apprenticeship and job training**
- Programs to reverse historic “brain drain” – resources for returning Crucians; student loan forgiveness



Source: USVI Vision 2040



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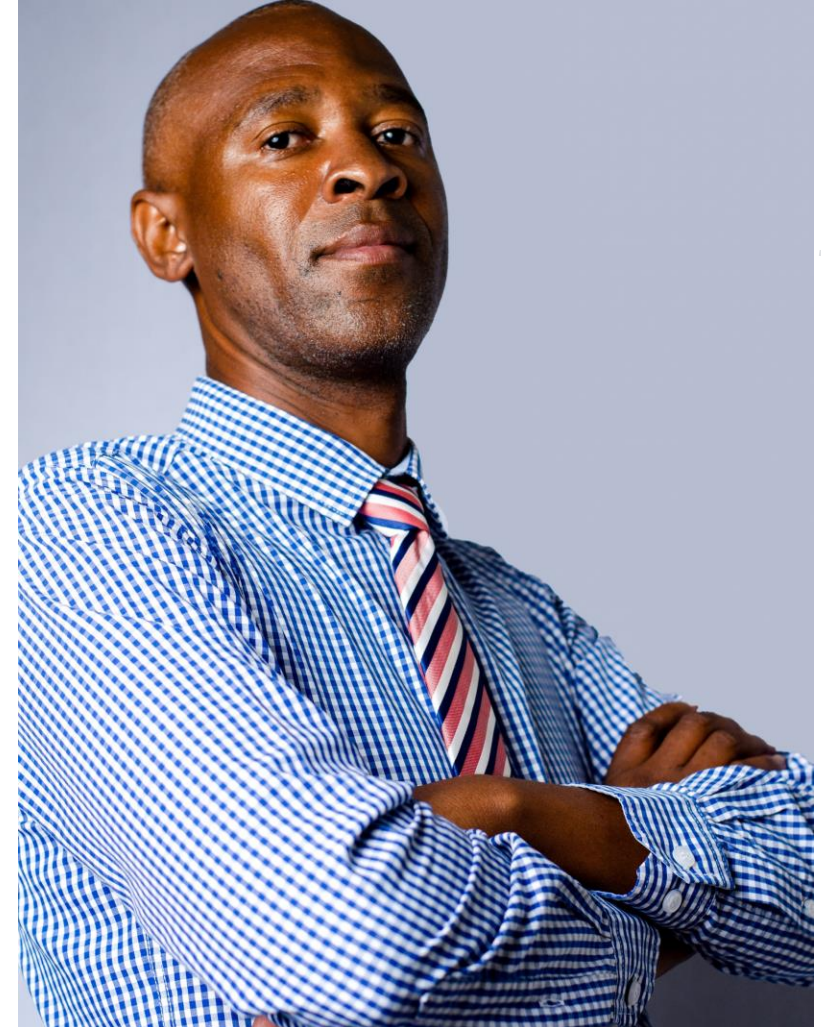
# Promoting Economic Freedom: The Motor City Match Model



# Promoting Economic Freedom

## The Motor City Match model

- **Motor City Match (MCM)** was founded in 2015 to help start new, permanent businesses and expand existing businesses in Detroit's commercial corridors by providing tailored assistance throughout the launch and growth process
- Winning entrepreneurs looking to start or expand their business in Frederiksted must locate within the Town of Frederiksted for at least three (3) years, provide verification of new jobs created or existing jobs retained, and demonstrate a benefit to the community
- To date, after 19 Rounds, the MCM team has served **1,540 businesses with \$9.1 million in grant funds**. The make-up of those businesses is as follows:
  - **64% owned by Detroiters**
  - **81% minority-owned businesses**
  - **71% woman-owned businesses**

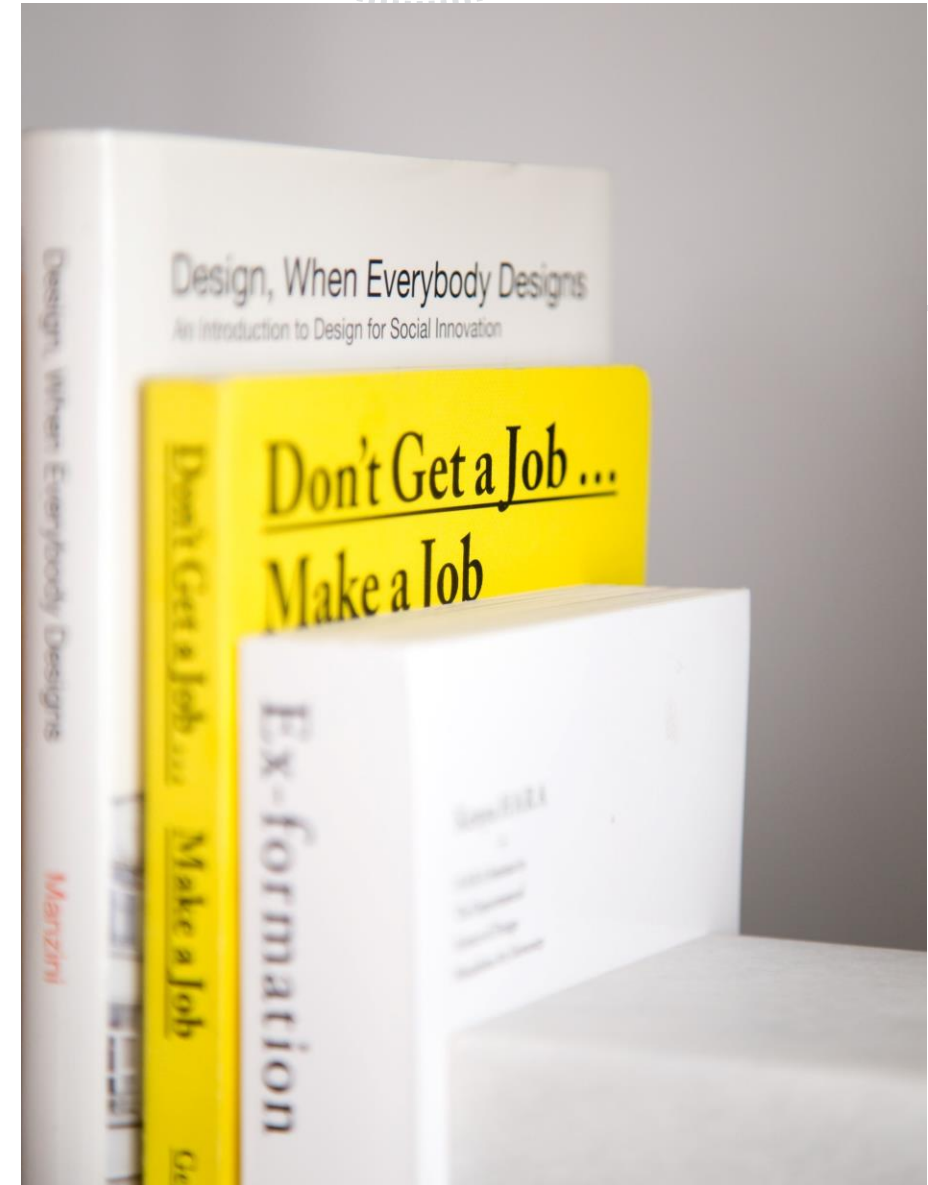


# Promoting Economic Freedom

## The Motor City Match model

### Program Goals:

- Create economic mobility for Crucians through entrepreneurship – increase incomes and grow wealth
- Distribute program resources equitably – focus on low to moderate income Crucians and underserved entrepreneurs
- Create jobs for low to moderate income Crucians and underserved communities
- Increase access to capital for minority and women-owned businesses
- Eliminate blight by re-activating currently vacant space





# Promoting Economic Freedom

## The Motor City Match model

### Two types of awards for business owners:

#### *Technical Assistance Awards*

- The Plan, Develop, & Design Track Awards offer business services, architectural design services, one-on-one consulting, and group classes and seminars. Technical Assistance Awards do not include any direct cash assistance to awardees – instead, the program reimburses qualified technical assistance providers directly for services provided to awardees

#### *Financial Assistance Awards*

- The Cash Track Award offers gap-funding grants of up to **\$100,000**. Cash Track Awardee businesses must contribute a minimum of 10% of the total project costs in equity investment. Financial Assistance Award Grants will not exceed 50% of total project costs





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# Promoting Skills & Career Freedom: Skills for Life

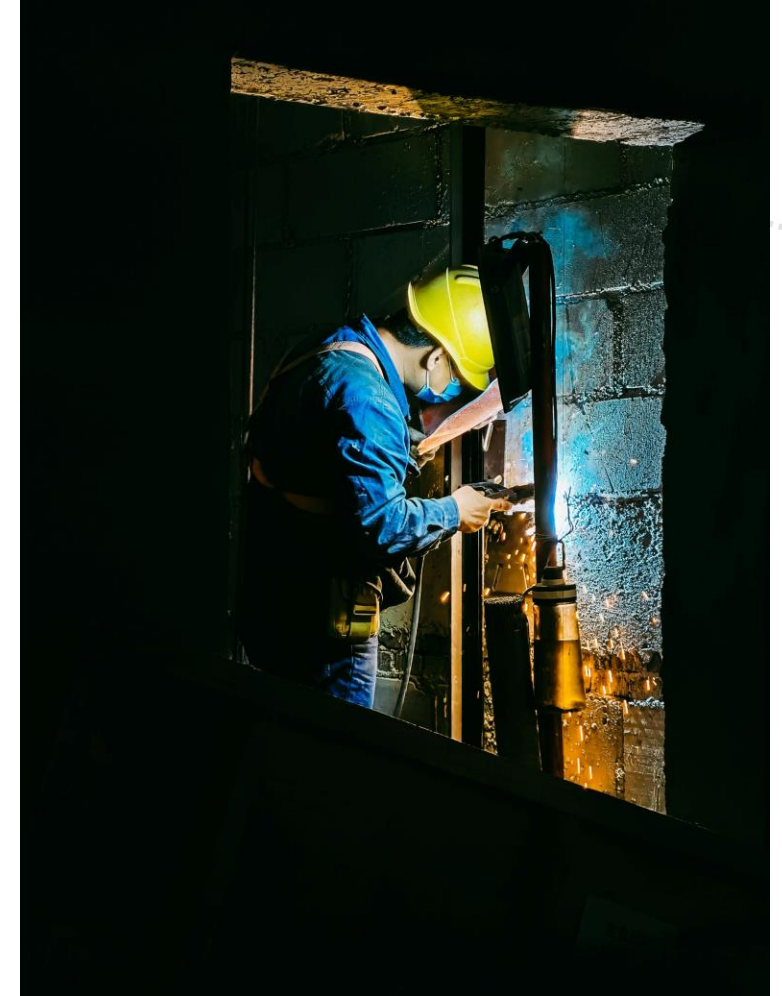


# Promoting Skills & Career Freedom

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## Skills for Life

- **Skills for Life** is lauded as perhaps the most comprehensive career development and advancement program ever made available to Detroiters and is a key component to reduce poverty and increase employment and upward mobility in the city. This model could be tailored to great success in St. Croix, and specifically in Frederiksted
- Skills for Life is a new paid work and training initiative created jointly by the City of Detroit and Detroit at Work to accomplish two goals:
  - Provide residents with the training and credentials they need to **make at least \$15/hour; and**
  - Expand blight removal and other services in Detroit. Participants **will get paid five days a week as they split their time between working for the City of Detroit and engaging in education and training** activities that lead to obtaining credential(s) required for better paying jobs
- Over the next three years, the City of Detroit and Detroit at Work **aim to serve up to 2,200** residents through this program





# Promoting Skills & Career Freedom

## Skills for Life

How does it work?

- Work three (3) days per week on projects, paid to attend education or training two (2) days per week to earn a credential that leads to a career
- You will get valuable experience and skills that you can put on your resume
- You will be able to complete your high-school diploma or GED, or earn a credential needed for in demand jobs
- After graduation we find a full-time job paying at least \$15/hour
- Trained for a career path that gives you \$25/hour or more
- We assist with a transportation and childcare plan, and provide career coaching



# Promoting Skills & Career Freedom

## Skills for Life

### *Just a reminder...*

- A drug test is not required for this program
- No prior experience required to do the work
- Individuals with criminal records are encouraged to apply for Skills for Life
- Town of Frederiksted is an equal opportunity employer
- The transferability of this program to Frederiksted is present and could be imminent

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# Next Steps



# Keep Up the Momentum

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Intentional effort to pursue and integrated approach to housing

Opportunities to implement Redevelopment Plan exist now

Acknowledge gaps in capacity

VIHA seeking out best practices

# Immediate Actions

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Begin to develop organizational and staff capacity

Commit to appoint a chief housing officer

Prioritize development phasing based on funding availability

Define Bright Path success metrics

Conduct effective and inclusive resident and community engagement

Meet the residents where they are

Amplify Frederiksted's strengths

Adopt best practices for equity and inclusion

Explore a comprehensive career development and advancement program



Q&A

**Thank you!**

<http://www.uli.org/advisoryservices>