



Choice Neighborhoods 2015 Grantee Report



U.S. Department of Housing & Urban Development





Pictured: Kebero Court, new housing created in the Seattle, Washington Choice Neighborhood

Cover: Revitalized housing in Seattle (top), Chicago, New Orleans, and Boston (bottom)

Message From the Secretary



Neighborhoods are the backbone of our nation. They are the building blocks of our regional economies and the places that families call home. When neighborhoods thrive, they generate new economic development opportunities, offer quality housing options, and help our children reach their full potential. That's why the U.S. Department of Housing and Urban Development is committed to working with local partners to build places of possibility and promise.

HUD's Choice Neighborhoods initiative is central to this work. Launched in 2010, this effort represents a new approach to community revitalization. First, it recognizes the value of local leadership and local ideas, with the Federal Government playing a supporting role in bringing the community's vision to life. Second, Choice Neighborhoods promotes an integrated approach that acknowledges the connections between housing, jobs, schools, retail, and other opportunities a community has to offer.

As former Mayor of San Antonio, I know firsthand the transformative power a Choice Neighborhoods grant can have on a community. After completing a strategic planning effort, San Antonio is reinvesting nearly \$100 million of public and private funds into the Eastside community through Choice Neighborhoods. Once a neighborhood with distressed public housing and troubled schools, the rebranded EastPoint is changing. Local partners have created new mixed-income housing, established a community school, and launched a variety of early neighborhood improvements.

Just as in San Antonio, local partnerships have led to an impressive range of early accomplishments among the 12 Implementation Grantees and 63 Planning Grantees—all of which are highlighted here in the *Choice Neighborhoods 2015 Grantee Report*. These snapshots tell a story of communities that are restoring confidence in their neighborhoods: from the conversion of an abandoned factory into a job-creating, small business food production facility in Boston; to school improvements and educational supports in Seattle; to the development of quality mixed-income housing in the town of Salisbury, North Carolina.

Along the way, these communities have used \$371 million in Choice Neighborhoods dollars to leverage over \$2.65 billion in additional private and public funds. Across the nation, this work is making a difference—creating better housing, thriving businesses, safer streets, and more vibrant communities. We look forward to working with local leaders in continued partnership to build a future where opportunity reaches all.

A handwritten signature in black ink, appearing to be 'J. B.', located at the bottom center of the page. The background of the entire page is a faded image of a residential street with houses and trees.

Thank You

To Our Grantees,

This report would not be possible without the contributions of many individuals. The summaries in this publication highlight the accomplishments of Choice Neighborhoods grantees and their partners, in their own words. Thank you to all the Choice Neighborhoods grantees, who are rebuilding America's neighborhoods, for providing updates on their progress to date.

To Our Team,

Thank you to the Choice Neighborhoods Team Coordinators, who collected grantee summaries, including: James Ashford, Luci Blackburn, Roma Campanile, Larry Freeman, John Henderson, Rosemary Hocking-Sanzari, Donna Keck, Pamela Lawrence, Marianne Nazzaro, Maria-Lana Queen, Alexa Rosenberg, Jessica Rosenberg, Paula Rouse, Caroline Tatalovich, and Leigh van Rij. Special thanks to Kimberly Ferguson, Tess Mullen, Marianne Nazzaro, and Chiquita Ward for editing grantee summaries and proof reading the report. Thank you also to the Choice Neighborhoods Director, Mindy Turbov, the Deputy Assistant Secretary of the Office of Public Housing Investments, Dominique Blom, and PIH leadership for supporting the creation and publication of this document.

Finally, a very special thanks to Kyleen Hashim and Christina Mortensen who were determined to tell the story of Choice Neighborhoods. Producing this document became less of a work assignment and more of a labor of love as they drafted, edited, and designed this report in addition to their many other responsibilities.

-The Choice Neighborhoods Team

For up to date information on the Choice Neighborhoods program, including funding announcements, technical assistance, and Promising Practice Guides that uplift successes and lessons learned among grantees, visit

www.hud.gov/cn

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Pictured: New housing created in the Seattle, Washington Choice Neighborhood

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About Choice Neighborhoods

Choice Neighborhoods gives communities the tools they need to transform struggling neighborhoods with distressed public and/or HUD-assisted housing. Local leaders, residents, and stakeholders, such as cities, public housing authorities, schools, police, business owners, nonprofits, and private developers, create a plan that revitalizes distressed HUD housing and addresses the challenges in the surrounding neighborhood. With the award of competitive Choice Neighborhoods grants, communities are replacing obsolete, distressed housing with vibrant mixed-income communities, leveraging investments to develop new retail and businesses, improving education outcomes, strengthening early education, reducing crime, attracting neighborhood assets, and increasing access to jobs.

Building on Past Successes...

Choice Neighborhoods builds on the success of the HOPE VI public housing revitalization program. HOPE VI has demonstrated that housing investments can catalyze neighborhood change. Through HOPE VI, communities have not only rebuilt some of the most severely distressed public housing, but have also experienced sharp drops in poverty, crime, and unemployment; large rises in income and property values; and new investment, business growth, and jobs. The Urban Institute estimated that with these gains, one typical, large HOPE VI redevelopment could save taxpayers \$22 million more than if HUD did nothing. In total, HOPE VI has developed nearly 100,000 units of mixed-income housing in 260 communities across America.

...and Applying Lessons Learned

Recognizing that many neighborhoods of concentrated poverty still contain distressed housing in need of significant rehabilitation or replacement, Choice Neighborhoods brings new innovations and lessons to the HOPE VI model. Instead of limiting eligibility to communities with distressed public housing, neighborhoods with equally distressed HUD-assisted multifamily housing can now compete for awards. Most importantly, Choice Neighborhoods emphasizes expanded partnerships and strategic investments in the surrounding neighborhood, including investments in two drivers of neighborhood change – schools and safety.

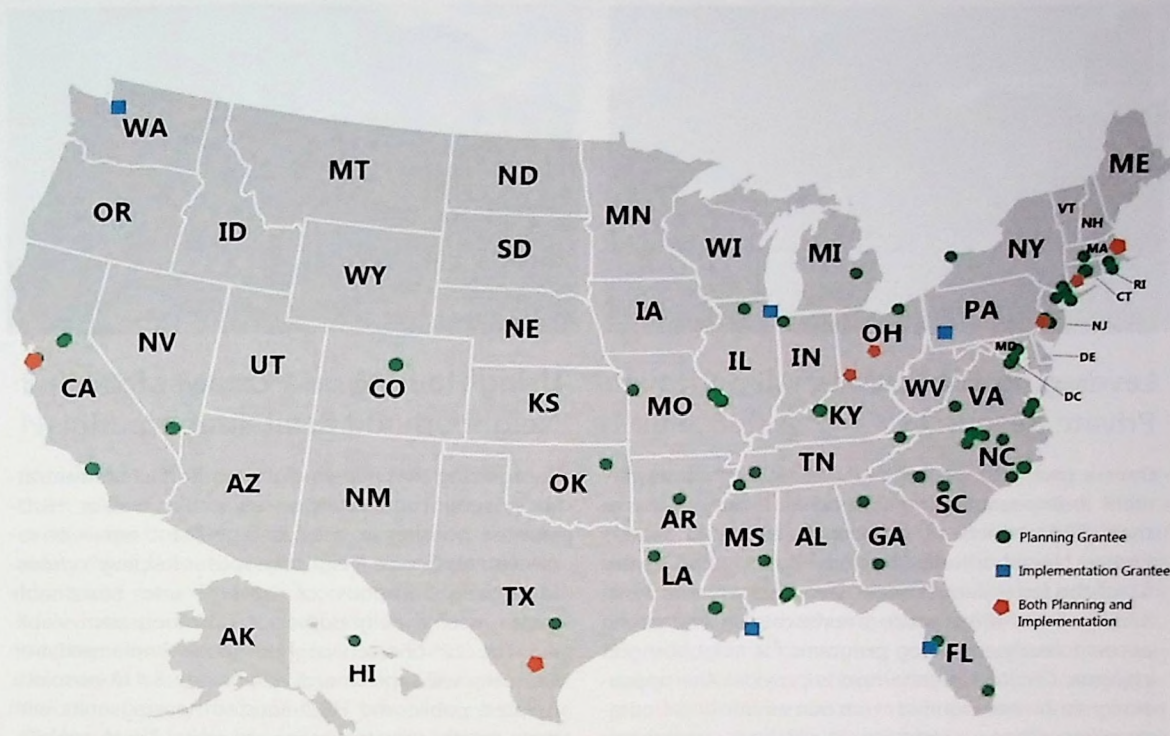
Choice Neighborhoods also allows for a more diverse set of applicants. In addition to public housing authorities, local governments, nonprofits, and private developers (when partnering with a local government entity) are able to apply for funding. The program awards funding based in part on the strength of applicants' partnerships and their ability to leverage other public and private funding.

Choice Neighborhoods focuses on three core goals of Housing, People, and Neighborhood to maximize transformation efforts. With a comprehensive focus on these core areas – and a renewed emphasis on improving schools and public safety – Choice Neighborhoods enables grantees to make lasting community change.

Aligning Federal Investments

Choice Neighborhoods was launched in 2010 as part of the White House Neighborhood Revitalization Initiative. This federal initiative was created to enable neighborhoods in distress to transform into neighborhoods of opportunity. While HUD invests in housing and economic development activities, the Departments of Education and Justice make complementary, competitive investments in education and public safety. To date, nine Choice Neighborhoods overlap with the Department of Education's Promise Neighborhoods, which focus on building a cradle-to-career pipeline of high quality educational opportunities and supports. Nine Choice Neighborhoods have also received funds through the Department of Justice's Byrne Criminal Justice Innovation Grant program to target neighborhood crime hot spots and create evidence-based strategies to improve safety. By coordinating these federal programs among federal and local partners, communities are better positioned for neighborhood reinvestment.

This place-based work continues today as part of the White House Promise Zones initiative. Promise Zones aims to revitalize up to 20 of America's highest-poverty communities by creating jobs, attracting private investment, increasing economic activity, expanding educational opportunity, and reducing violent crime. As part of this initiative, HUD is working alongside the Departments of Health and Human Services, Treasury, Justice, Commerce, Agriculture, and Education to align neighborhood based programs and existing federal programs. Eight Choice Neighborhoods are also in areas designated as Promise Zones, including neighborhoods located in Camden, NJ, Los Angeles, CA, Philadelphia, PA, Sacramento, CA, San Antonio, TX, and St. Louis, MO.



Choice Neighborhoods Grantees

Choice Neighborhoods provides two types of grants – two-year, Planning Grants and five-year, Implementation Grants. Implementation Grants of up to \$30.5 million support locally-driven plans, providing targeted investments for housing development, neighborhood economic development activities, and supportive services for residents. Choice Neighborhoods also competitively awards Planning Grants of up to \$500,000. These smaller grants enable local leaders, residents, and other stakeholders to create a “Transformation Plan” that will guide the revitalization of the distressed housing and the surrounding neighborhood. To date, Choice Neighborhoods has awarded 13 Implementation Grants and 63 Planning Grants.

Choice Neighborhoods can be found across the country, within large metropolitan cities, such as San Francisco, CA, San Antonio, TX, and Boston, MA, mid-sized and smaller cities, such as Flint, MI, Kingsport, TN, and Mobile, AL, and within rural communities, such as Salisbury, NC and Meridian, MS. Choice Neighborhoods grantees include cities, local government entities, public housing authorities, community-based organizations, and more.

Locally Driven Planning

Planning for neighborhood transformation requires significant community support, time, and resources. Choice Neighborhoods Planning Grants provide the opportunity to not only develop effective strategies, but also build and strengthen the partnerships necessary for neighborhood change. These grants represent a critical resource that many cities and towns have not had access to historically.

Through the Choice Neighborhoods planning process mayors, local governments, housing authorities, residents, nonprofits, private developers and investors, Chambers of Commerce, school districts, police departments, faith-based organizations, and other civic organizations work towards a common goal of developing a feasible plan for neighborhood revitalization. Together, these partners identify resources and solutions for implementing revitalization activities with or without additional HUD funding. The strides made by the existing Choice Neighborhoods Planning Grantees show the transformative power that a small federal investment can have on local communities.





Leveraging Public and Private Resources

Over a four year period, HUD's \$350 million investment in Implementation Grants has leveraged more than \$2.6 billion of additional resources. Across Choice Neighborhoods Implementation sites, every \$1 of the federal investment leverages an additional \$7.50. From direct cash investment to guaranteed access to early education programs for neighborhood children, Choice Neighborhoods provides the opportunity to funnel significant resources into local communities. Cities, universities, foundations, banks, private investors, public housing authorities, nonprofits, and a range of local partners provide the resources needed to create lasting change.

The Near Eastside Neighborhood in Columbus, Ohio, highlights how a Choice Neighborhoods Planning Grant positioned a community to develop the transformation plan and leverage needed for comprehensive neighborhood revitalization. The City of Columbus, Columbus Metropolitan Housing Authority, and The Ohio State University, through their dynamic partnership "Partners Achieving Community Transformation (PACT)," received a FY2011 Planning Grant. The Planning Grant positioned the Housing Authority to successfully secure an Implementation Grant to realize their plan, which includes development of 449 mixed-income housing units. The planning and implementation efforts leveraged more than \$180 million in public and private sources, including a \$34.5 million commitment from the City of Columbus for homeownership finance programs, small business loan programs, infrastructure upgrades, streetscape and façade improvements, and the construction of a new state-of-the-art aquatic center. This planning effort also led to a \$10 million commitment from The Ohio State University to establish a new adult education center that will provide 130 participants with training and certification opportunities in medical health professions.



Using Housing as a Catalyst for Neighborhood Revitalization

Recognizing that many neighborhoods of concentrated poverty contain distressed public and/or HUD-assisted housing in need of significant repair or replacement, Choice Neighborhoods is helping to transform neighborhoods of poverty into sustainable mixed-income neighborhoods with long-term viability. The 12 Choice Neighborhoods Implementation Grantees will replace and rehabilitate 3,418 obsolete, isolated public and HUD-assisted housing units with new, mostly privately-managed units. These replacement units will be mixed with new affordable and market-rate units to ensure communities attract a sustainable mix of incomes. In total, these grantees will generate more than 10,500 new affordable and market rate housing units – completely changing their neighborhoods' dynamics.

As stated earlier, Choice Neighborhoods allows grantees and partners to redevelop distressed HUD-assisted housing in addition to public housing. As a result of this change, Pittsburgh's Larimer/East Liberty neighborhood is poised to transform some of the most distressed public and HUD-assisted housing in the City. Through a Choice Neighborhoods Implementation Grant and more than \$62 million in leverage for housing activities, the Housing Authority of the City of Pittsburgh, the City of Pittsburgh, the Urban Redevelopment Authority, and their partners will redevelop the Hamilton-Larimer public housing development and the East Liberty Gardens HUD-assisted housing development. The Pittsburgh team will replace the 155 total units with 334 mixed-income units, ensuring that the housing will be a sustainable, catalyzing force for the revitalized neighborhood. More importantly, the commitment to revitalize the HUD-assisted housing includes a mixed-income component to create housing choice options in a growing neighborhood.



Building a Foundation for Neighborhood Change

Choice Neighborhoods Grantees develop or implement a comprehensive neighborhood plan that addresses the broader needs of a community, including safety, local schools, employment, economic development, and more. Through a comprehensive approach to revitalization, Choice Neighborhoods funds are attracting new investment into neighborhoods where the market was previously absent. By creating the conditions necessary for public and private reinvestment, **Choice Neighborhoods improves on critical assets that are important to families' choices about their community, such as safety, good schools, commercial activity, and job opportunities.**

Up to 15 percent of a Choice Neighborhoods Implementation Grant can be used for "Critical Community Improvements" to implement locally driven community and economic development activities. These flexible funds are intended to be used for innovative solutions to neighborhood challenges. These funds have been used for business façade improvement programs, neighborhood broadband programs, loan funds to attract new business, vacant lot acquisition, streetscape improvements, and new parks.

One of the first Choice Neighborhoods Implementation Grants was awarded to the City of Boston. Critical Community Improvement funds were used to redevelop a long abandoned 2 acre meat factory. This 36,000 square foot factory is now an economic engine for the neighborhood. Renovations have been completed and the facility is now operating as a food production center for small and emerging food businesses. The \$500,000 in federal funds leveraged an additional \$13.5 million in public and private funds. The facility will support more than 50 food production businesses and will create 150 jobs within its first five years of operation.



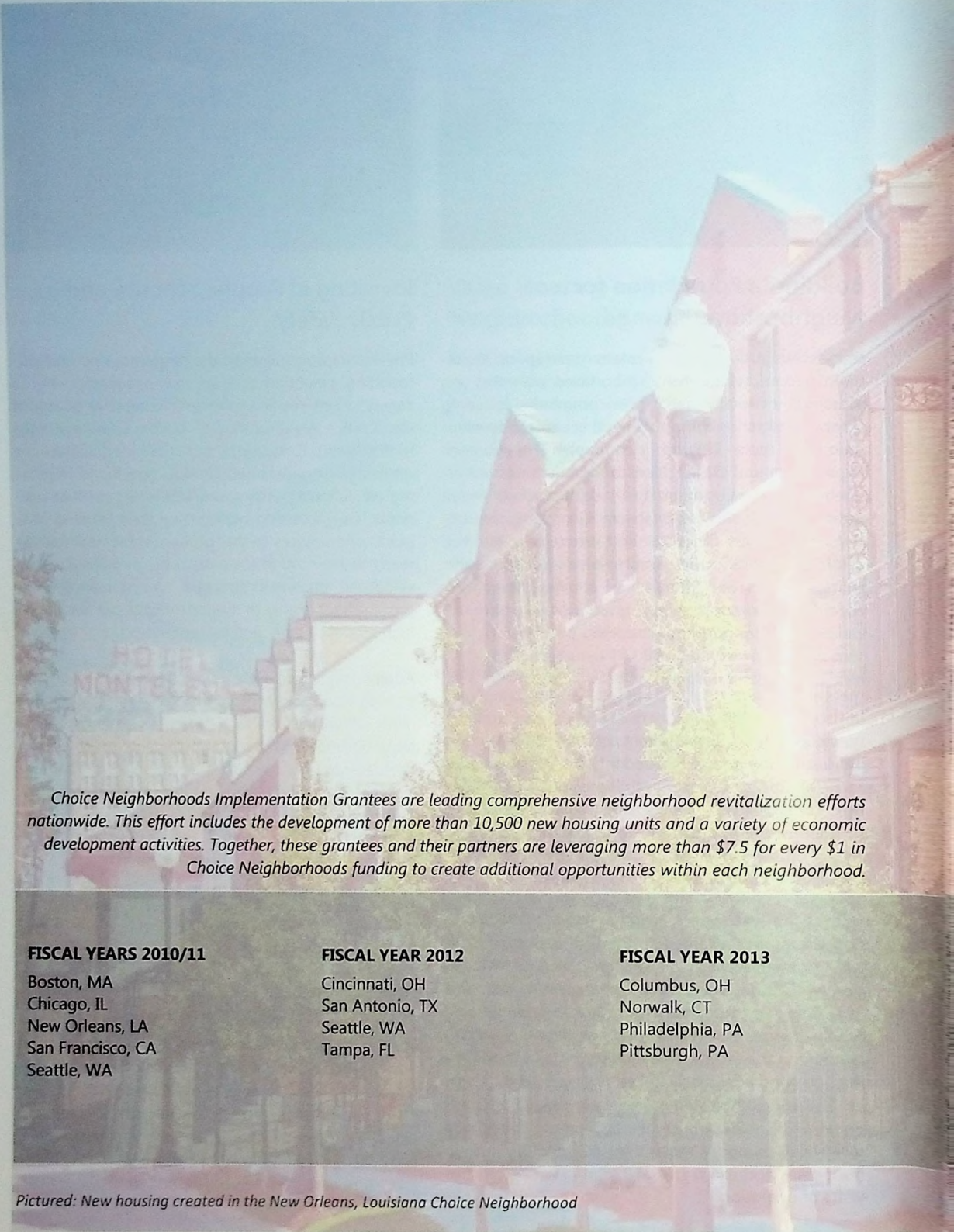
Investing in People, Schools, and Public Safety

Physical improvements to the target housing and surrounding neighborhood are complemented with a variety of services and programs to improve quality of life. Choice Neighborhoods builds upon evidence that shows public safety and quality education are drivers of neighborhood change. Specific to improving educational outcomes, grantees ensure that residents have access to high quality early learning programs and services so that children enter kindergarten ready to learn. With their partners, grantees also develop and implement strategies to systematically improve school quality to ensure students graduate from high school college- and career-ready.

Additionally, Choice Neighborhoods focuses on job training and placement, linking residents to opportunities within the local and regional economy. Choice Neighborhoods funds are supplemented with significant leverage, thus ensuring an emphasis on improving outcomes for families. This leverage and coordination further ensures that residents have access to quality health care and case management systems to ensure long-term personal growth.

The Seattle Housing Authority, in partnership with Seattle University, developed an Education Collaborative with a variety of local organizations for the Yesler neighborhood. Together these partners are offering new and aligned programming, such as an evidence-based home visiting program that provides early literacy and parent education services; early education at the local Head Start; a dedicated K-12 assistant director focused on aligning services to match student needs; case management for at-risk students; enriching after school and summer school programming; and college preparation services. To date, 280 children and youth have been served through these programs.





Choice Neighborhoods Implementation Grantees are leading comprehensive neighborhood revitalization efforts nationwide. This effort includes the development of more than 10,500 new housing units and a variety of economic development activities. Together, these grantees and their partners are leveraging more than \$7.5 for every \$1 in Choice Neighborhoods funding to create additional opportunities within each neighborhood.

FISCAL YEARS 2010/11

Boston, MA
Chicago, IL
New Orleans, LA
San Francisco, CA
Seattle, WA

FISCAL YEAR 2012

Cincinnati, OH
San Antonio, TX
Seattle, WA
Tampa, FL

FISCAL YEAR 2013

Columbus, OH
Norwalk, CT
Philadelphia, PA
Pittsburgh, PA

Pictured: New housing created in the New Orleans, Louisiana Choice Neighborhood



FISCAL YEARS 2010 - 2013

CHOICE NEIGHBORHOODS IMPLEMENTATION GRANTEES

FY2010/11 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

BOSTON, MASSACHUSETTS

City of Boston
Dorchester

project DETAILS

The City of Boston and the Dorchester Bay Economic Development Corporation were awarded a \$20.5 million Choice Neighborhoods Implementation Grant to revitalize the Dorchester neighborhood in South Boston. Within Dorchester are the Woodledge/Morrant Bay Apartments - 129 project-based Section 8 units subject to rehabilitation. A total of 202 units are planned to complement neighborhood efforts.

key PARTNERS

Dorchester Bay Economic Development Corporation | Quincy Geneva | Community Development Corporation | Boston Public Schools | Dudley Street Neighborhood Initiative | Project R.I.G.H.T.

key FUNDERS

City of Boston | Commonwealth of Massachusetts | Federal Home Loan Bank | U.S. Department of Education | Open Air Boston - National Telecommunications and Information | Administration | Broadband Technology and Opportunities Program

committed LEVERAGE

Housing Leverage Committed: \$68.3 million

People Leverage Committed: \$5.2 million

Neighborhood Leverage Committed: \$16.3 million

neighborhood BACKGROUND & VISION

The Dorchester neighborhood has historically suffered from disinvestment, crime rates double the city average, distressed housing, blight, and concentrated poverty.

The City of Boston's Choice Neighborhoods plan, known as the Quincy Corridor Transformation Plan, centers on redeveloping Woodledge/Morrant Bay, a severely distressed 129-unit HUD-assisted housing development, and revitalizing the surrounding neighborhood. The City of Boston, the Dorchester Bay Economic Development Corporation, and their partners have redeveloped the Woodledge/Morrant Bay housing, reconfiguring and renovating nine buildings and constructing 49 replacement units on four adjacent parcels. Choice Neighborhoods funding of \$12.3 million leveraged over \$44.1 million in other funds for this housing, including \$20.2 million in equity from Morgan Stanley. Additionally, Boston is developing new affordable housing by redeveloping existing vacant and foreclosed properties.

The Quincy Corridor Transformation Plan includes a focus on the purposeful use of vacant and abandoned property, construction or rehabilitation of parks and community gardens, improvements to community facilities and activities to promote economic development, job creation and asset building. For example, the City, Dorchester Bay Economic Development Corporation, and CropCircle Kitchen transformed a long abandoned 2 acre meat factory across from the new housing into an economic engine for the neighborhood. Renovation is complete and the facility is now operating as a food production center for small and emerging food businesses. The \$500,000 in Choice Neighborhoods funds leveraged an additional \$13.5 million in public and private funds. The facility will support more than 50 food production businesses and create 150 jobs within its first five years of operation.



Pictured: Haynes Early Education Center schoolyard improvements



The Choice Neighborhoods efforts also have a strong education focus and align with the City's Circle of Promise Initiative, a comprehensive community plan to transform public education. A key education partner, the Dudley Street Neighborhood Initiative (DSNI), is coordinating its Department of Education Promise Neighborhoods' work in an overlapping area with the Choice Neighborhoods Initiative to improve student-focused literacy, health, and safety. With DSNI and other partners, the Choice Neighborhoods plan seeks to increase quality and accessible early learning, improve school instruction, and rapidly accelerate student achievement through extended learning programs, improved data integration, and community engagement.

Choice Neighborhoods ACCOMPLISHMENTS

- Completed construction on and fully leased the 129-unit Quincy Heights HUD-insured replacement Section 8 multifamily housing development.
- Converted the former Pearl Meats factory into a multi-tenant food production facility. To date, the facility is providing kitchen space to 38 businesses. CropCircle Kitchen is providing technical support to business owners.
- Expanded the Grove Hall Wi-Fi project to the remainder of the neighborhood, providing Wi-Fi access to area residents and businesses.
- Completed construction on the Haynes Early Learning Center playground.
- Renovated the Julian-Judson-Dean Community Garden, which is one of the oldest gardens in the city and provides access to fresh garden produce.
- Nuestra Comunidad, a local nonprofit developer, has nearly completed the construction of Quincy Commons, a 40-unit, Section 202 Elderly development, and expects to finish construction in 2015.

(accomplishments continued)

- Project RIGHT and the Dudley Street Neighborhood Initiative have conducted ongoing outreach throughout the neighborhood, informing residents about opportunities such as EITC tax preparation services, education and training programs, career center services, summer jobs, and Violence Intervention Program activities.
- ReadBoston increased intensive reading programs at several schools and provided technical assistance and reading materials to family daycare and child-care centers in the neighborhood.
- Dudley Street Neighborhood Initiative was awarded a 2012 Promise Neighborhoods Implementation Grant in the amount of \$1,485,001. The Boston Promise Neighborhoods partners work with four schools, including a school within the Choice Neighborhood, and will serve the 129 families at the Woodledge/Morant Bay housing development, regardless of which school the children attend.

moving FORWARD

- Complete the implementation of the Section 8 Housing Choice Voucher Program. The Boston Housing Authority has issued over 40 vouchers and helped over 40 families secure housing.
- Implement the Public Safety Enhancement Grant strategies, which include targeted community policing, prevention, intervention, suppression, and enforcement efforts as well as supporting families in the target neighborhood through a full-time clinical social worker, using the nationally renowned YouthConnect program model.
- Complete design work for and start the construction of a second playground.



FY2010/11 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

CHICAGO, ILLINOIS

*Preservation of Affordable Housing, Inc. & the City of Chicago
Woodlawn*

project DETAILS

The Preservation of Affordable Housing, Inc. (POAH) and the City of Chicago were awarded an FY2010/11 Choice Neighborhoods Implementation Grant for the redevelopment of the Woodlawn neighborhood in South Chicago. Their efforts include the demolition and redevelopment of the former Grove Parc Plaza Apartments – a 504 project-based Section 8 housing development. The \$30.5 million dollar Choice Neighborhoods grant will be used towards the new 995-unit development and neighborhood transformation efforts.

key PARTNERS

SGA Youth and Family Services | POAH Communities | Network of Woodlawn (formerly New Communities Program) | Woodlawn Children's Promise Community | University of Chicago

key FUNDERS

State of Illinois | City of Chicago | University of Chicago | Community Investment Corporation | Local Initiatives Support Corporation (LISC) | MetroSquash

committed LEVERAGE

Housing Leverage Committed: \$66.9 million

People Leverage Committed: \$6.9 million

Neighborhood Leverage Committed: \$305.3 million

neighborhood BACKGROUND & VISION

Nonprofit developer, Preservation of Affordable Housing, Inc., formed a partnership with the City of Chicago, the University of Chicago, LISC-Chicago, the Community Investment Corporation, residents, and other community stakeholders to redevelop Grove Parc Plaza and revitalize the surrounding Woodlawn neighborhood. Grove Parc Plaza was a 1960s era, 504-unit project-based Section 8 development on a 12-acre site in the Woodlawn neighborhood. Grove Parc Plaza was threatened with foreclosure due to severe problems with the site, including crime, vacant homes and lots, poor schools, unemployment, and lack of access to needed services and amenities.

To transform Woodlawn, the key partners are working collaboratively to improve outcomes for families, invest in neighborhood institutions, and redevelop the ailing housing stock. Grove Parc Plaza will be redeveloped into a total of 995 mixed-income units. The original Grove Parc site, with the exception of a commercial building, has been completely demolished and redesigned to create a new mixed-income, pedestrian-friendly corridor connected to the University of Chicago on one end and to the Chicago Transit Authority's "L" station on the other. In addition, more than 100,000 square feet of retail and 30,000 square feet of recreational and community facilities are anticipated. Plans are also in place to renovate a large number of foreclosed properties and build new homes on vacant lots.



Pictured: The former Grove Parc Plaza Apartments of Woodlawn

SGA Youth and Family Services (SGA) and POAH Communities, Inc. are focused on improving employment and family outcomes. SGA offers case management and service coordination to Grove Parc and neighborhood residents to ensure families are overcoming barriers and accessing necessary supports. POAH Communities, Inc., POAH's property management affiliate, operates the Center for Working Families, linking residents to job readiness services and other tools needed to secure employment.

SGA, the University of Chicago, and the Woodlawn Children's Promise Community (WCPC), are also working closely with the Chicago Public Schools and principals from each Woodlawn school to increase teacher accountability and offer training, extend learning environments, and involve parents and family in their children's learning. To improve public safety, the Chicago Police Department continues a major anti-gang violence initiative that has proven successful in dramatically reducing violent activities in similar urban settings.

Choice Neighborhoods ACCOMPLISHMENTS

- Housing Phases I and II (The Jackson and The Grant) have been completed and fully leased, providing 100 new units of onsite replacement housing.
- The MetroSquash recreation and academic center at 61st and Cottage Grove is complete. The facility opened in April and will serve more than 250 children.
- Construction has begun on the 65-unit Woodlawn Center Senior (The Burnham), which is expected to open in late 2015.

(accomplishments continued)

- Demolition of Grove Parc Apartments has been completed.
- The former Westwood Apartments have been rehabilitated. Located in the neighborhood, the apartments consist of 102 offsite units that were financed through the Neighborhood Stabilization Program.
- The University of Chicago Police and the Chicago Police have coordinated policing efforts, and have begun to reduce the level of gang activity in the neighborhood.
- The Woodlawn Public Safety Alliance (WPSA) has hired community residents to implement its "safe passage" strategy for Woodlawn's public schools. Twice a day, wearing bright, easy to identify public safety gear, neighborhood residents are stationed along key corridors to and from Woodlawn schools. WPSA reports a dramatic drop in violence along these routes.

moving FORWARD

- Complete construction and lease up of The Burnham, a 65-unit senior building.
- In collaboration with POAH, a landscape architect, and community residents, implement an art initiative to design beautiful spaces for people to connect with one another.
- Launch Renew Woodlawn Housing Loan Fund to target the acquisition, rehabilitation, and eventual sale of vacant 2-to-4-flat homes in Woodlawn.
- Secure financing for 2015 closing on 61st and Cottage market-rate building.
- Secure financing for 2016 mixed-use project on the northwest corner of 63rd and Cottage.



Pictured: The Jackson, part of POAH's new housing in Woodlawn



FY2010/11 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

NEW ORLEANS, LOUISIANA

*Housing Authority of New Orleans & the City of New Orleans
Iberville/Tremé*

project DETAILS

The Housing Authority of New Orleans and the City of New Orleans were awarded a \$30.5 million Choice Neighborhoods Implementation Grant to revitalize the historic Iberville/Tremé neighborhood – just steps away from the thriving French Quarter. The transformation will include the redevelopment of the Iberville public housing development, replacing 821 severely distressed units with 880 new units onsite, and an additional 1413 units of mixed-income housing throughout the neighborhood.

key PARTNERS

HRI Properties | McCormack Baron Salazar | Urban Strategies, Inc. | Recovery School District | Workforce Investment Authority | Covenant House | Tulane Community Health Clinic | New Orleans Police Department | Youth Empowerment Project | Total Community Action | YMCA

key FUNDERS

City of New Orleans | U.S. Department of Transportation | Louisiana Housing Corporation

committed LEVERAGE

Housing Leverage Committed: \$201.7 million

People Leverage Committed: \$1.2 million

Neighborhood Leverage Committed: \$1.2 billion

neighborhood BACKGROUND & VISION

The New Orleans Choice Neighborhoods Transformation Plan targets the Iberville/Tremé neighborhood and the distressed, 821-unit Iberville public housing project. The historic Iberville/Tremé neighborhood is adjacent to the thriving French Quarter and Central

Business District, yet more than half of all households live in poverty. The Iberville housing development was designed in 1940 as a superblock of 75 two- and three-story brick buildings. Preservation plans call for up to 16 of the existing buildings to be reconfigured and renovated while the remaining 59 buildings will be replaced and the street grid restored. The new onsite development will consist of 880 units, including 304 public housing units. An additional 1413 mixed-income units will be created offsite within the neighborhood.

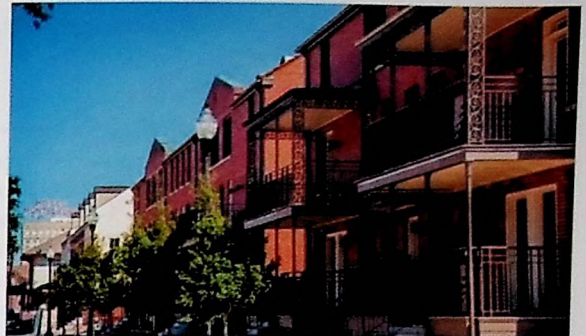
Currently, Iberville onsite construction is underway for Phases I and II, and III, which will consist of 332 total units, including 117 public housing units. The remaining onsite units will be a mix of public housing, affordable, and market-rate units. Additionally, in 2014, the historic, former Texaco building was completely renovated into 112 affordable units for seniors. To date, more than 200 hundred total offsite units have been completed and leased-up. The total housing project costs are estimated to be over \$600 million, representing a significant investment in the neighborhood.

The key partners have implemented a results-oriented case management model to help adults and youth receive place-based job training and readiness programming, and ultimately gainful employment. Key partners, Urban Strategies, Inc. and Total Community Action, are working to ensure that kindergarteners are reading at grade level. Partnerships with Youth Development Project and the local Workforce Investment Authority will support continuing education and youth development. The Recovery School District and other school partners will build and renovate Iberville/Tremé school facilities and will work with the Partnership for



Pictured: The former Iberville housing development

Pictured: New housing developed through Choice Neighborhoods (top); a rendering of off-site housing within the neighborhood (bottom, left); and a trumpeter playing during the groundbreaking for the first phase of the Iberville redevelopment (bottom, right).



Youth Development and Tremé Community Center to increase access to before and after school programming and provide enrichment activities. To address critical health outcomes, the Louisiana Public Health Institute will undertake a detailed assessment, and partnerships are being formed with Tulane Medical Center and the Tiger Care Health Clinic.

Choice Neighborhoods ACCOMPLISHMENTS

- Completed financial closing on Phases I, II, and III of the Iberville public housing redevelopment.
- Started construction on Phases I, II, and III of the Iberville public housing redevelopment – over 60 percent of hiring is Section 3.
- Completed the renovation and lease up of the former Texaco Building.
- Completed the rehabilitation and lease-up of 40 offsite units that received the “HUD Secretary’s Award for Excellence in Historic Preservation.”
- Executed an option to purchase on the eastern adjacent property – formerly known as the Winn Dixie site.
- Nearly 85 percent of all households from the target public housing are in active case management.
- Launched Healthy Families Text Program with Louisiana State University Medical Center.

(accomplishments continued)

- Expanded the dual-generational literacy program to support school-age children attending Success Preparatory Academy, a neighborhood charter school.
- Launched the Workforce Development Series, which provides training in pre-apprenticeship construction training programs, customer service training classes, financial literacy trainings, youth career development, and health professions.

moving FORWARD

- Purchase the former Winn Dixie site and secure financing for redevelopment.
- Secure tax credit allocation awards for Phase IV – VII of the Iberville on-site redevelopment.
- Relocate Iberville residents interested in moving back to the redeveloped Iberville site.
- Develop a resident leadership program for the Iberville residents.
- Continue case management for public housing residents and outreach to neighborhood residents.
- Finalize neighborhood and Public Safety Enhancement Grant strategies.



FY2010/11 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

SAN FRANCISCO, CALIFORNIA

McCormack Baron Salazar & San Francisco Housing Authority
Eastern Bayview

project DETAILS

McCormack Baron Salazar (MBS) and the San Francisco Housing Authority were awarded an FY2010/11 Choice Neighborhoods Implementation Grant to transform the Eastern Bayview neighborhood in southern San Francisco. Their efforts include the redevelopment of Alice Griffith – a 256-unit public housing development. The \$30.5 million Choice Neighborhoods grant will be used in the development of 1,126 mixed-income units and larger neighborhood transformation efforts.

key PARTNERS

CP Development Company/Lennar Urban | Urban Strategies, Inc. | San Francisco Unified School District | City of San Francisco

key FUNDERS

CP Development Company / Lennar Urban | City of San Francisco

committed LEVERAGE

Housing Leverage Committed: \$64 million

People Leverage Committed: \$14.5 million

Neighborhood Leverage Committed: \$166.2 million

neighborhood BACKGROUND & VISION

The Eastern Bayview/Alice Griffith Comprehensive Transformation Plan focuses on the southeastern San Francisco community known as Eastern Bayview. One of the particular areas of focus is the Alice Griffith site, a severely distressed public housing development, and the blocks surrounding it. Constructed in 1962, Alice Griffith is a family development of two-story townhouse style buildings scattered throughout a 22-acre site. All 256 units will be replaced along with 248 new low income housing tax credit units. An additional 310 market-rate, 31 inclusionary, and 281 workforce units will also be developed for a total of 1,126 units. Of the 1,126 units, 870 units will be available at or above 50 percent of AMI and 256 units below 50 percent of AMI. As part of a longer-term plan, up to 7,850 units are projected to be developed in the neighborhood over the next 10-15 years.

Positive outcomes for Alice Griffith residents will be achieved through job readiness training and placement programs, in part through the Job Readiness Initiative and San Francisco's Citybuild program. CP Development, an affiliate of Lennar Urban, will fund additional economic development assistance through a Development and Disposition Agreement with the City of San Francisco. CP Development's funds will be used for activities such as a Construction Assistance Fund and surety bond assistance program for local contractors. Additionally, access to health care will be improved through the expansion of the Neighborhood's Southeast Health Center and development of a senior center and aging campus.

MBS, the school district, and their partners will also make strides in the area of education by fostering principal leadership, increasing teacher effectiveness, using data to drive instructional improvements and integrating education with wraparound services via partnerships with nonprofits. The plan also includes enhancing preschool programs that build age-appropriate skills and developing a high-quality early learning center at the renovated Alice Griffith site.

The transformation of the surrounding neighborhood will be guided by a resident and community-driven, strategic plan. The plan includes improving transportation, eradicating blight, investing in existing and new housing stock, attracting retail through SF Shines Façade Improvement Program (an initiative to provide streetscape enhancement and



Pictured: Rendering of new housing within Eastern Bayview



recommendations for business attraction and retention), improving resident health through healthier food options, and supporting greening improvements, such as recreational improvements along the shoreline. Planned activities in the Candlestick Point area also include new commercial assets, job development, and recreational assets and services. This growth will be enhanced by 104 acres of new parks and open space, as well as an entertainment arena.

Choice Neighborhoods ACCOMPLISHMENTS

- Construction is underway on the first phase of offsite housing (121 units of affordable senior housing and a 15,000 square foot neighborhood senior community center).
- Closed and began construction on the first two phases of onsite housing redevelopment, which included the nation's first financial closing involving both HUD's Rental Assistance Demonstration and Choice Neighborhoods.
- Completed relocation plan for Alice Griffith residents.

(accomplishments continued)

- Fostered new partnership with the SF Office of Economic and Workforce Development to implement neighborhood investments.
- Developed partnership with Rebuilding Together and Friends of the Urban Forest for Model Block implementation.
- Created MBS, Urban Strategies, Inc., Office of Economic Workforce Development, HOPE SF Resident Service Staff, and Lennar partnership to streamline process for new union membership.
- Supported job placement of 41 Alice Griffith residents.

moving FORWARD

- Complete construction of onsite senior housing.
- Continue workforce development programs to connect residents to construction jobs for offsite and onsite units.
- Refine neighborhood strategies in Critical Community Improvements plan.



Pictured: Rendering of new housing within Eastern Bayview



FY2010/11/12 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

SEATTLE, WASHINGTON

Seattle Housing Authority
Yesler

project DETAILS

The Seattle Housing Authority (SHA) was awarded FY2010/11 and FY2012 Choice Neighborhoods Implementation Grants, totaling \$30 million, for the redevelopment of Yesler Terrace and the surrounding neighborhood. The transformation includes the redevelopment of the 561 units of Yesler Terrace into a 2,500-unit mixed-income development. This transformation also includes strategic neighborhood investments to connect Yesler to its surrounding neighborhoods.

key PARTNERS

City of Seattle | King County | Seattle University | Yesler Terrace Citizens Review Committee | Neighborcare Health Neighborhood House | Harborview Medical Center | Swedish Medical Center | Historic Seattle | Seattle Public Schools | Seattle Department of Transportation | Seattle Parks and Recreation Department | Workforce Development Council | Retail Lockbox | Seattle Central College

key FUNDERS

City of Seattle | Neighborcare Health | Seattle University | United Way of Seattle King County | U.S. Department of Justice | Seattle Foundation | Bill and Melinda Gates Foundation | JPMorgan Chase Foundation | Union Bank | Enterprise Community Investment, Inc.

committed LEVERAGE

Housing Leverage Committed: \$37.7 million
People Leverage Committed: \$10.4 million
Neighborhood Leverage Committed: \$148.6 million

neighborhood BACKGROUND & VISION

The Seattle Housing Authority has worked closely with local residents, businesses, and community organizations to create a 15-year plan to revitalize the Yesler neighborhood. The Yesler neighborhood includes Yesler Terrace, the oldest public housing in Seattle, which suffers from failing systems and an obsolete design. With Choice Neighborhoods

funding and approximately \$2 billion in public and private funds, SHA and its partners are determined to transform the Yesler neighborhood into a dynamic, welcoming, mixed-income community with convenient connections to nearby neighborhoods.

Seattle's Transformation Plan calls for developing affordable retail space, community gardens, and a health clinic, as well as restoring a historic community cultural center and creating safe, accessible, complete streets. Several of the Critical Community Improvements projects are already underway, including the Horiuchi Park P-Patch community garden, a Hillclimb that will improve the accessibility of 10th avenue, an arts in place-making initiative, a much needed neighborhood park, and the restoration of the Historic Washington Hall. Seattle has also transformed the old Yesler Steam Plant into a new center that hosts job training, early childhood, and youth development programming.

As a key component of this plan, SHA and other stakeholders will replace all the Yesler Terrace public housing units with 561 project-based Section 8 units and will build a total of 2,500 mixed-income units. SHA is leveraging the inherent value of its land to offset the costs of mixed-income development, and has raised nearly \$25 million in private investment through land sales. To date, 238 mixed-income homes have been completed or are nearly complete, and all remaining units are projected to be complete by 2019.

SHA and its partners are also focused on improving resident outcomes by helping adults attain financial stability, ensuring every child receives a quality education, and connecting all residents to high quality health care. SHA, Seattle University, and the University's Youth Initiative have been creating a network of educational supports for children, and have already served 280 children and youth. Job training tailored to residents' needs is also underway, including an industrial sewing training program and English Language Learner classes that are being connected to on-the-job training opportunities.

Choice Neighborhoods ACCOMPLISHMENTS

- The adaptive reuse of the landmark Yesler Steam Plant building located within Yesler Terrace is complete. The renovated building, now the Epstein Opportunity Center, opened in May 2014 and houses a mix of service providers offering job training, as well as early childhood and youth programming.
- The Horiuchi Park P-Patch, an innovative community garden and a Critical Community Improvement project, has been prepared for planting.
- The 10th Ave S. Hillclimb, which will improve access along 10th Ave S. and host a community-led design of glass mosaic medallions, has been readied for the construction of a staircase, ramps, and a plaza.
- Tracks, bicycle lanes, and pedestrian improvements have been installed in preparation for the First Hill Streetcar.
- SHA has initiated a Master Arts Planning process and gathered community feedback to strategically integrate art and creative placemaking into the neighborhood transformation.
- Through the Yesler Education Initiative, Seattle University and its partners have served 280 children and youth in summer, after school, and youth employment programs.
- In direct response to Yesler residents' requests, SHA and the Seattle Colleges have established an industrial sewing training program and are identifying employers to hire residents who complete the class.
- SHA and the City have secured \$35,000 from the Seattle Foundation to fund on-the-job training that connects residents who have completed English Language Learner classes with employers.
- Construction is underway at Raven Terrace (83 units) and the 12th St Apartments at Anthem (120 units).
- The Kebero Courts housing (103 units) has been completed and residents will begin moving in during 2015.



Pictured: A local resident working on the Horiuchi Park P-Patch

Pictured: The recently completed first phase of housing: Kebero Court



(accomplishments continued)

- Health partner, Neighborcare Health, has hired four Yesler Terrace residents as Community Health Workers to engage residents in health related discussions and assess their needs.
- Renovation of the Baldwin Apartments is complete. 15 original Yesler Terrace residents relocated to these apartments in the Summer of 2014.

moving FORWARD

- Complete construction of the 10th Ave S Hillclimb and the Horiuchi Park P-Patch in Fall 2015.
- With the City of Seattle Parks and Recreation Department, complete the design of the large neighborhood park in the center of the community and initiate construction in 2015.
- With Historic Seattle, start interior improvements to Washington Hall.
- Continue designing the accessible pedestrian pathway between the major intersection of Yesler Way and Broadway and 9th Ave.
- Complete design and begin construction of the Hoa Mai Gardens housing.
- With Vulcan Real estate, design workforce/market rate apartment building at Broadway and Yesler.
- Start schematic design of a fourth new building on the corner of Broadway and the future Fir St.
- Initiate the Yesler Terrace Breathe Easy Program, which places residents who may have respiratory illnesses, such as asthma, in apartments that are designed to limit a household's exposure to potential indoor allergens and toxins and provide them with additional resources and support.
- Finalize a public safety plan, with Seattle University through the Public Safety Enhancement Grant.



FY2012 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

CINCINNATI, OHIO

*The Community Builders, Inc.
Avondale*

project DETAILS

The Community Builders, Inc. (TCB) is leading a large redevelopment effort in the Avondale Neighborhood of Cincinnati. With the award of a \$29.5 million FY2012 Choice Neighborhoods Implementation Grant, TCB and its partners will rehabilitate five distressed HUD-assisted housing developments: Alameda Apartments, Crescent Court Apartments, Poinciana Apartments, Maple Apartments, and Somerset Apartments. This rehabilitation is part of a larger effort to revitalize Avondale through a variety of critical community improvements throughout the neighborhood.

key PARTNERS

The Urban League of Greater Cincinnati | Cincinnati Public Schools | Avondale Comprehensive Development Corporation | Center for Closing the Health Gap

key FUNDERS

City of Cincinnati | KCDC Investment, LLC | Ohio Housing Finance Agency | Metropolitan Sewer District | Ohio Department of Transportation

committed LEVERAGE

Housing Leverage Committed: \$37 million
People Leverage Committed: \$23 million
Neighborhood Leverage Committed: \$3 million

neighborhood BACKGROUND & VISION

The Community Builders, Inc., together with a variety of local stakeholders, is implementing a Transformation Plan to revitalize the Avondale community and the five distressed HUD-assisted housing

developments located along Avondale's primary thoroughfare, Reading Road. In addition to transforming the 140 units of HUD-assisted housing, TCB will create an additional 178 workforce and affordable units.

The plan also calls for TCB, the Avondale Comprehensive Development Corporation, and other key partners to revitalize the Avondale business district, strengthen connections to the University of Cincinnati and major employers in the hospital district, and improve resident access to parks and recreation spaces. Additionally, TCB will facilitate an expansion of the Avondale Town Center, a neighborhood commercial center, to accommodate a supermarket and additional retail.

The redevelopment efforts will include a focus on improving outcomes of the residents of the Avondale community and, in particular, helping families with children access opportunity. The plan will leverage TCB's partnership with the Avondale Comprehensive Development Corporation and build on the past successes of the Place Matters Initiative of Greater Cincinnati, Northern Kentucky LISC, and the United Way of Greater Cincinnati. Key interventions include: stabilizing families' housing through TCB's Community Life programming; enhancing community engagement and leadership; providing health services through the Cincinnati Children's Hospital and the Center for Closing the Health Gap; connecting residents with financial literacy, workforce development, and employment opportunities; improving early education and school readiness; and expanding arts and culture programming in K-8 schools.



Pictured: Public art within the Avondale community

Pictured: Poinciana Apartments (top, left) Somerset Apartments (top, right); Crescent Court Apartments (bottom, left); and Maple Apartments (bottom, right)



Choice Neighborhoods ACCOMPLISHMENTS

- Financial closing has been completed and construction will start shortly on Avondale II, a 119 unit mixed-income housing development.
- \$3 million in highly competitive Ohio State Historic Tax Credits have been awarded and will fund a portion of the first two housing phases.
- Urban League community access coaches have completed detailed family assessments for over 50 percent of Choice Neighborhoods households, moving families from active case management to targeted service referrals and programming.
- A "Data Dashboard" reporting website has been launched to facilitate transparent reporting on primary outcome areas, improve accountability, and foster greater collaboration between community development organizations.
- TCB and its partners have implemented a number of community programs, including Nutrition Train-the-Trainer, a Community Engagement Academy, and the integration of arts into school curriculum.
- Completed financial closing and began construction on the Avondale I housing development.

moving FORWARD

- Secure zoning, site control, and primary funding commitments for the third development phase, which will include housing and a commercial component.
- Refine the Critical Community Improvements plan and submit it to HUD.
- Complete all family assessments to ensure that all families are connected with the appropriate partners and show improved outcomes.
- Initiate detailed relocation planning and coordination with residents.



FY2012 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

SAN ANTONIO, TEXAS

San Antonio Housing Authority
EastPoint (formerly Eastside)

project DETAILS

The San Antonio Housing Authority (SAHA) was awarded a \$29.75 million FY2012 Choice Neighborhoods Implementation Grant for the redevelopment of the Wheatley Courts and the transformation of the surrounding Eastside neighborhood. The transformation includes the demolition of the 246-unit Wheatley Courts public housing development and the creation of 625 new, mixed-income housing units. The EastPoint neighborhood further benefits from receiving a Promise Neighborhoods Grant, Byrne Criminal Justice Innovation Grant, and Promise Zones designation. It is one of only two neighborhoods nationwide to receive funding from all place-based programs established through the White House Neighborhood Revitalization Initiative and Promise Zones.

key PARTNERS

City of San Antonio | McCormack Baron Salazar | Urban Strategies, Inc. | United Way of San Antonio and Bexar County (Eastside Promise Neighborhood)

key FUNDERS

Texas Department of Housing and Community Affairs | Citibank | Bank of America | Merrill Lynch | US Bank | St. Philip's College | Straight Line Management | San Antonio Independent School District (SAISD) | San Antonio for Growth on the Eastside (SAGE)

committed LEVERAGE

Housing Leverage Committed: \$35 million

People Leverage Committed: \$25 million

Neighborhood Leverage Committed: \$3 million



Pictured: Planning efforts within a resident workgroup

neighborhood BACKGROUND & VISION

With the goals to open opportunities for families, redevelop distressed housing, and revitalize the surrounding community, the San Antonio Housing Authority's strategies, developed in partnership with stakeholders and the community, will build on a number of local efforts and federal investments. The Transformation Plan calls for the redevelopment of Wheatley Courts, an obsolete and inefficient public housing site, to catalyze a broader transformation of the Eastside neighborhood, now rebranded as EastPoint.

SAHA will create or preserve 625 units of housing as part of the overall effort, including 417 rehabilitated units at Wheatley Courts and an additional 208 mixed-income units at nearby Sutton Oaks. This redevelopment will dovetail into collaborative efforts to generate change in the neighborhood. In 2014, the EastPoint neighborhood became the first neighborhood in the country to be awarded a Promise Zone designation and all three cornerstone programs that support Promise Zones. In addition to Choice Neighborhoods, EastPoint has secured a Department of Education Promise Neighborhoods Implementation Grant and a Department of Justice Byrne Criminal Justice Innovation Grant.

Through the local United Way's Promise Neighborhoods Grant and other investments, the United Way, SAHA, Urban Strategies, Inc. and its partners will improve education outcomes for children in the EastPoint community. Plans include creating a community school and creating a pipeline of educational opportunities from cradle to college/career. Meanwhile, Urban Strategies, Inc. and its partners will prepare and connect residents to employment opportunities through working with local employers and leveraging Jobs Plus interventions, workforce readiness efforts, and job placement programs.



Pictured: Logo of the new EastPoint

Pictured: Wheatley Courts (left) and the new Sutton Oaks (right)



SAHA, in partnership with the EastPoint's Promise Neighborhood, will also implement community-oriented crime prevention and safety-enhancing activities with the help of the Byrne Criminal Justice Innovation Grant. Additionally, economic development efforts have expanded through the City's receipt of the 2014 Promise Zone designation. Since the designation, the City has streamlined its process to compete for grants and has secured an additional \$29 million to implement programs and services. This momentum will enhance planned neighborhood investments, which include commercial façade improvements, blight and vacancy reduction, and community assets, such as a one-stop community safety center.

Choice Neighborhoods ACCOMPLISHMENTS

- SAHA and developer, McCormack Baron Salazar, have completed Phase I construction and have leased all 208 units.
- SAHA has been awarded Low Income Housing Tax Credits for Phase II of construction; 50 percent of demolition and site abatement of the Wheatley Courts has been completed.
- All 201 Wheatley Courts families have been relocated and enrolled in case management.
- A job fair was held, at which 25 people were offered jobs on site.
- A two-acre parcel has been transferred to University Health Systems for the development of a new health clinic in the neighborhood.
- Through the Eastside Promise Neighborhood and other partners' efforts, six Choice Neighborhoods schools have seen marked improvements, including a 15 percent drop in chronic absenteeism and an increase in graduation rates at the local high school from 45 percent to 84 percent.

(accomplishments continued)

- A community school at Wheatley Middle School has been established and has received a \$2.5 million Full-Service Community School grant to provide comprehensive academic, social, and health services for students, students' family members, and community members.
- Code enforcement and early physical improvements have been launched: 34 vacant structures have been demolished, 3,420 lots/yards have been mowed, 958 graffiti complaints have been addressed, 949 stray animals have been impounded, and 151 tons of waste has been collected from illegal dumping piles.
- SAGE has provided 40 façade improvement grants to EastPoint businesses and launched the \$2 million Grow Eastside Equity Fund to support business development.
- VIA Metropolitan Transit has established a new direct route to Walters Business Corridor that eliminated the need for residents to take 2-3 transfers.

moving FORWARD

- Start Phase II construction.
- Finalize neighborhood investment plan.
- Begin implementing Byrne Criminal Justice Innovation Grant activities.
- Enroll cohorts of 25 residents into intensive job readiness program.
- Increase enrollment of Wheatley Courts children in high quality early education.



FY2012 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

TAMPA, FLORIDA

*Housing Authority of the City of Tampa
Central Park/Ybor*

project DETAILS

The Housing Authority of the City of Tampa (THA) was awarded a \$30 million FY2012 Choice Neighborhoods Implementation Grant to revitalize the Central Park/Ybor neighborhood. This transformation includes the redevelopment of Central Park Village, a distressed 115-unit public housing development. Through Choice Neighborhoods and strategic investments already underway throughout the neighborhood, the new mixed-income development will include more than 1,120 new units, including new homeownership opportunities and two senior housing buildings.

key PARTNERS

Central Park Development Group | City of Tampa | School District of Hillsborough County | Hillsborough Community College | Tampa Bay Workforce Alliance | University of South Florida | Bank of America CDC

key FUNDERS

City of Tampa | Hillsborough County | Hillsborough Community College | Tampa Family Health Centers | We Care Services, Inc.

committed LEVERAGE

Housing Leverage Committed: \$54 million

People Leverage Committed: \$16 million

Neighborhood Leverage Committed: \$8 million

neighborhood BACKGROUND & VISION

THA, the City, and their partners have developed a plan to transform the Central Park/Ybor neighborhood and the demolished Central Park Village public housing property. The Central Park/Ybor neighborhood is close to downtown Tampa and the business district. Despite concentrated poverty and persistent disinvestment, the neighborhood has attracted several large employers, including GTE Federal Credit Union, KForce, and Ikea. The Transformation Plan will build off of these anchor institutions. THA has partnered with GTE Federal Credit Union, Hillsborough Community College, and the Tampa Bay Workforce Alliance, now called Career Source, to create a job training center for the community on GTE's campus.

Hillsborough Community College instructors will staff the center and teach curriculum developed by the GTE Federal Credit Union, Home Depot, and other major Tampa-area employers.

The plan also calls for redeveloping the site of the former Central Park Village public housing into the Encore mixed-income community. The new development will consist of 1,127 housing units, including 300 homeownership units, three mixed-income rental apartment buildings, two senior affordable housing buildings, and a market rate condo building. It will also contain a 60,000 square foot mixed-use office retail building, hotel, 35,000 square foot grocery store, and a town square.

In addition, the Encore development will be home to a host of new assets that will be open to the entire Central Park/Ybor community. These assets include a state-of-the-art health clinic which will provide free health care services and a new early childhood education center run by the Hillsborough County Public Schools (HCPS). HCPS will also use a multi-year Gates foundation grant received in 2009 to provide focused training and support to improve all of the neighborhood's schools. Additionally, HCPS has partnered with the University of South Florida to develop a 2-acre urban farm that will provide health education



Pictured: Rendering of mixed-use, retail space within Encore



opportunities and fresh produce for neighborhood residents. Lastly, Hillsborough County will soon replace the local library with a 25,000 square foot facility that will offer a physical and programmatic connection to the adjacent Booker T. Washington Elementary school. THA will partner with the new library to expand its literacy and mentoring programs.

Choice Neighborhoods ACCOMPLISHMENTS

- **Construction** has begun on the Tempo at Encore, a mixed family housing development with 203 units. Construction is expected to be complete by June 2016.
- **Designs** are being completed for the GTE Community Training Center.
- The Central Park Village Community and Supportive Services Program is providing case management services to 233 families and 722 individuals.

(accomplishments continued)

- The City has begun the mobilization of two Critical Community Improvement projects: improvements to Perry Harvey Sr. Park and Scott Street Scaping. Perry Harvey Sr. Park, an 11-acre park adjacent to the Encore site will include cultural elements, an improved skate park, and a community center. The Scott Street Scaping project will increase pedestrian safety and connect Encore to transportation and economic, cultural, and social activities.
- Designs are underway for an expanded Early Childhood Education facility.

moving FORWARD

- THA will secure final approval for its remaining Critical Community Improvement activities: the GTE Training Center, the Urban Farm, and the Tampa Park Apartment Computer Center.



Pictured: Rendering of the new REED senior housing apartments (left); Conceptual site plan design of Encore (right)



FY2013 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

COLUMBUS, OHIO

*Columbus Metropolitan Housing Authority
Near East Side*

project DETAILS

The Columbus Metropolitan Housing Authority (CMHA) was awarded a \$29.7 million FY2013 Choice Neighborhoods Implementation Grant to revitalize the Near East Side neighborhood of Columbus, Ohio. CMHA, along with the City of Columbus and The Ohio State University, will implement the community's vision created through a FY2011 Choice Neighborhoods Planning Grant. This vision includes the redevelopment of the vacant Poindexter Village public housing site, which will lead to the creation of 449 new housing units in the Near East Side.

key PARTNERS

City of Columbus | McCormack Baron Salazar | Urban Strategies, Inc. | Columbus City Schools | Partners Achieving Community Transformation | The Ohio State University | Columbus Urban League | Columbus Neighborhood Health Center Inc. | Central Ohio Workforce Investment Corporation | IMPACT Community Action | Franklin Park Conservatory | Community Properties of Ohio | Columbus Early Learning Centers | National Church Residences | YMCA of Central Ohio | Economic and Community Development Institute | Homeport

key FUNDERS

Affordable Housing Trust | City of Columbus | The Ohio State University | Ohio Capital Corporation for Housing | Central Ohio Community Improvement Corporation | United Way of Central Ohio | The Columbus Foundation | Alcohol, Drug and Mental Health Board

committed LEVERAGE

Housing Leverage Committed: \$63.9 million
People Leverage Committed: \$18.4 million
Neighborhood Leverage Committed: \$101.5 million

neighborhood BACKGROUND & VISION

In Columbus, OH, the Near East Side community's partnerships, plan, and leverage has paved the way for neighborhood transformation. The Near Eastside neighborhood sits between downtown Columbus and the thriving community of Bexley, but remains physically isolated by a major interstate and railroad tracks. The impact of years of disinvestment and the distressed 414-unit Poindexter Village public housing project has resulted in concentrated poverty, high vacancy rates, and the lowest performing middle school in the state of Ohio. As part of a Choice Neighborhoods Planning Grant, CMHA, the City, The Ohio State University and approximately 100 stakeholders and residents developed the Near East Side's Blueprint for Community Investment.

The Blueprint capitalizes on strong partnerships and strategies for education, workforce and economic development, quality housing, and health initiatives. In addition to the Choice Neighborhoods funds, these partners have leveraged over \$180 million in public and private funding to implement the plan. The Blueprint calls for the replacement of the Poindexter Village development with 449 units of mixed-income housing. The combination of unit types will meet the needs of returning Poindexter Village residents and market demand, preserve long-term affordability, and attract an economically diverse population.

The Blueprint also addresses the critical needs of healthcare, wellness, behavioral care, education, job training, employment, K-12 education, and kindergarten readiness. The plan calls for a combination of intensive case management, effective services, and partnerships that will be targeted to Poindexter Village and neighborhood residents.



Pictured: A neighborhood resident meeting within the Near East Side

Pictured: Remaining units of Poindexter Village (top, left); "A New Beginning" marking the announcement of the Choice Neighborhoods Implementation Grant Award (top, right); Blackberry Commons: proposed site (bottom, left) and rendering of proposed park onsite (bottom, right)



The Critical Community Improvements Plan will include the development of new infill homeownership, increased food access and commercial retail development, adult education and entrepreneurship centers, and a new intergenerational center for seniors and young children.

Choice Neighborhoods ACCOMPLISHMENTS

- Development of Poindexter Place, a new 104-unit senior development and the first phase of the Poindexter Village site redevelopment, has begun and will be completed in 2015.
- Through a collaboration among Partners Achieving Community Transformation (PACT), Ohio State, and Columbus City Schools, planning is underway to transform the curriculum of the East High School and its feeder schools in the Near East Side to the Health Science Academies.
- Urban Strategies, Inc. selected IMPACT Community Action as their local case management partner.
- A tracking system has been developed to document supportive services leverage targeted to

(accomplishments continued)

Near East Side neighborhood residents.

- The Columbus Foundation and the Osteopathic Heritage Foundation has awarded the team a \$100,000 grant to cover capital costs for an Intergenerational Center. The award will be paired with funding from KaBoom!, Bob Evans Farms, Huntington Bank, CareSource, and the Ohio Capital Impact Corporation.

moving FORWARD

- Refine and submit Critical Community Improvements plan to HUD.
- Pursue financing for the next two phases of Poindexter Village redevelopment using Low-Income Housing Tax Credits.
- Launch Health Sciences Academies for the 2015-2016 school year.



FY2013 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

NORWALK, CONNECTICUT

*Housing Authority of the City of Norwalk & Norwalk Redevelopment Agency
South Norwalk*

project DETAILS

The Housing Authority of the City of Norwalk and the Norwalk Redevelopment Agency were awarded a \$30 million FY2013 Choice Neighborhoods Implementation Grant for South Norwalk. This redevelopment will be based on the community-driven Transformation Plan created through an FY2010 Choice Neighborhoods Planning Grant. This effort will lead to the redevelopment of the Washington Village public housing development – creating 273 new affordable housing opportunities in a high opportunity area.

key PARTNERS

Trinity Financial | Housing Opportunities Unlimited | Stepping Stones Museum for Children | Norwalk Community College | Norwalk ACTS | City of Norwalk | Career Resources, Inc. | Community Health Center, Inc. | Norwalk Community Health Center

key FUNDERS

Norwalk Redevelopment Agency | Connecticut Housing Finance Agency | City of Norwalk | TD Bank | City of Norwalk

committed LEVERAGE

Housing Leverage Committed: \$16.5 million

People Leverage Committed: \$18.8 million

Neighborhood Leverage Committed: \$4.2 million

neighborhood BACKGROUND & VISION

Norwalk's Choice Neighborhood, South Norwalk, is ready for significant change. South Norwalk is considered the City's only truly walkable area, and "SoNo," the area around Washington St., is a regional dining and entertainment destination. Despite these successes, the community struggles with commercial vacancies, poverty, unemployment, the obsolete Washington Village public housing project, and a perception of crime that deters investment. The eastern portion of the neighborhood also lies in a 100-year flood plain and experiences persistent, property-damaging flooding. The area was hit particularly hard by 2012's

Superstorm Sandy, which caused severe flooding at the Washington Village development and displaced residents.

Sandy's damage was a wake-up call for immediate action that includes new storm-resilient infrastructure and housing. This fact, coupled with growing demand for private development along the river, has rallied the entire Norwalk community around revitalizing this key neighborhood. The resulting vision for South Norwalk is one of opportunity for all – for current and future residents of all incomes who want high quality housing in a safe and welcoming neighborhood, for businesses along Washington and South Main Streets that want to be part of a thriving commercial district, and for children and parents who want high-quality education and economic opportunities.

The South Norwalk's Choice Neighborhoods Transformation Plan calls for rebuilding the 136 Washington Village public housing units into a new 273-unit mixed-income development on three adjacent parcels – the current Washington Village site and two City-owned vacant properties immediately north. To address State and FEMA floodplain regulations, the new housing units will be raised 6.5 feet above the floodplain, with on-grade parking under the residential structures. New infrastructure will mitigate the recurring flooding, funded with City and FEMA funds.

Ryan Park, a beloved community park adjacent to Washington Village, will be redesigned to be storm-resilient and more responsive to community needs with soccer fields, community gardens, fitness trails, and playgrounds. Community policing is underway and will be supplemented with bicycles for officers, security cameras, and a local crime watch. Additionally, a homeowner rehabilitation program, small business loans, and a new Business Improvement District will help current owners and businesses maintain and improve their properties. Lastly, employment, health, and education outcomes will be improved through case management, wrap-around services, and the enhancement of cradle to career educational opportunities.

Pictured: A conceptual site plan of South Norwalk as part of the comprehensive Choice Neighborhoods efforts. As part of this development, the Housing Authority of the City of Norwalk, the Norwalk Redevelopment Agency and their partners will create 273 new affordable and market rate housing units. To prevent future flooding in the aftermath of Hurricane Sandy, the new housing units will be raised 6.5 feet above the flood plain. The revitalized South Norwalk will also include new park space and commercial development.



Choice Neighborhoods ACCOMPLISHMENTS

- Private equity financing and permanent financing has been secured for Phase II construction, and an application has been submitted for Low Income Housing Tax Credits.
- The CT Department of Economic & Community Development has awarded Brownfields Remediation funding.
- Phase I construction documents have been completed and the project has been put out to bid.
- An Implementation Coordinating Committee has been established and by-laws have been adopted.
- Recruitment is underway for the People Coordinator, Education Coordinator, and Neighborhood Coordinator.
- A contract has been executed with Housing Opportunities Unlimited for case management and relocation services.

moving FORWARD

- Begin case management and relocation activities.
- Incorporate Social Solutions software into data collection and program management system.
- Select Education, People, and Neighborhood Coordinators.
- Initiate community outreach efforts in connection with the Critical Community Improvements.
- Complete Phase I Environmental Review Record and Request for Release of Funds.
- Close on Phase I property and break ground on construction.
- Retain Section 3 job applicants and minority contractors.
- Select architect for the re-design of Ryan Park and begin the planning process.
- Obtain commitment for Phase II Low Income Housing Tax Credits.
- Obtain hard commitment of Community Development Block Grant Disaster Recovery (CDBG-DR) flood mitigation funding.



FY2013 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

PHILADELPHIA, PENNSYLVANIA

*City of Philadelphia & Philadelphia Housing Authority
North Central Philadelphia*

project DETAILS

The City of Philadelphia, led by the Office of Housing and Community Development (OHCD), and the Philadelphia Housing Authority (PHA) were awarded a \$30 million FY2013 Choice Neighborhoods Implementation Grant for the Norris Apartment public housing development in North Central Philadelphia. The proposed development includes replacing the 147 units of Norris Apartments with 297 new housing units throughout the neighborhood – including new home ownership opportunities, new mixed-income rental housing, and additional rental opportunities through strategic housing infill development throughout the neighborhood.

key PARTNERS

Jonathan Rose Companies | Asociación Puertorriqueños en Marcha, Inc. | Temple University | Local Initiatives Support Corporation | Philadelphia Housing Development Corporation | Philadelphia Police Department | Pennsylvania Horticultural Society | Philadelphia Health Management Corporation | United Way | Philadelphia School District | PhillyGoes2College | YouthBuild

key FUNDERS

City of Philadelphia | Wells Fargo | Temple University | Asociación Puertorriqueños en Marcha, Inc. | Philadelphia Health Management Corporation | YouthBuild

committed LEVERAGE

Housing Leverage Committed: \$29.5 million
People Leverage Committed: \$13.5 million
Neighborhood Leverage Committed: \$125 million

neighborhood BACKGROUND & VISION

The North Central Philadelphia Transformation Plan builds on a multi-year effort involving hundreds of residents and stakeholders. The Plan focuses on revitalizing the North Central Philadelphia neighborhood – a neighborhood that had been marked by abandoned buildings, crime, low performing schools, and poverty after the collapse of the local

manufacturing industry in the 1960s. The neighborhood contains Norris Apartments, a 147-unit distressed, obsolete public housing project. Despite these challenges, the North Central Neighborhood has tremendous strengths, including Temple University, a regional rail station, new development along the Broad Street corridor, and recent mixed-income housing development.

The City and PHA, along with their partners, will replace the 147 Norris Apartments units, as well as create an additional 150 units, consisting of 90 workforce units, 30 market rate rental units, and 30 homeownership units. The Transformation Plan also proposes significant housing development on vacant lots throughout the neighborhood. This infill development will be part of the broader neighborhood plan to treat or redevelop 700 vacant lots and make repairs to 215 homes. The City, PHA, and their partners will also prepare a vacant lot for the development of new university housing, attract retail and provide a loan fund to repair storefronts, create parks and neighborhood gardens, coordinate streetscape improvements, and build off of city police efforts and engage with residents to reduce crime.

Temple University and Asociación Puertorriqueños en Marcha, Inc. (APM) will lead efforts to improve education outcomes. Temple University, APM, and their partners will ensure children have access to a quality education by opening slots at high quality early learning centers and strengthening additional early learning centers, improving local schools through new curriculum and support for teachers, establishing an education coordinator, and working with parents to develop student education plans.

APM and partners, such as the Public Health Management Corporation, will also increase resident's health through assessing individual needs, connecting residents to health care and services, and providing exercise and nutrition initiatives. Finally, resident income and employment will be increased by identifying and removing employment barriers, providing job training and job placement services, and providing apprenticeship programs and financial literacy education.



Choice Neighborhoods ACCOMPLISHMENTS

- OHCD, PHA, and their partners revised the housing site plan since grant award to incorporate more townhome units and provide more opportunities for neighborhood economic development activities.
- After leading an afterschool program at the Norris Community Center for more than a year, the Norris Resident Council led efforts to launch a pilot after school program that is financially supported by PHA, with Temple University providing staff and educational support. Prior to this, the Resident Council worked voluntarily without pay for more than a year to fill gaps in after school programs.
- The Norris Resident Council worked diligently to receive state certification as a 501 c(3) nonprofit organization. This nonprofit status positions the Council to better support resident and community engagement in the implementation process.
- The Philadelphia Water Department and Community Design Collaborative launched design charrettes for the redesign of the Duckery and Dunbar Elementary Schools' playgrounds. This effort will include innovate stormwater management techniques.
- OHCD secured a state grant to complete 22 home improvements for existing homeowners within the neighborhood. A total of 10 houses received improvements to date, an additional 7 home improvements are underway, and 5 more are pending approval.
- The Mayor's Office of Grants supported the application by the Pennsylvania Horticultural Society to Wells Fargo Foundation for an expanded vacant lot stabilization program in partnership with the Norris Resident Council.

(accomplishments continued)

- Six Norris Apartments residents were accepted into the City's PowerCorpsPHL program. This program provides six months of paid volunteer service with City Departments, followed by job placement.
- APM hired a project manager and supportive services staff to move the People component forward.
- Temple University hired an Education Specialist to coordinate education activities throughout the Choice Neighborhood.
- OHCD hired a Policy and Planning Program Manager to oversee the evaluation activities for the grant.

moving FORWARD

- Complete financial closing of the first phase of housing. The Philadelphia Redevelopment Authority has committed \$6 million towards this phase.
- Refine and submit a Critical Community Improvements Plan to HUD. The revised plan will focus on economic development opportunities surrounding the redeveloped housing.
- Identify key intersections along the SEPTA (rail) viaduct to implement strategies to build community confidence and reduce crime.
- Formalize the Choice Neighborhood Public Safety Committee, which will meet bimonthly.
- Establish a Choice Neighborhoods website for community members to access information.



FY2013 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

PITTSBURGH, PENNSYLVANIA

*Housing Authority of the City of Pittsburgh & the City of Pittsburgh
Larimer/East Liberty*

project DETAILS

The Housing Authority of the City of Pittsburgh (HACP) and the City of Pittsburgh were awarded a \$30 million FY2013 Choice Neighborhoods Implementation Grant for the redevelopment of the Hamilton-Larimer public housing site and the HUD-assisted East Liberty Garden Apartments. This redevelopment is part of a larger effort to transform the Larimer neighborhood, as well as the easternmost part of the East Liberty neighborhood.

key PARTNERS

McCormack Baron Salazar | Urban Strategies, Inc. | Urban Redevelopment Authority | Pittsburgh Public Schools | Larimer Consensus Group | Kingsley Association | East Liberty Development, Inc. | East Liberty Housing, Inc. | KBK Enterprises | Three Rivers Workforce Investment Board | Repair the World | Pittsburgh Water and Sewer Authority | The New App for Making It In America | The Pittsburgh Promise | The University of Pittsburgh

key FUNDERS

City of Pittsburgh | Urban Redevelopment Authority | Dollar Bank | Pittsburgh Water and Sewer Authority | Three Rivers Workforce Investment Board | The New App for Making It In America | Pittsburgh Public Schools | The Pittsburgh Promise

committed LEVERAGE

Housing Leverage Committed: \$62.4 million
People Leverage Committed: \$20.8 million
Neighborhood Leverage Committed: \$13 million

neighborhood BACKGROUND & VISION

Adjacent to the revitalized and thriving East Liberty Business District, the Larimer/East Liberty neighborhood stands in direct contrast. Due to the long term impacts of urban renewal, Larimer/East Liberty is home to large-scale subsidized housing complexes, disconnected superblocks, a divisive four lane arterial road, and deteriorating single family housing stock. However, years of planning efforts, key partners, neighborhood assets, a Transformation Plan, and a Choice Neighborhoods Implementation Grant are positioning the Larimer/East Liberty neighborhood for success.

The neighborhood benefits from several anchor institutions and assets, such as Carnegie Mellon University, the University of Pittsburgh, and Chatham University. In partnership with the Urban Redevelopment Authority, local and state politicians, philanthropies, the Kingsley Association, East Liberty Development, Inc., the Larimer Consensus Group, East Liberty Housing, Inc., residents, business owners, HACP, and the City are committed to revitalizing the neighborhood.

The Transformation Plan, called the Vision-to-Action Plan, has a goal of a positioning Larimer to be a "21st Century Green Neighborhood that Works" and involves a comprehensive effort to address the neighborhood, housing, and people needs of the community. The neighborhood strategies focus on: developing physical and social connections between the isolated community and market-rate housing; transit investments; economic development activities occurring on the edge of the community; addressing the expanding



Pictured: Community greening efforts, including the Larimer community garden and urban farm (left); the Penn State ECCO Center (right)

Pictured: Residents of the Larimer neighborhood celebrate during the Choice Neighborhoods Implementation Grant announcement alongside Pittsburgh Mayor Peduto, Housing Authority staff, HUD senior leadership, and others.



problem of vacant lots and properties; “greening” the community with storm water infrastructure, parks, and recreational opportunities; supporting existing homeowners to improve and “green” their homes; promoting commercial areas as a green business and technology district; and making the environment safe and secure for all residents.

The housing strategies target two eligible developments: the Hamilton-Larimer public housing complex and East Liberty Gardens, a HUD-assisted housing complex. Both developments are obsolete and deteriorating. The Transformation Plan calls for one-for-one replacement of all 155 units, as part of a 334-unit high-quality, mixed-income community. Finally, the people component of the plan calls for a comprehensive case management system that will create pathways for the social and economic mobility of families through increasing access to: healthcare services, effective employment and training programs, and an extensive series of educational opportunities supporting children from birth to college.

Choice Neighborhoods ACCOMPLISHMENTS

- HACP and the City have established a collaborative governance structure, known as the Implementation Working Team, which includes representation from a range of key stakeholders.
- The local grassroots organization, Larimer Consensus Group, has been awarded a \$75,000 grant by Neighborhood Allies to sustain full time community engagement staff.
- The Urban Redevelopment Authority and McCormack Baron Salazar are engaging the Living Waters of Larimer team for a comprehensive and coherent

Pictured: Information gathering and review of conceptual site plans during a stakeholder meeting for the Larimer neighborhood. Photo courtesy of Larry Rippel.



(accomplishments continued)


neighborhood-wide storm water management program.

- The Urban Redevelopment Authority secured \$125,000 in state grants to further the Choice Neighborhoods park plan in November 2014.
- Developer, KBK Enterprise, and the Urban Redevelopment Authority are redeveloping 40 project-based voucher rental, infill units. The \$13 million development will be completed by summer of 2015.
- A developer/design team has been selected to start implementing the Choice Neighborhoods Initiative for-sale, infill housing.
- An RFP has been issued for redevelopment of a vacant commercial building located in the middle of a new housing development site on Larimer Avenue. Elements include, but are not limited to, creating local family sustaining jobs, increasing the range of housing options, and securing healthy food supplies.

moving FORWARD

- Complete the first housing phase, Larimer Phase 1, by June 2015.
- Implement contracts with supportive services partners, including the Kinsgley Association, the Workforce Investment Board, and Pittsburgh Public Schools.
- Develop and complete the Relocation Plan for the East Liberty Gardens Residents.
- Submit revised neighborhood strategies in the Critical Community Improvements plan.





The FY2010 & FY2011 Choice Neighborhoods Planning Grantees represent neighborhoods in large metropolitan areas, small cities, and rural communities. After finalizing their locally-driven Transformation Plans, many grantees are implementing key components, such as creating new civic organizations, attracting new investment, and revitalizing housing.

FISCAL YEAR 2010

Albany, GA
Atlanta, GA
Baltimore, MD
Buffalo, NY
Jackson, TN
Jersey City, NJ
Kansas City, MO
Memphis, TN
Norfolk, VA

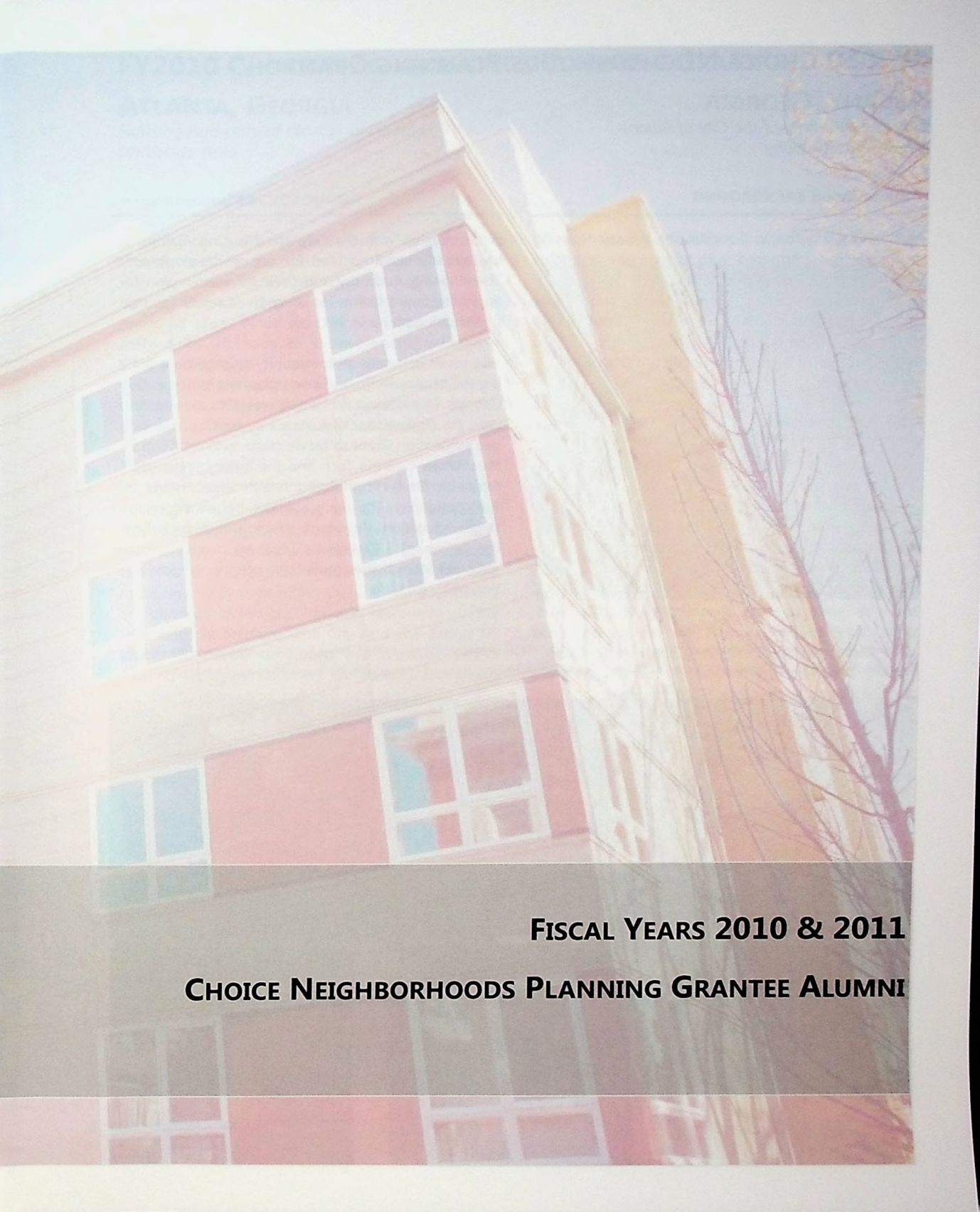
Norwalk, CT
Philadelphia, PA
Providence, RI
Salisbury, NC
San Antonio, TX
Shreveport, LA
Tulsa, OK
Wilmington, NC

FISCAL YEAR 2011

Cincinnati, OH
Cleveland, OH
Columbus, OH
Little Rock, AR
Meridian, MS
Opa-locka, FL
Rockford, IL
Sacramento, CA
Savannah, GA

Springfield, MA
Suffolk, VA
Washington, DC
Wilson, NC

Pictured: New housing created in the Seattle, Washington Choice Neighborhood



FISCAL YEARS 2010 & 2011
CHOICE NEIGHBORHOODS PLANNING GRANTEE ALUMNI

FY2010 CHOICE NEIGHBORHOODS PLANNING GRANT

ALBANY, GEORGIA

*Housing Authority of the City of Albany
West Central Albany*

neighborhood BACKGROUND

In the City of Albany, Georgia, the Albany Housing Authority has partnered with community members and representatives of over 50 organizations to transform the West Central Albany neighborhood. The neighborhood struggles with a number of problems – half of its residents live in poverty, violent crime is high, and two of its public housing developments are deteriorating.

early OUTCOMES

To change the neighborhood's trajectory, Albany is executing their Choice Neighborhoods Transformation Plan to create a high-quality, mixed-income community and build up the housing, commercial, recreational, physical, and social assets of the surrounding neighborhood. The team has established a Community Housing Development Corporation, and,

in partnership with the City, the Housing Authority has already acquired land for offsite development. The Housing Authority and their developer plan to apply for Low Income Housing Tax Credits for the first housing phase in 2015.

As a result of extensive community engagement during the Choice Neighborhoods planning process, the Georgia Department of Health was also able to secure the Department of Justice's Byrne Criminal Justice Innovation Grant to tackle crime in West Central. Meanwhile, Georgia Tech and the Emory Prevention Research Center completed health assessments in the community. The team has also begun efforts to target education and youth development, including the launch of a Parents as Teachers program, new after school activities, and teen pregnancy prevention programming.

Pictured: The Christmas Luminaries event held in December, 2011. The program consists of a lighted trail of holiday candles traversing several neighborhood blocks. December, 2011, marked the first time McIntosh Homes luminaries connected to the surrounding neighborhood.



FY2010 CHOICE NEIGHBORHOODS PLANNING GRANT

ATLANTA, GEORGIA

Housing Authority of the City of Atlanta
University Area

neighborhood BACKGROUND

The Atlanta Choice Neighborhoods Transformation Plan focuses on the site of the former University Homes – a severely distressed public housing development that was demolished in 2009 – and the surrounding area. While the neighborhood has been marked by decades of disinvestment, struggling schools, and high poverty, it is also home to the country's largest concentration of Historically Black Colleges and Universities and is adjacent to the site of the new Atlanta Falcon's Football Stadium.

early OUTCOMES

Building on the local assets, the City of Atlanta, the Housing Authority, anchor institutions, the community, and other partners are moving on key strategies to revitalize the neighborhood. To reverse neighborhood unemployment highs, the City and its partners are connecting job training and placement to the new Falcon's Stadium. The City and the Arthur M. Blank foundation developed the Westside Works training facility which offers job training and placement in construction, culinary arts, and office automation trades to neighborhood residents. To meet neighborhood housing needs, the Housing Authority and its partners have already developed and leased a 100-unit affordable independent senior living facility, and have received a Low Income Housing Tax Credit (LIHTC) award to create the first LIHTC assisted living facility in the state of Georgia.

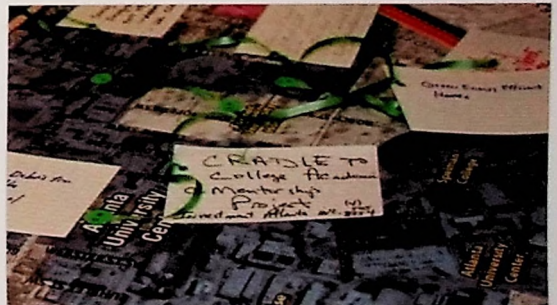
Pictured: Neighborhood children participating in workshops



The Choice Neighborhoods partners have also laid the infrastructure for further collaboration. Using seed funds from the Annie E. Casey Foundation, they have established a Choice Neighborhoods micro-grant program, which has made awards to more than 20 community organizations to support efforts in adult and youth education, safety, urban gardening, and health projects. Additionally, the Housing Authority and the local Department of Education's Promise Neighborhoods Grantee are strengthening their collaboration using a results-based accountability framework.



Pictured: Neighborhood residents participating in a community design charrette



FY2010 CHOICE NEIGHBORHOODS PLANNING GRANTS

BALTIMORE, MARYLAND

*Jubilee Baltimore, Inc.
Central West Baltimore*

neighborhood BACKGROUND

Jubilee Baltimore, Inc., a nonprofit developer, and its partners led a community-driven planning process for the Central West Baltimore neighborhood. The neighborhood struggles with poverty and vacancies and contains the Pedestal Gardens development, a 207-unit HUD-assisted housing project that suffers from deficient building systems, infrastructure, and design. However, it also has the opportunity to benefit from the revitalization of the adjacent Bolton Hill neighborhood. The plan to transform Central West Baltimore includes developing affordable mixed-income housing, diversifying neighborhood retail options, improving education, and updating transportation options and neighborhood infrastructure.

early OUTCOMES

An implementation team has been created. Led by The Community Builders, the team includes the Druid Heights CDC, Center for Urban Families, Enterprise Community Partners, the Baltimore City Health Department, and Jubilee Baltimore, Inc. The team has established a partnership with Purpose Built Communities to create an official implementation organization. Additionally, a grant has been secured from Enterprise Community Partners to support the execution of the education plan, and the team is working with Baltimore City Public Schools to coordinate the redevelopment of a local elementary school.

BUFFALO, NEW YORK

*Buffalo Municipal Housing Authority
Perry*

neighborhood BACKGROUND

In Buffalo, NY, the Perry Choice Neighborhood planning initiative targets the neighborhood surrounding the Commodore Perry Homes and Extension Site. The neighborhood is impacted not only by the distressed housing developments and high poverty rates, but also by a vacancy rate that is quadruple the county average.

early OUTCOMES

The Buffalo Municipal Housing Authority, the University of New York at Buffalo, the community, and their partners have established a plan to create new mixed-income housing and turn the neighborhood into a platform for positive outcomes by establishing: (1) a mini-education pipeline system; (2) a neighborhood-based supportive service network and a multi-service life chances center; (3) a Section 3 Business and Employee Development Center; and (4) a youth development and public safety strategy. Already, they have started to line up plans to redevelop the distressed housing. The Housing Authority applied for and received permission to convert 172 units using HUD's Rental Assistance Demonstration. The Housing Authority and its partners are in the process of identifying several financing sources to begin redevelopment.

FY2010 CHOICE NEIGHBORHOODS PLANNING GRANTS

JACKSON, TENNESSEE

*Jackson Housing Authority &
Jackson Community Redevelopment Agency
Allenton Heights*

neighborhood BACKGROUND

Through the Choice Neighborhoods Planning Grant process, the Jackson Housing Authority has worked closely with the Jackson Community Redevelopment Agency, the police, the Board of Education, community members, and other partners to begin to spark change in the Allenton Heights neighborhood. The neighborhood draws its name from an obsolete, 100-unit town house public housing development that suffers from mold, inadequate electrical and heating systems, and broken sidewalks, among other problems.

early OUTCOMES

As a result of a neighborhood needs assessment, meetings, focus groups, analysis of crime mapping and other data, the community has started to work on a new vision. The Jackson Madison County Board of Education, the West Tennessee Healthcare, and their partners helped transform the local Jackson Central Merry High School into a Medical Magnet Academy High School. The graduation rates have greatly improved and students now receive training for jobs in the health field. To increase employment and overcome transportation barriers to services, the Jackson Housing Authority dedicated a service coordinator to Allenton Heights residents, and the Tennessee Technology Center launched GED classes at the nearby Salvation Army office.

To increase access to fresh foods, a new grocery store will open in 2015 within walking distance of the Allenton Heights development and the West Tennessee Farmers Market plans to install EBT machines. The neighborhood plan has also accelerated other major physical improvements, including a new walking trail, a state-of-the-art fitness center, and a 174-unit mixed-use development. The Jackson Housing Authority is also exploring options for rebuilding the Allenton Heights development.

JERSEY CITY, NEW JERSEY

*Jersey City Housing Authority &
Michaels Development Company, LP
McGinley Square/Montgomery Corridor*

neighborhood BACKGROUND

The Jersey City Housing Authority teamed up with The Michaels Development Company and Metrovest Equities to develop a Transformation Plan for the McGinley Square/Montgomery Corridor neighborhood. Along with high poverty rates, the neighborhood is impacted by an obsolete public housing property that has become a magnet for criminal activity.

early OUTCOMES

The Transformation Plan tackles these challenges, while building off of existing plans for two new charter schools and a mixed-use entertainment complex in the neighborhood. The plan includes: the rehabilitation and construction of over 800 mixed-income housing units; mixed-use development, including a supermarket, charter school, Pre-K Center, and Federally Qualified Health Center; and comprehensive supportive services based on case management.

The Housing Authority developed partnerships with 35 organizations, including the Board of Education, local universities, social service providers, and grass roots organizations. St. Peter's University and The Muslim Federation of NJ are coordinating their neighborhood mixed-use development projects with the Housing Authority's development plans. The Housing Authority was awarded Low Income Housing Tax Credits for the first phase of housing redevelopment and received \$6 million in CDBG Disaster Recovery Funds, as well as a grant from the NJ Institute of Technology to develop resiliency plans for two other neighborhood developments.



FY2010 CHOICE NEIGHBORHOODS PLANNING GRANTS

KANSAS CITY, MISSOURI

*Housing Authority of Kansas City
Paseo Gateway*

neighborhood BACKGROUND

The Paseo Gateway neighborhood is located just east of Downtown and houses Chouteau Courts, Kansas City's oldest public housing site. The neighborhood, dubbed "the Ellis Island of Kansas City," is rich in diversity, containing a variety of immigrant populations. However, the neighborhood and public housing has become a place of last resort. The Housing Authority of Kansas City partnered with the City, LIISC, the schools, local organizations, developers, community groups, and others to develop a plan for the neighborhood. The roadmap includes creating onsite and offsite mixed-income housing, building on assets such as the Kansas City University of Medicine and Biosciences and the community health center, and improving early education, after school activities, and adult education.

early OUTCOMES

Preparations are being made for the first phase of housing redevelopment. The Housing Authority has secured Low Income Tax Credits for the first phase, has identified replacement housing sites, and is working with its developer to secure funding for the second phase. The Housing Authority has also partnered with the community health center and Truman Medical Center to reduce emergency room visits, connect families to primary care doctors, and provide education classes. To date, the program has served 175 neighborhood residents. Additionally, the Housing Authority and its partners are working on putting the education plan into action and have identified a central location for after school activities.

MEMPHIS, TENNESSEE

*Memphis Housing Authority
Vance Avenue*

neighborhood BACKGROUND

In Memphis' Vance Avenue neighborhood, nearly 70 percent of residents live in poverty, most children attend low-performing schools, and the violent crime rate continues to rise. The area is also home to Foote Homes, a 420-unit public housing development built in the 1940s with deteriorating sewer systems, failing plumbing, and mold problems. The Choice Neighborhoods planning process accelerated a visioning process that had begun in 2009. The Memphis Housing Authority partnered with the City, the University of Memphis, the Metropolitan Interfaith Association, the police, schools, the community, and others to create a plan.

early OUTCOMES

Neighborhood improvements have already started to fall into place. The Housing Authority and its partners launched the Green Machine, a Mobile Food Market which delivers fresh produce weekly at Foote Homes and 14 other locations throughout the City. The City and its partners secured a \$150,000 Our Town Grant from the National Endowment of the Arts to design and create public art for the neighborhood and other portions of the Memphis Heritage Trail Redevelopment area. A median strip was installed on a main street to improve the landscape of the area, and park space enhancements are planned next. Eighteen of thirty new affordable neighborhood homes have been built. A committee comprised of the Housing Authority, the Renaissance Business Center, the RISE Foundation, and other organizations plans to launch a Micro-Business Loan and technical support program. The Housing Authority has also secured the first of a four year Capital Improvement Program funding commitment from the City to redevelop Foote Homes and the surrounding neighborhood.

FY2010 CHOICE NEIGHBORHOODS PLANNING GRANTS

NORFOLK, VIRGINIA

Norfolk Redevelopment and Housing Authority & the City of Norfolk
St. Paul's Area

neighborhood BACKGROUND

The Norfolk Redevelopment and Housing Authority and the City worked with the community, local universities, Head Start, Habitat for Humanity, and others to develop a new vision for the expanded St. Paul's neighborhood. While near the Norfolk's Central Business District, the neighborhood is isolated, and has a high crime rate, extensive poverty, and several distressed housing developments, including the Tidewater Gardens public housing property.

early OUTCOMES

The neighborhood Transformation Plan includes redeveloping Tidewater Gardens into a mixed-income, mixed-use community, connecting the neighborhood to the business district, correcting storm water draining deficiencies, and improving educational and employment opportunities. To this end, Norfolk established a United for Children interagency effort, aimed at organizing existing services from cradle to college to improve the lives of neighborhood children. Norfolk was also chosen as one of eight cities in the country to receive technical assistance to address storm water drainage issues in the neighborhood.

NORWALK, CONNECTICUT

Housing Authority of the City of Norwalk
South Norwalk

neighborhood BACKGROUND

The Housing Authority of the City of Norwalk (NHA) teamed with a range of partners to create a Transformation Plan targeting South Norwalk and the Washington Village housing development. Washington Village is the oldest public housing site in the State. Its obsolete buildings, units, and site design have deterred public investment in South Norwalk for years. The Choice Neighborhoods Planning Grant process knit several neighborhood initiatives into a cohesive and impactful plan that brought together residents, social service providers, city agencies, and community- and faith-based organizations. Planning activities included a comprehensive neighborhood needs assessment, a photo-voice youth initiative, and the creation of planning task forces.

early OUTCOMES

As a result of its high quality plan and engaged partners, Norwalk was awarded a highly competitive FY2013 Choice Neighborhoods Implementation Grant. Norwalk has quickly moved into implementation. In April 2014, they were awarded Low Income Housing Tax Credits for the first phase of redevelopment, and secured \$19.2 million in construction financing from T.D. Bank. They were also awarded Brownfields remediation funding and by October 2014 had also secured construction financing, private equity financing, and permanent financing for Phase II.

NHA further aligned its educational activities with Norwalk ACTS – a city-wide coalition of local leaders and 45 organizations that strives to improve educational outcomes from cradle to career. NHA and its partners secured slots for NHA children in high performing early learning programs, provided transportation to and from preschool, and plan to build an early learning center in the heart of the community. NHA is also further aligning its tutoring programs with school curriculum, supporting K-12 reforms, sharing data, and participating in collaborative problem solving.



FY2010 CHOICE NEIGHBORHOODS PLANNING GRANT

PHILADELPHIA, PENNSYLVANIA

Mt. Vernon Manor, Inc.

Mantua

neighborhood BACKGROUND

The West Philadelphia neighborhood of Mantua – a community formerly known for a poverty rate of over 40 percent, crime, and a distressed HUD-assisted housing development – is in the midst of tremendous change. Through the Choice Neighborhoods Planning Grant, the major players in the neighborhood were brought together, including the People's Emergency Center, Mt. Vernon Manor, Inc., LISC, Drexel University, and neighborhood residents. Out of this process, the partners formed the Mantua Collaborative and a community-driven transformation plan.

early OUTCOMES

The partners have begun to pave the way for success. Mantua was designated by the President as one of the first five Promise Zones from across the country. Additionally, Mt. Vernon Manor, Inc. secured a \$600,000 Byrne Criminal Justice Innovation Grant from the Department of Justice to prevent and reduce crime. A partnership with the Juvenile Justice Center was also formed, which has secured a 3-year Department of Labor Face Forward workforce program in Mantua addressing the needs of roughly two hundred at-risk and previously incarcerated youth. Mantua's first neighborhood association, Mantua Civic Association, was launched in 2012 and, in partnership with Mt. Vernon Manor Inc. and the City, began a zoning remapping effort.

We Are Mantua!
CHOICE NEIGHBORHOODS INITIATIVE

Pictured: We Are Mantua! logo and branding

The City committed \$1.2 million to revitalize recreational space, and the Mantua Collaborative, residents, and others have initiated a home repair program and beautification projects.

Significant progress has also been made to improve education. Drexel University has opened the Dornsife Center for Neighborhood Partnerships in Mantua and secured a \$300,000 Department of Education 21st Century Community Learning grant for Mantua's McMichael School. With funding from the Lenfest and William Penn Foundations and others, the Early Childhood Education Initiative, a collaboration between Drexel, social service organizations, education agencies, and community stakeholders, has also been launched. Finally, a year-long, community-wide, out-of-school time program, Mantua In Action, has been established to serve up to 200 neighborhood middle school youth. The Lenfest Foundation has provided multiyear funding for this initiative.



Pictured: The former Mt. Vernon Manor Apartments (before; left) and Phase I of the new Mt. Vernon Manor (after; right)

FY2010 CHOICE NEIGHBORHOODS PLANNING GRANT

PROVIDENCE, RHODE ISLAND

Providence Housing Authority
Olneyville

neighborhood BACKGROUND

The Olneyville neighborhood in Providence, RI was historically a strong industrial community of working class immigrants. Today, the neighborhood is slowly recovering from decades of disinvestment. The Providence Housing Authority (PHA), the Olneyville Housing Corporation (OHC), the City, LISC, the community, and other partners are determined to overcome the impact of this neglect, the high crimes, and the deterioration of the 330-unit Manton Heights public housing development.

early OUTCOMES

Building off of earlier plans and initiatives, the Olneyville community developed the "Build Olneyville" Choice Neighborhoods Transformation Plan. The plan includes: replacing the distressed public housing through the rehabilitation of vacant and foreclosed housing in offsite locations; community-oriented policing; increasing commercial activity; addressing blighted properties; supporting job readiness and skills training in high demand fields; increasing access to health care; providing English as a Second Language classes and immigration services; and creating an early education pipeline.



Pictured: Aerial view of Manton Heights public housing

The neighborhood has already been awarded an FY2013 Byrne Criminal Justice Innovation Grant to target hot spots, expand a youth police initiative, and increase community efficacy through neighbor-led activities. The Olneyville Housing Corporation has also secured competitive RI Department of Health funding to address neighborhood health. Additionally, PHA, along with commercial and foundation partners, established the Manton Heights Computer Resource Center and provided computer literacy programming. Trinity Financial, OHC, and the Housing Authority are currently reviewing the feasibility of redevelopment plans for the nearby Imperial Knife site.



Pictured: Olneyville Square



FY2010 CHOICE NEIGHBORHOODS PLANNING GRANT

SALISBURY, NORTH CAROLINA

Housing Authority of the City of Salisbury & the City of Salisbury
West End

neighborhood BACKGROUND

Salisbury, a small town in a rural area of central North Carolina, is on the path to revitalizing the West End neighborhood. For a long time, the West End had been considered the town's most distressed neighborhood, with a poverty rate of 28 percent, a neighborhood vacancy rate nearly five times the County average, and a failing, 72-unit public housing complex.

early OUTCOMES

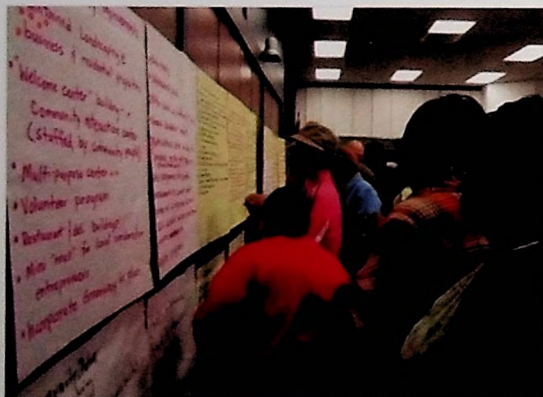
Through the Choice Neighborhoods Planning Grant process, the Housing Authority and the City of Salisbury formed a strong collaboration among their partners and the community, and established a vision to turn the West End around. As a result of the plan, this small town secured Low Income Housing Tax Credits and leveraged HUD's Rental Assistance Demonstration to replace the deteriorating public housing complex with a mixed-income community of 170 energy efficient, accessible apartments. The entire redevelopment is expected to be complete by April 2016 and will represent a \$21 million investment in the West End.

Salisbury is moving on other major pieces of their Transformation Plan as well. To ensure access to fresh foods, the Housing Authority has partnered with Mobile Farm Fresh to provide fresh fruits, vegetables, and cooking supplies to West End residents.



Pictured: the West End Transformation Plan

Livingstone College also plans to open a new culinary school and farm that will provide mentoring for middle school students and sell surplus produce at discount prices. Additionally, to improve neighborhood safety, the Salisbury Police Department has restructured divisions and beats, assigned a community police liaison for the West End, and moved its Youth-Police Athletic League events to the neighborhood. The community has also rallied to transform their neighborhood – over 100 residents, city staff, and other stakeholders volunteered to revamp a block through landscaping, painting, and carpentry projects. This first annual event was recognized nationally by USA Magazine as a model for volunteer-driven community change.



Pictured: Community members participate in a neighborhood planning workshop (left) and tour a mixed-income development to learn about the development process and financing strategies (right)

FY2010 CHOICE NEIGHBORHOODS PLANNING GRANTS

SAN ANTONIO, TEXAS

*San Antonio Housing Authority
EastPoint (formerly Eastside)*

neighborhood BACKGROUND

After years of neglect and disinvestment, the EastPoint Neighborhood is moving into the spotlight. The neighborhood was marked for years by vacancies, blight, crime, failing schools, and the obsolete Wheatley Courts public housing. Partnering with the United Way, which was awarded a Department of Education Promise Neighborhoods Grant, the San Antonio Housing Authority (SAHA) secured a Choice Neighborhoods Planning Grant in 2010. SAHA, the United Way, their partners, and the community developed a plan to create mixed-income housing, address blighted homes and vacancies, and improve outcomes in safety, health, education, and employment.

early OUTCOMES

As a result of their efforts, SAHA and its partners were awarded an FY2012 Choice Neighborhoods Implementation Grant. In 2014, the neighborhood also secured one of the first five White House's Promise Zone designations. The community re-branded the neighborhood as EastPoint and launched a series of early neighborhood physical improvements, including beautification, code enforcement, and vacant structure demolition. Strong progress has also been made on developing mixed-income housing. SAHA and its developer, McCormack Baron Salazar, have constructed and leased 208 mixed-income units, completing Phase I, and have been awarded Low Income Housing Tax Credits for Phase II of construction.

SAHA, the police, and their partners have secured a Department of Justice Byrne Criminal Justice Innovation Grant, which will fund community-oriented policing and restorative justice approaches. Additionally, Urban Strategies, Inc. has been working closely with Job Plus programming to create a pipeline that will prepare unemployed residents for work and connect them with local employers. A community school has also been established at Wheatley Middle School and received a \$2.5 million Full-Service Community School grant to provide comprehensive academic, social, and health services for students, students' family members, and community members.

SHREVEPORT, LOUISIANA

*Northwest Louisiana Council of Governments &
the City of Shreveport
Allendale/Ledbetter Heights*

neighborhood BACKGROUND

The Northwest Louisiana Council of Governments partnered with the City of Shreveport to target Allendale and Ledbetter Heights, two connected inner-city neighborhoods on the edge of downtown marked by high abandonment, urban decay, severe poverty, high crime, and unemployment.

early OUTCOMES

The Shreveport Choice Neighborhoods team has laid the infrastructure to make its plan a reality. Action-oriented strategy teams have been formed, and the City hired a Choice Neighborhoods Implementation Coordinator. The Mayor also designated a Community Advisory Board of residents, business owners, community representatives, and non-profits to regularly assess implementation efforts.

New housing development is in progress: Phase I construction for 40 mixed-income, garden-style apartments is expected to be completed soon; 200 vacant and adjudicated properties have been acquired; partial funding has been secured to develop an additional 200 housing units, a park, and botanical garden; and the City has received a \$1.2 million EDA grant and a \$5 million matching grant to develop Millennium Studios housing. Funding was secured to restore several attractions and historical landmarks, including the Civil Rights Museum, the Municipal Auditorium of Louisiana Hayride, and the esplanade. A public transportation facility will open in 2016.

Plans for a much needed grocery store are also coming to fruition. Additionally, a place-making initiative has begun to secure funding for a newly designed park, street improvements, and a bike path. Community Foundation of North Louisiana kicked off a collective impact initiative focused on improving a neighborhood elementary school. The foundation, other partners, and the National Communities-In-Schools organization have also targeted the elementary school and high school to launch Communities in Schools—a national, highly effective model for preventing dropout and raising academic achievement.



FY2010 CHOICE NEIGHBORHOODS PLANNING GRANTS

TULSA, OKLAHOMA

*Community Action Project of Tulsa County, Inc. & Brightwaters Housing Partners, LP
Eugene Field*

neighborhood BACKGROUND

The Community Action Project of Tulsa County, Inc. (CAP-Tulsa), an anti-poverty non-profit, partnered with Brightwaters Housing Partners, LP, the United Way, the George Kaiser Family Foundation, and housing developer, McCormack Baron Salazar, to create a Choice Neighborhoods Transformation Plan targeting the Eugene Field neighborhood. The neighborhood is one of Tulsa's poorest and most isolated communities, struggling with a high violent crime rate and a functionally obsolete 200-unit HUD-assisted property.

early OUTCOMES

The Choice Neighborhoods Transformation Plan seeks to develop mixed-income housing, link the neighborhood to the surrounding area, enhance the area's vibrancy, and improve employment and education. In 2011, CAP-Tulsa secured a Department of Education Promise Neighborhoods Planning Grant and, in conjunction with the Choice Neighborhoods planning process, has launched several nationally recognized education initiatives. This year, the Early Warning System will be launched in three schools to identify at-risk students, and those same schools will be supported by City Year teams. Plans are also in the works to expand literacy assistance programming to neighborhood children and for Communities in Schools to manage area school services.

The Choice Neighborhoods team has also developed Community Action Networks and has focused on building the capacity and social networks of residents and stakeholders through trainings, NeighborCircles, and community projects. CAP-Tulsa has established Growing Together, a soon-to-be independent non-profit, that is dedicated to revitalizing the neighborhood. Growing Together is engaged in conversations with Purpose Built Communities to offer technical assistance on physical development options and is working on redevelopment plans.

WILMINGTON, NORTH CAROLINA

*Housing Authority of the City of Wilmington
Southside*

neighborhood BACKGROUND

In Wilmington, NC, the Housing Authority of Wilmington and its partners have begun transforming the Southside neighborhood. The plan tackles a number of challenges in the Southside neighborhood from high poverty rates and crime to poor infrastructure, lack of access to healthy foods, and a declining public housing development. The plan also makes inclusive engagement and responsiveness to community needs a key focus.

early OUTCOMES

Changes are starting to take hold in the Southside. Crime was cut in half after a Gang Task Force opened a 64 officer satellite office in the neighborhood. Two new weekly Farmer's Markets were added to provide residents with access to fresh foods. Public transportation coverage has been increased by 25 percent in the area. A series of sidewalk and streetscaping improvements have been made along strategic routes, and the City has committed \$1.5 million to infrastructure utility improvements. Upgrades have been made to all four Southside schools as a result of a \$160 million Education Bond. Fourteen businesses have opened or expanded on the Southside due to a concerted effort to highlight the area's assets. New Hanover County donated land for a new Southside medical home. A \$600,000 Brownfield Grant was secured to clear land for redevelopment. Additionally, the Housing Authority has received approval for 40 units under HUD's Rental Assistance Demonstration and is planning to apply for Low Income Housing Tax Credits for a 100-unit development.

FY2011 CHOICE NEIGHBORHOODS PLANNING GRANTS

CINCINNATI, OHIO

*Cincinnati Metropolitan Housing Authority
Fairmount*

neighborhood BACKGROUND

In Cincinnati, the Cincinnati Metropolitan Housing Authority (CMHA), the Community Building Institute, and other partners are engaging the community in planning and executing change in the Fairmount neighborhood. The neighborhood was formerly the site of English Woods, a highly distressed housing development that was demolished in 2006, leaving the community with 70 acres of vacant land. Regenerating the neighborhood will take dedication to address vacant land, high poverty rates and a school that until the past year fell into the category of "Academy Emergency."

early OUTCOMES

Through the Choice Neighborhoods Planning Grant, CMHA and its partners led a grass-roots planning effort that culminated in a comprehensive plan that includes mixed-income housing, quality education, and increased safety, commercial development, and employment. The plan has since been adopted by the Cincinnati City Council and the CMHA Board of Commissioners. Also, the Community Building Institute has committed the funds for an implementation staff lead. Initial site acquisition work has started for Phase I of housing development, and CMHA has received contingency approval to convert a nearby public housing development through HUD's Rental Assistance Demonstration.

CLEVELAND, OHIO

*Cuyahoga Metropolitan Housing Authority
Central Choice*

neighborhood BACKGROUND

The Cuyahoga Metropolitan Housing Authority (CMHA) and its partners are working to make the Central Choice Neighborhood a vibrant, healthy, and safe neighborhood. Located just east of downtown, the Central Choice Neighborhoods is dominated by a concentration of poverty and public housing. More than 73 percent of neighborhood residents live in poverty and more than half live in public housing including the deteriorated Cedar Extension developments.

early OUTCOMES

Through the Choice Neighborhoods Planning Grant, CMHA, residents and students in "Planning Assistantships", other community members, and partners such as the City, the Sisters of Charity Foundation, and PNC Bank developed a plan to create opportunity in the area.

The plan calls for rebuilding the deteriorated Cedar Extension development, creating retail and neighborhood amenities, and improving resident outcomes in education and health. The team was awarded Low Income Housing Tax Credits and has secured financing for two phases of redevelopment, set to close in 2015. A health partner, Care Alliance, has invested \$10 million worth of construction and anticipates opening a new health care facility adjacent to the new housing in spring 2015. The implementation team also continues to work on educational and neighborhood strategies.



FY2011 CHOICE NEIGHBORHOODS PLANNING GRANTS

COLUMBUS, OHIO

Columbus Metropolitan Housing Authority, The Ohio State University, & the City of Columbus Near East Side

neighborhood BACKGROUND

In Columbus, OH, the Near East Side community's partnerships, plan, and leverage has paved the way for neighborhood transformation. The Near East Side neighborhood sits between downtown Columbus and the thriving community of Bexley, but remains physically isolated by a major interstate and railroad tracks. The impact of years of disinvestment and a distressed 414-unit public housing project has resulted in concentrated poverty, high vacancy rates, and the lowest performing middle school in the state of Ohio.

early OUTCOMES

To overcome neighborhood challenges, the Columbus Metropolitan Housing Authority, the City, and The Ohio State University created a dynamic coordinating entity called "Partners Achieving Community Transformation" or PACT. During the Choice Neighborhoods Planning Grant process, this vehicle facilitated the contributions of approximately 100 members, including residents and community stakeholders. Together, these stakeholders developed the Blueprint for Community Investment for the Near East Side neighborhood.

Because of its high quality strategies and partnerships, the Columbus Metropolitan Housing Authority was awarded a FY2013 Choice Neighborhoods Implementation Grant to realize their plan. The planning and implementation efforts complement additional reinvestment in the area and have leveraged more than \$180 million in public and private sources – including a \$34.5 million commitment from the City for homeownership finance programs, significant infrastructure improvements, small business loans, and a new state-of-the-art aquatic center. Phase I construction to redevelop the distressed public housing has begun, planning is underway to transform the curriculum of the East High School and its feeder schools in the Near East Side to the Health Science Academies, and next steps include developing an Adult Education and Health Sciences Pathway Center.

LITTLE ROCK, ARKANSAS

Housing Authority of the City of Little Rock Southeast of Downtown

neighborhood BACKGROUND

The Southeast of Downtown neighborhood in Little Rock is impacted by crime, physical isolation, poor schools, widespread vacancy, and distressed public housing. Because of these needs, the Housing Authority of the City of Little Rock and its partners undertook a Choice Neighborhoods planning process.

early OUTCOMES

Throughout the Choice Neighborhoods planning process the partners aligned with other neighborhood efforts, including the community's Department of Education Promise Neighborhoods Planning initiative.

The Housing Authority recently purchased a vacant, former Veteran's Home property and plans to redevelop the site into smaller scale housing. The neighborhood's first park has also been created on this site. In partnership with the Central Arkansas Library system, a summer reading program was launched for children who live in the distressed Elm Street public housing development. Additionally, the Housing Authority has received city zoning approval for the redevelopment of Elm Street and plans to apply for Low Income Housing Tax Credits in 2015. The Chamber of Commerce and the Housing Authority are also studying the potential to create a business park in the neighborhood.

FY2011 CHOICE NEIGHBORHOODS PLANNING GRANTS

MERIDIAN, MISSISSIPPI

*Housing Authority of the City of Meridian
East End*

neighborhood BACKGROUND

Led by the Housing Authority and its partners, a community-driven process has started to take shape in the East End neighborhood of Meridian, MS. The East End is challenged with high crime, high vacancy rates, inadequate schools, poor resident health, and deteriorated housing.

early OUTCOMES

The Housing Authority, community members, a developer, the school district, police department, Meridian Medical District, and more are finalizing a plan for a safe, asset and amenity-rich, walkable neighborhood with new housing, access to a high quality education, health care, and employment for neighborhood residents. Meridian was awarded Low Income Housing Tax Credits for the first phase of public housing redevelopment. Additionally, to begin to address crime, a new police substation has been established and a Neighborhood Watch Program has taken root. The community has also launched neighborhood "beautification" projects and community health fairs.



Pictured: Groundbreaking for the new East End police substation (top); Community partners attending a local health fair (bottom)

OPA-LOCKA, FLORIDA

*Opa-locka Community Development Corporation
Nile Gardens*

neighborhood BACKGROUND

The Opa-locka Community development Corporation, in partnership with the City, the Urban League of Greater Miami, the community, and other partners, is working to improve outcomes for the Nile Gardens neighborhood. Currently, Nile Gardens struggles with concentrated poverty, vacancies, and the distressed Gardens housing development.

early OUTCOMES

The Choice Neighborhoods plan provides a roadmap to creating economic opportunities, increasing access to health care, and supporting the educational success of neighborhood children, with a special focus on residents of the Gardens housing development.

Early signs of progress are taking hold. Strategic plans for education and early education have been established, along with a supporting consortium of early childhood stakeholders. In partnership with the Florida Education Fund, a Summer Math and Robotics Camp was launched for middle school students. Math scores rose among 84 percent of these students. The Opa-locka Choice Neighborhoods team also secured an award from The Children's Trust that provides behavioral and education services to at-risk students. Additionally, a neighborhood pediatric clinic is under construction, and a new center providing social services, health providers, and legal aid will be opening soon. The team is also in the process of building a garden and aquaponics lab at a newly restored Arts and Recreation Center.



Pictured: Neighborhood children at a summer robotics program.



FY2011 CHOICE NEIGHBORHOODS PLANNING GRANT

ROCKFORD, ILLINOIS

Rockford Housing Authority
Fairgrounds/Ellis Heights

neighborhood BACKGROUND

In Rockford, IL, the Ellis Heights Choice Neighborhoods team has laid the foundation to reverse a history of concentrated poverty and create a neighborhood of opportunity. High poverty rates, a vacancy rate of over 20 percent, and years of deferred maintenance of buildings and infrastructure have left their mark on the Fairgrounds/Ellis Heights neighborhood. The Rockford Housing Authority, residents, and key service providers developed a Transformation Plan that includes infrastructure reinvestment, housing redevelopment, education opportunities, job creation, social services, and public safety.

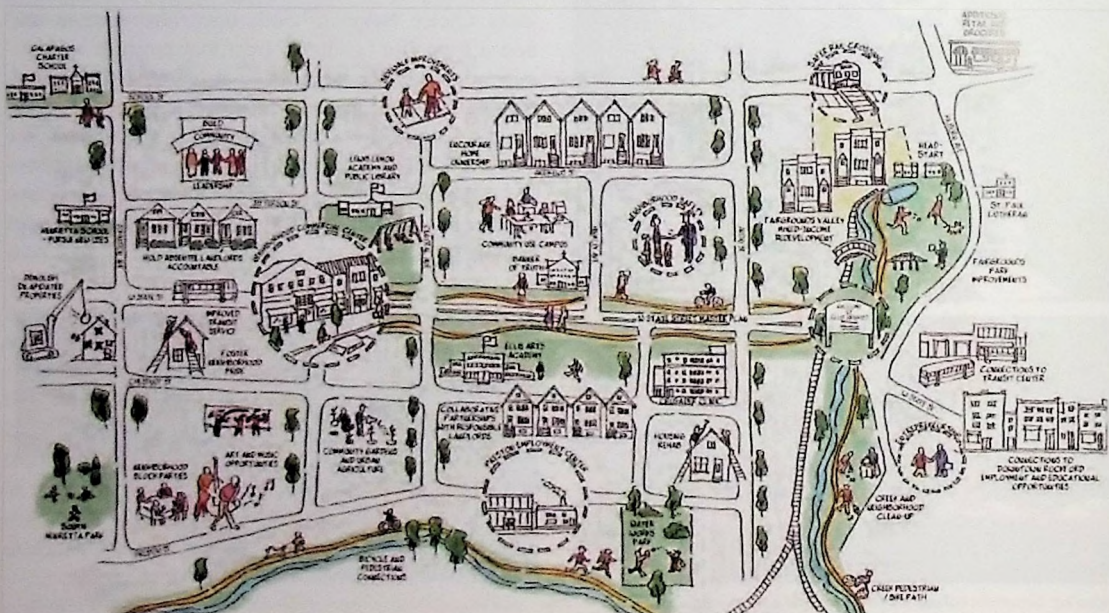
early OUTCOMES

The neighborhood has started to attract leverage and realign services to reach these goals. The City and State completed a \$20 million improvement plan focused on a main neighborhood corridor. A major cross agency collaborative effort realigned partner services and resulted in United Way committing \$2 million annually to the neighborhood. Responding to

residents' number one request, a full service grocer was selected and broke ground for a 15,000 foot store. A neighborhood Walking School Bus initiative has helped decrease tardiness, and truancy has dropped by nearly 60 percent. The Housing Authority has purchased an old school in the heart of the neighborhood and plans to open a community teen center.

The neighborhood has also leveraged a \$75,000 National Endowment of the Arts Our Town grant, and has used part of this grant to develop an arts based community development group, called New Mix. New Mix partnered with Etsy, an online marketplace, to create a platform for residents to make and sell their products – creating an innovative approach to entrepreneurship that has since been replicated in other communities.

Finally, 80 units of Fairgrounds Valley were approved for conversion through HUD's Rental Assistance Demonstration, and the Housing Authority has executed an option to purchase land in an opportunity area.



Pictured: The neighborhood vision for a new Fairgrounds/Ellis Heights

FY2011 CHOICE NEIGHBORHOODS PLANNING GRANTS

SACRAMENTO, CALIFORNIA

*Housing Authority of the County of Sacramento
River District/Railyards*

neighborhood BACKGROUND

The Housing Authority of the County of Sacramento, the community, and their partners developed a Choice Neighborhoods Transformation Plan to revitalize the River District/Railyards neighborhood. The plan includes establishing grocery stores, banks, health care access, recreational open space, and effective public transit options that connect people to employment and amenities.

early OUTCOMES

Several planned neighborhood improvements are underway. A \$30 million renovation of the Sacramento Intermodal Transportation Facility began in the fall of 2014, which will provide new transportation services and retail. Additionally, the Sacramento Housing and Redevelopment Agency has initiated site acquisition for a new light rail station. Funding has also been secured for improvements to a main neighborhood thoroughfare that will make it easier for traffic, pedestrians, and cyclists to use. Lastly, a Revitalization Advisory Board composed of residents, service providers, and local government was established to ensure broad participation in carrying out the plan.

SAVANNAH, GEORGIA

*Housing Authority of Savannah
East Savannah Gateway*

neighborhood BACKGROUND

The Housing Authority of Savannah, with the support of a diverse group of key partners, completed its Choice Neighborhoods Transformation Plan for the East Savannah Gateway neighborhood. Because of the limited physical connection to Savannah's historic street pattern and relative isolation, the East Savannah Gateway community has been marred by high concentrations of poverty, high unemployment, and low-performing schools. The plan's primary goal is to connect the Eastern Gateway Neighborhood to the social and economic development already occurring in the nearby Historic District and Savannah's Historic Riverfront. This goal includes redeveloping two public housing communities: Fred Wessels Homes and Robert Hitch Village.

early OUTCOMES

In 2014, the plan was formally adopted by City of Savannah's Mayor and Council. Additionally, the City committed \$6.7 million for the infrastructure at the new Hitch Village development. The Choice Neighborhoods team secured Low Income Housing Tax Credits for the new Hitch Village, and is seeking further tax credits to fund Phase II. The Housing Authority has also formalized business partnerships with all five East Savannah Gateway schools and has established new partnerships with the Coastal Georgia Indicators Coalition and Healthy Savannah.



FY2011 CHOICE NEIGHBORHOODS PLANNING GRANT

SPRINGFIELD, MASSACHUSETTS

City of Springfield & Springfield Housing Authority
South End

neighborhood BACKGROUND

The City of Springfield partnered with the Springfield Housing Authority, the community, and key stakeholders to revitalize the South End neighborhood. Historically a neighborhood of manufacturing workers, in 2011 the South End had a violent crime rate that was four times higher than the city average, concentrated poverty, and a highly disproportionate share of subsidized housing. Additionally, in 2011, key assets including a community center and early education center were destroyed by a tornado. The completed Choice Neighborhoods Transformation Plan includes the introduction of new market-rate housing, rehabilitation of existing housing stock, innovative public safety initiatives, and supports for education, employment, health, and education.

early OUTCOMES

The South End is dedicated to making its plan a reality. Leveraging the Choice Neighborhoods grant, the City secured a Department of Justice Byrne Criminal Justice Innovation Grant to replicate a highly successful community-oriented policing model in the South End neighborhood. The model calls for police to work closely with the community to disrupt gang and drug activity. It has already been used in another Springfield neighborhood, where crime has dropped by 67 percent. The South End has also secured funding commitments for important components of its Neighborhood Plan, including the design and construction of new South End Community Center, demolition of the distressed Marble Street Apartments,



Pictured: Tornado damage within the community center (left); Target housing within the South End Neighborhood (right)



Pictured: Mayor Sarno announcing the Byrne Criminal Justice Innovation Award for the South End neighborhood

and reconfiguration of streets to create a grid system.

Additionally, the community has initiated neighborhood-based job training programs that are tailored to respond to resident barriers to employment. The City and its strong early education partners have also created a framework to expand access to high quality early childhood education. The main neighborhood park has been revamped and will host the new South End Community Center in 2016. Finally, a property management and developer partner has begun an extensive renovation of a 220-unit HUD-assisted housing property and plans to complete the renovation in 2015.



FY2011 CHOICE NEIGHBORHOODS PLANNING GRANTS

SUFFOLK, VIRGINIA

*Suffolk Redevelopment and Housing Authority
East Washington Street*

neighborhood BACKGROUND

The East Washington Street community has been the historic heart of the African American community in Suffolk. The neighborhood has also experienced severe disinvestment and a concentration of isolated, distressed public housing. The Suffolk Redevelopment and Housing Authority, along with residents, the City, schools, police, and community-based organizations, are seeking to capitalize on the area's strengths to revitalize the neighborhood.

early OUTCOMES

The Transformation Plan proposes mixed-use, mixed-income development that will stimulate business, provide quality housing, and improve resident outcomes. These efforts will include job training and employment, homebuyer assistance and training, recreation programs, and health services and activities for seniors. Memorandums of Understanding have been executed with service partners to support these goals and housing financing mechanisms, such as HUD's Rental Assistance Demonstration, are being pursued.

WASHINGTON, DISTRICT OF COLUMBIA

*District of Columbia Housing Authority &
Kenilworth Parkside Resident Management Corp.
Kenilworth/Parkside*

neighborhood BACKGROUND

The Kenilworth/Parkside neighborhood is cut off from the rest of Washington, DC, with a river, major highways, and a decommissioned power plant serving as its borders. Building off of the efforts of a Department of Education Promise Neighborhoods Grant, a Choice Neighborhoods Principal Stakeholders Council oversaw a two-year planning process involving all residents, the larger community, anchor institutions, and their principal education partner. The resulting Transformation Plan aims to create a cohesive neighborhood, bringing together eight distinct areas into a single community by redeveloping two distressed HUD-assisted housing developments, unifying neighborhood assets, and providing resources that will enable children and families to succeed.

early OUTCOMES

Through their joint efforts, the Choice Neighborhoods council and its Promise Neighborhoods partners have begun to lay the groundwork for change. Educare DC, a new full-day, year-round early learning center, has opened and will serve 175 children up to age 5. The council and its partners have also launched a neighborhood Parent Academy, provided fresh foods through the Arcadia Mobile Market, and secured the newly opened Unity Health Center, a federally-qualified health clinic. Other neighborhood improvements are underway, including a new senior housing development, the conversion of an old school into a recreation center, and the development of the Anacostia Riverwalk Trail. The council is also exploring financing options for Phase I of the redevelopment of the Kenilworth Courts housing.



FY2011 CHOICE NEIGHBORHOODS PLANNING GRANT

WILSON, NORTH CAROLINA

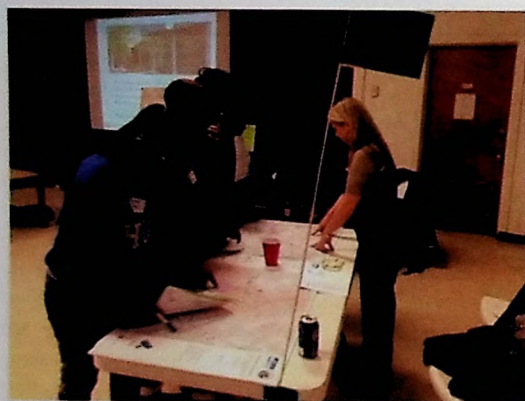
*Housing Authority of the City of Wilson &
The City of Wilson
Center City*

neighborhood BACKGROUND

The Housing Authority of the City of Wilson and the City of Wilson completed a Transformation Plan for the Center City neighborhood. The Center City neighborhood suffers from high poverty rates, the isolated, deteriorating Whitfield public housing development, and a staggering unemployment rate of 46 percent. The plan for the neighborhood addresses these challenges, while building on its assets, such as a local Amtrak station. Strategies include increasing the accessibility of community services to residents, creating momentum to attract private business and retail downtown, and establishing a high quality early education institution.

early OUTCOMES

The neighborhood Transformation Plan has been approved by the City Council and continues to be implemented. The Housing Authority purchased a former elementary school and is partnering with St. Johns CDC to host after school and at risk alternative education programming in the building. Wilson Community College has acquired a vacant property near the neighborhood to build a state of the art automotive repair college. The City, using Brownfield grants, completed the cleanup of a former petroleum company site and has attracted new retail to the site. The Housing Authority has also begun redevelopment of the Whitfield public housing property; 20 percent of the vacant, formerly uninhabitable units are slated for rehabilitation.



Pictured: A community design charrette (left); Choice Neighborhoods boundaries for Center City (right)

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The current Choice Neighborhoods Planning Grantees are at various stages of the planning process: the FY2014 Choice Neighborhoods Planning Grantees just received their awards and are kicking off; the FY2012 Planning Grantees are finalizing their Transformation Plans for neighborhood revitalization; and the FY2013 Planning Grantees are nearing the halfway point, drafting plans based on community input and the expertise of their partners.

FISCAL YEAR 2012

Austin, TX
Boston, MA
Camden, NJ
Columbia, SC
Dade City, FL
Durham, NC
Honolulu, HI
Kingsport, TN

Newark, NJ
New York City, NY
Roanoke, VA
San Francisco, CA (2)
Spartanburg, SC
Washington, DC
Woonsocket, RI
Yonkers, NY

FISCAL YEAR 2013

Baton Rouge, LA
Denver, CO
Los Angeles, CA
Meriden, CT
New Bern, NC
Philadelphia, PA
Sacramento, CA
Wellston, MO
Winston-Salem, NC

FISCAL YEAR 2014

Flint, MI
Gary, IN
Louisville, KY
Mobile, AL (2)
North Las Vegas, NV
St. Louis, MO

Pictured: New housing created in the FY 2010/11 Boston, Massachusetts Choice Neighborhood



FISCAL YEARS 2012, 2013, & 2014

CURRENT CHOICE NEIGHBORHOODS PLANNING GRANTEES

FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

AUSTIN, TEXAS

*Housing Authority of the City of Austin & Austin Housing Finance Corporation
Rosewood*

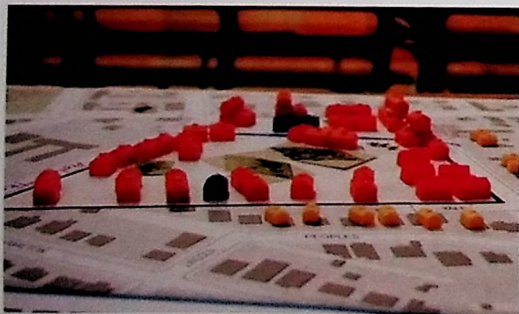
key PARTNERS

Cameros | McCormack Baron Salazar | City of Austin | Austin Police | Capital Metro | Austin ISD | University of Texas | Austin Community College | CommUnity Care | Boys & Girls Clubs | Communities in Schools | EGBI | Family ElderCare | Goodwill | LifeWorks

neighborhood BACKGROUND

Rosewood neighborhood has developed rapidly in recent years, but still faces immense challenges. Investment in the neighborhood's main commercial corridors and a nearby commuter rail line, coupled with the area's proximity to downtown, have stimulated significant development interest. However, over one-third of residents still live in poverty, the violent crime rate is triple that of the City, and for many years the area high school had been rated "Academically Unacceptable." The neighborhood is also home to Rosewood Courts – one of the first public housing projects built in the nation, which no longer meets building, safety, and accessibility requirements.

The neighborhood's rise has exacerbated challenges for low and moderate income residents who are being priced out of the community and whose needs are not met by the new amenities. Amidst these challenges and opportunities, the Housing Authority of the City of Austin and its partners continue to work to develop a Choice Neighborhoods Transformation Plan that will meet these needs and be responsive to community concerns.

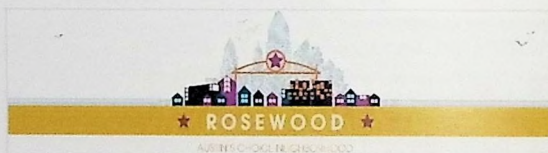


Choice Neighborhoods ACCOMPLISHMENTS

- Planning has continued on programs in the areas of Business & Community, Children & Families, Self-Sufficiency, and Health & Wellness, and proposed financial investments have been identified.
- Plans have been refined for property-based supportive services to be provided throughout the redevelopment.
- A final draft site concept for Rosewood Courts has been completed. Multiple options have been considered including components of new development, preservation, green space, amenities, mixes of unit types, and homeownership opportunities.
- Rosewood Resident Apprentices have participated as leaders in the Community Advancement Network's (CAN) Voices from the Street Community Engagement Summit and have been awarded a CAN Community Engagement Award.

moving FORWARD

- Present final housing concept to residents, stakeholders, partners, and community.
- Finalize site concept and financial analysis.
- Finalize Transformation Plan.



Pictured: Identifying potential locations for new housing during a resident and community design charrette (left); Design charrette for neighborhood children held at Rosewood Courts (bottom, right); Logo and branding for the Rosewood Choice Neighborhood (top, right)

FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

BOSTON, MASSACHUSETTS

*Boston Housing Authority
Whittier/Lower Roxbury*

key PARTNERS

Preservation of Affordable Housing | Madison Park Development Corporation | Dudley Street Neighborhood Initiative | The American City Coalition | Boston Public Schools | Boston Police Department | District B-2 | City of Boston | Local Initiatives Support Corporation | Northeastern University | Nuestra Comunidad | Nurtury | Roxbury Community College | Tenacity | Wentworth Institute of Technology | Whittier Street Health Center

neighborhood BACKGROUND

Located at the northern end of Boston's Roxbury community, the Whittier neighborhood is ready for change. The neighborhood's households are some of the poorest in the city and the crime rate is twice that of the city as a whole. The area also contains the Whittier Street public housing development, which is one of Boston Housing Authority's oldest and most distressed sites. At the same time, the community has many assets. It is centrally located, well connected to public transit, and home to many of the city's major education, civic, and cultural institutions. Additionally, in 2004, the City adopted the Roxbury Strategic Master Plan, which provides a platform for community engagement and future development projected to attract over \$1 billion in private funding.

The Choice Neighborhoods initiative for Whittier is the result of a group of key housing, education, City, and community partners coming together to take the Roxbury Strategic Master Plan to the next level. The completed Choice Neighborhoods Transformation Plan will revitalize the Whittier neighborhood and address longstanding challenges of poverty and lack of opportunity to ensure that Whittier Street residents and their low-income neighbors are not left behind. Key components of the plan include new housing and a strategic focus on developing educational opportunities for Whittier's children and young adults.

Choice Neighborhoods ACCOMPLISHMENTS

- The Whittier Choice Neighborhood Transformation Plan has been completed.
- An implementation team has been formed with expanded partnerships, including the Boston Redevelopment Authority, Crittenton Women's Union, Housing Opportunities Unlimited, and stronger connections with existing transformative efforts, such as the Dudley Vision Task Force and the Roxbury Innovation Center.
- Following on the community planning process, four additional community open houses have been held to solicit neighbors' feedback and support for proposed Critical Community Improvements, with 70 participants at each event.
- The Transformation Plan has been presented at a Roxbury Resident Leadership Summit and a Celebrate Dudley event sponsored by Walk Boston. Enthusiastic responses were received at both events.
- Joint activities have been developed that mutually benefit Madison Park Village and Whittier Street residents and have built the alliances and capacity needed to mitigate negative perceptions between the two groups of neighbors.

moving FORWARD

- Conduct ongoing neighborhood outreach to inform residents of progress on Whittier Choice Neighborhood Transformation Plan and to solidify support for the plan.
- Hold ongoing discussions with organizations that committed to provide regional economic connections.
- Explore other funding opportunities for the people and neighborhood components of the Transformation Plan.
- Increase capacity of Madison Park Village and Whittier Street parents by implementing the STRYVE (Striving To Reduce Youth Violence Everywhere) parent empowerment workshops.



FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

CAMDEN, NEW JERSEY

*Housing Authority of the City of Camden
Mt. Ephraim*

key PARTNERS

Wallace Roberts & Todd | The Michaels Organization | Nationwide Housing Management | Grapevine Development (GVD) | Better Tomorrows | Camden Coalition of Healthcare Providers | Camden City School District | City of Camden | Camden Redevelopment Authority | Coopers Ferry Partnership | Delaware Regional Planning Commission | Camden SMART (Stormwater Management and Resource Training)

neighborhood BACKGROUND

The Mt. Ephraim Corridor is a gateway neighborhood for Camden with a regional highway, rapid transit access, and a walkable commercial corridor. The neighborhood, however, also struggles with deep challenges: over half of all households live in poverty; the vacancy rate is more than triple the County; public schools are underperforming; hospital emergency rooms are the primary form of healthcare access; and childhood obesity is more than twice the national average. The neighborhood's target housing sites, Clement T. Branch Village and J. Allen Nimmo Court, are statistically the most unsafe areas in Camden.

The Housing Authority of the City of Camden and its team, including residents and institutional partners, have crafted a comprehensive, community-driven neighborhood revitalization plan. The plan's vision for economic development includes expanding transit networks and transit-oriented development to improve linkages between established South Jersey communities, jobs, and activity centers. The Branch Village public housing site will be redeveloped, and vacant lots will be revitalized through infill housing, open space amenities, and green infrastructure.

Physical investments will be paired with human capital investments, such as health and wellness initiatives to help manage chronic disease and reduce hospital emergency room usage, as well as a Youth Violence Prevention Strategy. The plan also seeks to improve educational outcomes through launching a targeted out-of-school time strategy to narrow achievement gaps and a Parent University to support parents in becoming full partners in their child's education.

Choice Neighborhoods ACCOMPLISHMENTS

- The Mt. Ephraim Corridor Transformation Plan has been completed.
- More than 60 properties have been acquired for development activities.
- 25 resident leaders have participated in a Resident Capacity Building Training.
- Funding has been secured for blight elimination and demolition and contracts have been awarded to demolish nearly 100 blighted properties in the neighborhood.
- The Youth Violence Prevention Plan has been implemented.
- The Mayor chairs a steering committee created to develop and implement ongoing strategies.
- The Whitman Park Redevelopment Plan has been completed.

moving FORWARD

- Update the Consolidated Plan.
- Create a Parent University in the Choice Neighborhood.

FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

COLUMBIA, SOUTH CAROLINA

*Housing Authority of the City of Columbia
East Central Columbia*

key PARTNERS

Urban Collage | City of Columbia Community Development Department | Columbia Housing Development Corporation | Benedict College and Allen University | Providence Hospital | Palmetto Health | Richland One Schools | Richland County First Steps | Midlands Technical College | University of South Carolina | Midlands Workforce Development Board | United Way of the Midlands | Richland Library | Eau Claire Promise Zone

neighborhood BACKGROUND

At one time, East Central was Columbia's most prominent African-American community and was anchored by institutions, such as Allen University. However, crime and economic challenges during the 1960s and 1970s left it struggling with advancing blight and the deterioration of its public housing. Today, East Central is home to the severely-distressed Allen Benedict Court and Gonzales Gardens public housing developments and suffers from a variety of problems, including a poverty rate of nearly 60 percent and a vacancy rate of 18 percent.

In collaboration with residents, community stakeholders, and institutional partners, the Housing Authority of the City of Columbia (CHA) developed the East Central Transformation Plan. The plan seeks to build on nearby revitalization efforts, leverage CHA's work with residents, and ensure that East Central is set on a sustainable path. Key components of the plan include building quality, energy efficient, mixed-income housing on and off-site and helping residents achieve increased self-sufficiency through education, training, and access to meaningful employment opportunities. The team's plan also seeks to connect all corners of the East Central Choice Neighborhood through facilitating corridor revitalization, high-quality redevelopment, blight elimination, and infrastructure improvements to help protect pedestrians and cyclists. All of these strategies will work together to build an increasingly vibrant community for current and future residents.

Choice Neighborhoods ACCOMPLISHMENTS

- The East Central Transformation Plan has been completed. CHA, the Richland Library, and the United Way of the Midlands have expanded the "getting ready for kindergarten" program to Allen Benedict Court.
- Site plans and dwelling unit design have been completed in preparation for 2015 LIHTC applications for off-site housing.
- A demolition application for Gonzales Gardens has been submitted to HUD.
- CHA and partners, including Richland School District One, Richland Library, Richland First Steps, City of Columbia, Palmetto Health, BB&T, and the United Way of the Midlands, have started exploring the potential to become a Purpose Built Community.
- The University of South Carolina has received a start-up grant to launch a fresh produce food basket program in Allen Benedict Court.

moving FORWARD

- Secure HUD approval of demolition application for Gonzales Gardens.
- Apply for Low Income Housing Tax Credits for off-site parcels.
- Work with partners to determine whether to become a Purpose Built Community.
- Partner with the City of Columbia to apply for a South Carolina State Housing Authority Neighborhood Investment Program grant, which will provide funding for acquisition and demolition of vacant dilapidated residential properties in the neighborhood.



FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

DADE CITY, FLORIDA

County of Pasco & Pasco County Housing Authority
Lacoochee-Trilby-Trilacoochee

key PARTNERS

Habitat for Humanity of East and Central Pasco | Workforce Housing Ventures, Inc. | Pasco County Sheriff's Department | Pasco County Parks and Recreation | Pasco County Public Transportation | Pasco County School Board | Pasco-Hernando Early Learning Coalition | Pasco County Libraries | Pasco County Health Department | Boys and Girls Club | Pasco-Hernando Workforce Board | United Way | Pasco Economic Development Council | Withlacoochee River Electric Company | Lacoochee Area Redevelopment Corporation | Lacoochee-Trilby-Trilacoochee Committee | Lacoochee Community Action Task Force

neighborhood BACKGROUND

The Lacoochee-Trilby-Trilacoochee neighborhood is one of the most distressed communities in the Tampa Bay area. The neighborhood lacks basic services, such as hospitals, health care clinics, brand-name grocery stores, or early learning programs, and the elementary school is designated as Grade D. Because of these challenges, it has also become the focus of public and private partnerships.

The Choice Neighborhoods Planning Grant is enabling the County of Pasco, with the Pasco County Housing Authority, and other partners to uplift the neighborhood. The planning process undertook detailed analyses, including: neighborhood asset and needs assessment; market analyses for commercial, single family, and multifamily properties; economic impact studies; utilities master planning; and roadway master planning.

The Plan will provide strategies for better access to health care, employment opportunities, enhanced job training, certification, and placement options, improved public safety, and greater transportation access. It will also focus on approaches to raise the local schools' grade, prepare graduating students for college or careers, provide high quality early learning programs, and improve health coordination and family support services. Goals of the planning process also include attracting medical and dental care facilities and a brand-name grocery store.

Choice Neighborhoods ACCOMPLISHMENTS

- Construction of the Lacoochee Community Center has been completed. The Boys and Girls Club has been operating the center, which provides space for at-risk youth, health care, and Lacoochee Officer Friendly programs.
- The Lacoochee-Trilby-Trilacoochee Leadership Academy has been launched. The academy has engaged approximately 20 individuals, including Pasco County Housing Authority residents, non-profit partners, and community members.
- A resident outreach coordinator has been hired and has connected residents who wish to be community leaders with the Lacoochee-Trilby-Trilacoochee Steering Committee.
- A report on access to healthy foods has been completed.
- Section 108 funds have been used to pave three roads, benefitting 61 lots. An additional seven roads will be paved once utility work is complete.
- Water lines have been expanded to service Habitat homes, with additional pipeline construction set to reach the entire neighborhood.
- Blight has been reduced by authorizing free demolition and clearance services for owners of condemned structures. Thirty structures have been condemned to date.
- Premier Community HealthCare Group has served as the lead to complete the Health Impact Assessment and has continued to serve as lead for the social services working group.
- Pasco County has started working with Sunrise Domestic Violence Shelter through its rural outreach program to address needs related to domestic violence education and prevention.
- United Way of Pasco County serves as a lead for the social services working group and has been evaluating the concept of a county-wide case management process.

moving FORWARD

- Finalize the Health Impact Assessment.
- Receive final economic study.
- Complete Lacoochee-Trilby-Trilacoochee Leadership Academy.

FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

DURHAM, NORTH CAROLINA

*Housing Authority of the City of Durham
Southeast Central*

key PARTNERS

City of Durham | North Carolina Central University | Development Ventures Inc. | Durham Public Schools | Lincoln Community Health Center | Durham P.R.O.U.D. | City of Durham Police and Fire Departments | North Carolina Mutual Life Insurance Company | Durham Center for Senior Life | Triangle Transit | Center for Employment Training | Durham Economic Resource Center | Durham Technical Community College | Durham YMCA | Triangle J | Durham Regional Financial Center | UDI Community Development Corporation | Durham County Department of Social Services | TCG International, LLC

neighborhood BACKGROUND

Once a flourishing center of economic and historical significance for African-Americans in the South, Durham's Southeast Central neighborhood began a long period of economic decline and disinvestment in the 1960s. By 2012, the neighborhood's poverty rate was near 50 percent, its violent crime rate was more than double the city, and its long-term vacancy rate was at 30 percent. Today, Southeast Central is dotted with vacant homes and businesses and the McDougald Terrace's 360 public housing units, which represent some of the most distressed housing in Durham. In spite of these statistics, the neighborhood has existing assets and planned investments that can help reverse this pattern. The neighborhood sits near the revitalizing downtown, is just two miles from Duke University, and is home to North Carolina Central University.

With its Choice Neighborhoods Planning Grant, the Housing Authority of Durham and partners conducted an intensive planning and community outreach effort. As a result, Durham's planning team has crafted a vision to create a mixed-income community with rental and homeownership opportunities, improved neighborhood connectivity, increased access to amenities, and improved economic and social well-being for Southeast Central residents. As part of the planning process, three community health initiatives were launched in the neighborhood, including an annual Health and Wellness Fair and a Healthy Mile Trail for McDougald Terrace residents.

Choice Neighborhoods ACCOMPLISHMENTS

- The Transformation Plan for Southeast Central has been completed.
- A partnership has been established with North Carolina Central University's School of Nursing to create a community ambassador program for residents to be trained as peer specialists, take classes on campus, and bring the knowledge they gain back to the McDougald Terrace Community.
- A comprehensive resident survey was conducted and completed by 98 percent of McDougald Terrace Residents.
- Nearly 40 business owners in Southeast Central Durham completed assessments.
- Seven focus groups were conducted with McDougald Terrace residents, stakeholders, and community members. The strategies developed in the focus groups were presented to a Steering Committee made up of representatives of these groups.

moving FORWARD

- Continue collaboration with the City of Durham and other stakeholders to achieve the Transformation Plan's goals.
- Continue community engagement efforts.
- Identify and apply for federal, state, and local funding to start the physical revitalization of Southeast Central Durham.



FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

HONOLULU, HAWAII

*The Michaels Development Company, L.P. & Hawaii Public Housing Authority
Kuhio Park*

key PARTNERS

EJP Consulting Group | Governor's Office | Hawaii State Legislature and Senate | Hawaii Housing Finance and Development Corporation | City and County of Honolulu | Kalihi Palama Neighborhood Board No. 15 | Department of Human Services | Department of Education | Department of Transportation | Honolulu Police Department | Parents & Children Together | Kokua Kalihi Valley Comprehensive Family Services | Hawaii Literacy | Faith Action for Community Equity | YMCA Pioneering Healthier Communities

neighborhood BACKGROUND

The reality of life for residents at Kuhio Homes and KPT Low Rises, two severely distressed public housing developments in the Kuhio Park neighborhood of Honolulu, is drastically different from what most people envision when they picture Hawaii. In the high cost housing market of Hawaii, the need for affordable housing is significant – a minimum wage worker would need to work 174 hours per week to afford the Fair Market Rent for a two-bedroom apartment of \$1,640. The Kuhio Park neighborhood contains the largest remaining number of public housing units in the state of Hawaii and suffers from obsolescence and blight. The neighborhood also suffers from high crime rates, low performing schools, and a long-term vacancy rate more than nine times that of the county.

The Michaels Development Company and the Hawaii Public Housing Authority, along with public housing and neighborhood residents, businesses, institutions, and local government officials have advanced a plan to provide access to resources needed to live a healthy, safe, and sustainable life. Given that Kuhio Homes and Kuhio Park Low-Rises are home to a diverse population of newly migrated and immigrated Pacific Islanders, one of the plan's key strategies is to develop cultural navigators that can help improve existing supportive services for residents. Other priorities include ensuring that the neighborhood is a safe community, connected to amenities, services, and businesses, with a mix of modern, energy efficient residential units as well as a variety of culturally appropriate gathering spaces.

Choice Neighborhoods ACCOMPLISHMENTS

- The Kuhio Park neighborhood's Transformation Plan has been completed.
- The City and County of Honolulu have committed to prioritize the Kuhio Park Neighborhood in the Complete Streets Plan.
- A Safe Routes to School education grant has been awarded, enabling elementary school students to create 30-second radio spots on pedestrian safety.
- Lead agencies have been identified for the neighborhood, housing, people, and education strategies.

moving FORWARD

- Organize lead agency representatives to fulfill and monitor progress towards the Transformation Plan's goals.
- Continue to engage community stakeholders and residents to advise plan execution.
- Continue to identify and assemble leveraging resources to implement the Transformation Plan.



Pictured: Members of the Neighborhood Taskforce (above); The Housing Taskforce at work (below)

FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

KINGSPORT, TENNESSEE

Kingsport Housing and Redevelopment Authority
Midtown

key PARTNERS

Urban Collage | City of Kingsport | Greater Kingsport Alliance for Development | Eastern Eight Community Development | Northeast State Community College | Kingsport Boys and Girls Club | Literacy Council of Kingsport | Operation Breakthrough (Head Start) | Rural Health Services Consortium | Frontier Health | City of Kingsport Police and Fire Department | Employability Training & Consulting Services | Alliance for Business & Training | Sullivan County Department of Human Services | Eastman Chemical | Domtar | City of Kingsport Economic Development | Kingsport Chamber of Commerce | Kingsport Tomorrow | South Central Kingsport Community Development Corporation | Kingsport Area Transport Service | Wellmont's Holston Valley Medical Center | The Fresh Start Foundation | United Way of Greater Kingsport

neighborhood BACKGROUND

In the early 1900's, Midtown Kingsport was a manufacturing center and employment hub. However, Kingsport could not escape the inner city and downtown deterioration that began in the 1970s as crime increased and businesses and families fled the area for the suburbs. Today, the Midtown neighborhood is characterized by deteriorated and vacant properties, a poverty rate of 40 percent, and the distressed 128-unit, Lee Apartments public housing development. However, Midtown also has strengths. The neighborhood is comprised of a historic downtown and contains several prominent institutions, including Kingsport's Academic Village and Holston Valley Medical Center.

The Choice Neighborhoods initiative, led by the Kingsport Housing and Redevelopment Authority (KHRA) and its partners, is building upon existing efforts to strengthen Midtown's physical, economic, and social connections. Key Transformation Plan objectives include increasing access to educational opportunities and training to prepare neighborhood residents for well-paying jobs; improving shopping, employment, transportation, parks, and recreational options; advancing housing and neighborhood improvements; and enhancing public safety to attract new residents who want to live closer to their workplace.

Choice Neighborhoods ACCOMPLISHMENTS

- The Midtown's Transformation Plan has been completed.
- KHRA has secured a preliminary approval letter from HUD's Rental Assistance Demonstration program and hopes to receive final approval soon.
- A group of residents have formed the Midtown Neighborhood Coalition, which meets monthly to address common concerns and holds service activities, such as neighborhood cleanups.
- The City has stated its support for a first-phase redevelopment plan for four acres directly across the street from Lee Apartments. KHRA has secured an option to acquire this site.

moving FORWARD

- Apply for Low Income Housing Tax Credits to help fund the construction of 51 units on the site across from Lee Apartments.
- Advance plans to renovate the old Lee School building on the Myrtle Street property and convert it to a community/learning center for all residents in the Midtown neighborhood.
- Continue working with the City of Kingsport to redevelop two dilapidated properties at the corner of Sullivan and Mission Streets, which serve as a gateway to Lee Apartments.
- Continue to explore other properties in the Midtown Neighborhood that could be available for redevelopment.



Pictured: Conceptual site plan of the proposed revitalization



FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

NEWARK, NEW JERSEY

Newark Housing Authority

Dayton Street

key PARTNERS

City of Newark | Trinity Financial | M&M Development Company | The Port Authority of New York & New Jersey | North Jersey Transportation and Planning Authority | Together North Jersey Regional Sustainability Office | NJ Transit | LISC-Greater Newark | New Jersey Secretary of State Office of Planning Advocacy | Newark Public Schools | Essex County | Essex County Community College | Newark Community Health Center | Beth Israel Medical Center | Newark Workforce Investment Board | City of Newark-Department of Health | City of Newark Department of Housing & Economic Development | Rutgers University | Council of NJ Grantmakers | Newark Philanthropic Liaison | Weequahic Park Sports Authority | Newark City of Learning Collaborative | Newark Community Development Corporation | EJP Consulting Group

neighborhood BACKGROUND

Located in Newark's South Ward near Newark Liberty Airport, the Dayton Street Choice Neighborhood contains a mix of housing, retail, and light industrial properties. Alarming, nearly 70 percent of residents live in poverty. Public housing units, including the vacant, Seth Boyden Terrace public housing complex, make up approximately half of the neighborhood's residential units. Through the Choice Neighborhoods planning process, the community developed a vision for a Dayton Street neighborhood that will be better connected, safer, healthier, and bustling with homes, shops, and community amenities.

The resulting Dayton Street Transformation Plan envisions a mixed-income neighborhood with quality services including a new school, a new or expanded community health center, a police mini-station, educational programs, and a Training, Recreational, and Educational Center where people can gather and socialize. The plan also includes: re-using industrial sites to create community-serving retail; improving transportation and infrastructure to enhance connections to downtown, the Airport, New York City, and the Northeast Corridor; establishing walkable and bikeable streets and better open spaces; and improving opportunities for existing families.

Choice Neighborhoods ACCOMPLISHMENTS

- The Dayton Street Transformation Plan has been completed.
- Construction has begun on the new Training, Recreational, and Educational facility.
- Through its partnership with LISC, the Newark Housing Authority (NHA) has received two AmeriCorps workers to assist with community engagement.
- Multiple community engagement strategies have been undertaken, including: capacity building for the three local Resident Advisory Boards; youth neighborhood visioning projects consisting of an essay competition, photo, and video documentaries; and mentoring and sports initiatives.
- NHA and the community worked with NJ Transit, the City, the Division of Family and Child Well-being, and the NJ Foundation on Aging to immediately improve bus service to area residents.
- NHA and the community worked with the City and County to provide additional meals-on-wheels and cafes in the park services.

moving FORWARD

- Continue working with the NHA, The Port Authority of NY & NJ, and the Regional Plan Authority to conduct a Planning Study of the "Greater Dayton Neighborhood." The plan will focus on strengthening the neighborhood's connections and devising a strategy for Transit Oriented Development, in anticipation of the PATH rail extension to within 2 blocks of the area.
- Continue implementing plan components.

FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

NEW YORK CITY, NEW YORK

New York City Housing Authority
Mott Haven, South Bronx

key PARTNERS

Local Initiatives Support Corporation | BronxWorks | Casita Maria | JobsPlus | Department of City Planning | New York City Police Department | East Side House | Small Business Services | Department of Health and Mental Hygiene | Hostos Community College | Lincoln Hospital | New Yorkers for Parks | Banana Kelly | Mothers on the Move | New York Parks Department | Department of Cultural Affairs | Green City Force

neighborhood BACKGROUND

Located in the poorest Congressional District in the country, the Mott Haven neighborhood of the South Bronx is an underserved community with a concentration of severely distressed housing. More than one-third of the neighborhood's 50,000 residents live in public housing. In Mott Haven, the violent crime is twice that of the city, children are hospitalized with asthma at alarming rates, the obesity rate is the highest in the city, and the schools are low-performing.

Despite compounding challenges, the Choice Neighborhoods planning process and complementary policy efforts are paving the way towards redevelopment. The Choice Neighborhoods process resulted in a plan that builds quality educational opportunities, strengthens public safety through community-police partnerships, promotes effective transportation options, and improves access to neighborhood services and assets. The New York Housing Authority (NYCHA), the community, and its partners have released a Request for Proposals to redevelop 120 housing units, have piloted a community partnership management model, and are leveraging and aligning funds for anti-violence, healthy foods, and transit initiatives.

Choice Neighborhoods ACCOMPLISHMENTS

- The Mott Haven Transformation Plan is complete.
- NYCHA has released an RFP for the Choice Neighborhoods "Beacon" site that will bring approximately 120 new senior affordable housing units to the community.
- NYCHA has been piloting a myriad of programs in a target housing development as part of Next Generation NYCHA (NGN). NGN is a sustainability model that builds upon community partnerships to bring additional resources to the developments, improve resident and NYCHA relations, and increase operational efficiency.
- The City has invested over \$3 Million in Mott Haven as part of the Mayor's anti-violence program in security enhancements and cure violence programming at Patterson Houses.
- Resident leaders have reestablished the Residents' Association and have been hosting office hours, job training, and diabetes prevention programs.

moving FORWARD

- Continue to work with the Bronx Health REACH, which is investing \$3 million toward healthy foods and active living initiatives in the South Bronx.
- Continue to work with the New York Restoration Project on a \$20 million plan to renovate a network of open spaces that improves transportation nodes and enhances open spaces.



Pictured: Intersection of Brook Avenue at East 146th (above); Rendering of storefront improvements along that same intersection (below)



FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

ROANOKE, VIRGINIA

*City of Roanoke Redevelopment and Housing Authority
Loudon-Melrose/Shenandoah West*

key PARTNERS

Carilion Clinic | City of Roanoke | Council of Community Services | Goodwill Industries of the Valley | Habitat for Humanity of the Roanoke Valley | Loudon-Melrose Neighborhood Organization | Melrose Towers Resident Council and Joint Resident Council, Inc. | New Horizons Healthcare | Rebuilding Together – Roanoke | Roanoke City Public Schools | Roanoke Regional Housing Network | RRHA Joint Resident Council | Total Action for Progress | United Way of Roanoke Valley | Valley Metro

neighborhood BACKGROUND

The Loudon-Melrose/Shenandoah West neighborhood is an inner-city neighborhood located between the Norfolk Southern railroad tracks to the south and Melrose/Orange Avenue, a major arterial street, to the north. The neighborhood also contains two old, distressed public housing projects: 300-unit Lansdowne Park and 212-unit Melrose Towers. However, the neighborhood also includes strong neighborhood advocacy groups, an "Enterprise Zone One" designation, a regional, EPA Brownfields Area-Wide Planning Grant, and a planned renovation and expansion of the Melrose Library.

The Loudon-Melrose/Shenandoah West Choice Neighborhoods Transformation Plan aims to build upon these strengths to transform the neighborhood into a sustainable, mixed-income community with economically thriving retail, commercial, and industrial development. Created with the community, the plan's housing component aims to decrease concentrated poverty, diversify housing, and ensure all public housing units are replaced and integrated into mixed-income housing. The plan also lays out a vision for effectively mixing industrial and commercial uses with residential ones, attracting sustainable retail and industrial development, and improving family outcomes related to education, employment, mobility, health, and housing.

Choice Neighborhoods ACCOMPLISHMENTS

- The Roanoke City Council has approved the Loudon-Melrose/Shenandoah West neighborhood as the designated community for Community Development Block Grant funds.
- An abandoned house on 3.1 acres across from Goodwill has been purchased and demolished. Based on community feedback, Goodwill repurposed the site and has partnered with the Roanoke Community Garden Association to create "Growing Goodwill," a community garden that is used by thirty neighborhood families.

moving FORWARD

- Acquire vacant lots within the neighborhood to begin implementation of the infill strategy.
- Continue to develop plans to expand Growing Goodwill to include a food forest, a greenhouse, and a farmers market.
- Hold Neighborhood Task Force meetings to discuss the Melrose Library's renovation.



Pictured: The "Growing Goodwill" community garden

FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

SAN FRANCISCO, CALIFORNIA

BRIDGE Housing Corporation, City and County of San Francisco, & San Francisco Housing Authority
South Potrero

key PARTNERS

KDG Enterprises | San Francisco (SF) Office of Economic and Workforce Development | City College | SF Human Services Agency | SF Conservation Corps | SF Department of Public Health | Potrero Neighborhood House | San Francisco SAFE (Safety Awareness for Everyone) | SF Police Department | Community Response Network | SF Municipal Transportation Agency | SF Planning Department | Innovative IT | Technology Network of the Bay Area | SF Unified School District | San Francisco's First Five | SFSU Head Start and Early Head Start | Starr King Elementary School | Daniel Webster Elementary School | Potrero Hill Library | Potrero Parks and Recreational Center | SF Food Bank Potrero Family Resource Center | Potrero Caleb Clark Health Center

neighborhood BACKGROUND

The South Potrero Choice Neighborhoods Planning Grant focuses on revitalizing the San Francisco community of South Potrero, a 2.5 square mile area situated on the south slope of Potrero Hill. Potrero Hill's two slopes contrast sharply. While the north slope gentrified in the early 2000s and has a median household income of \$131,000, the south slope is an area of concentrated poverty dominated by Potrero Terrace and Annex, two severely distressed and sprawling public housing developments.

Since 2008, BRIDGE Housing Corporation, the City and County of San Francisco, the San Francisco Housing Authority, and residents have worked to create a common vision for improving South Potrero. Under the banner of Rebuild Potrero, planning activities have involved over 1,000 diverse stakeholders.

This team has developed plans to build a fully revitalized community of approximately 1,600 mixed-income units. The team also developed a deeper understanding of the barriers to residents' success in health, safety, employment, and education and has identified strategies to eliminate those barriers and create real opportunity. Additionally, the team has established strategies to create a physically connected and socially cohesive, mixed-income, service-rich, safe, and technologically connected community.

Choice Neighborhoods ACCOMPLISHMENTS

- The team has completed the South Potrero Transformation Plan.
- BRIDGE secured funding from the Annie E. Casey Foundation and San Francisco State's Health Equity Institute to evaluate their Trauma Informed Community Building model. This model recognizes the stress and trauma experienced by residents who have lived in public housing or poverty for years.
- BRIDGE secured an additional \$165,000 to support ongoing community building activities, including the Healthy Generations Project, which focuses on empowering parents to support the developmental health of children ages 0-5 years old. Community Development Block Grant funds in the amount of \$155,000 were secured to fund administrative costs.
- The San Francisco County Transportation Authority was awarded a \$160,000 grant to conduct a neighborhood transportation plan to increase pedestrian safety and transportation access.
- Funding from San Francisco Recreation and Parks was secured to light the pathway from the Recreation Center to the housing development.
- Over 15 public housing residents joined Community Health Leaders in a weekly workshop to increase leadership skills as part of a safety strategy in collaboration with the Urban YMCA and SF SAFE.
- The South Potrero Transformation Team and the Campaign for HOPE SF have partnered with the two neighborhood elementary schools on school attendance strategies.

moving FORWARD

- Disseminate the PARADISE Plan and the South Potrero Transformation Plan to stakeholders.
- Launch the evaluation of the Trauma Informed Community Building model.
- Establish a relocation advisory committee and conduct an analysis of relocation and construction phasing options.
- Finalize environmental review and secure land use entitlements.
- Finalize the community design process for pedestrian improvements at 5 key intersections.



FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

SAN FRANCISCO, CALIFORNIA

Sunnydale Development Co., San Francisco Public Housing Authority, & City and County of San Francisco
Sunnydale/Visitacion Valley

key PARTNERS

San Francisco (SF) Department of Children | Youth and Families | First Five | SF Unified School District | YMCA | SF Boys and Girls Club | SF Office of Economic and Workforce Development | UC Berkeley | SF Department of Public Health | SF Department of Recreation and Parks | SF Municipal Transportation Agency | SF Police Department | San Francisco SAFE (Safety Awareness for Everyone) | Visitacion Valley Strong Families | Westside Community Services | Urban Sprouts | Sunnydale Tenants Association | Campaign for HOPE SF | Samoan CDC | SF Youth and Adult Probation Departments | District Attorney Office | TURF (Together United Recommitted Forever)

neighborhood BACKGROUND

Residents of Sunnydale – a 785-unit, severely distressed public housing development – and its surrounding neighborhood, Visitacion Valley, face serious challenges. At Sunnydale, many residents lack a high school degree, unemployment rates are at 75 percent, and emergency room use rates for primary care are often triple that of the City. Meanwhile, public transit and workforce connections are insufficient, and chronically high crime rates create social and economic distress for residents.

The Sunnydale Development Co., LLC, the San Francisco Housing Authority, the City and County of San Francisco, and other partners have used the Choice Neighborhoods Planning Grant to create the neighborhood's VisVision Transformation Plan. This plan, developed with the input of hundreds of Sunnydale and Visitacion Valley residents, aims to transform the community into a safer place with high-quality housing, inviting places for recreation and healthy living, and new opportunities for lifelong learning and development. In addition to replacing Sunnydale's severely distressed public housing units with mixed-income developments, the plan aims to physically reconnect Sunnydale and Visitacion Valley through a new street and improved urban design. The plan also calls for establishing a neighborhood hub of educational, recreational, health, and retail activities that will appeal to the diverse neighborhood residents.

Choice Neighborhoods ACCOMPLISHMENTS

- The homicide rate has decreased by 88 percent between the Summer 2012 and Summer 2014, likely due in part to an increase in service-oriented summer jobs, team-building field trips, and intensive programming for high-risk youth like the City's Interrupt, Predict, and Organize Initiative.
- The new Sunnydale Health and Wellness Center has opened through a partnership with the San Francisco Public Health Department. The Center offers basic medical and mental health services and has provided over 2,000 units of service in its first 6 months of operation. City Emergency Personnel have already reported a decrease in emergency calls and ER visits since the opening.
- A successful Youth Empowerment pilot program was held over the summer (Seedfolks), which offered a rigorous, cross-disciplinary educational experience including arts, health, literacy, history, leadership, and neighborhood service projects.
- Nonprofit, Financial IQ Consulting, provided more than 50 neighborhood residents with a three-week series of financial literacy classes on topics such as savings, credit, and home-buying.
- In conjunction with the Boys & Girls Club and Urban Sprouts, two community gardens have been revived, which are now being tended by over 140 senior and youth residents.
- A plan has been completed to decrease chronic absenteeism in the two local elementary schools.
- The City provided additional predevelopment funding to complete an environmental study and the land use entitlements process.

moving FORWARD

- Develop specific implementation plans for Health & Wellbeing; Safety First; and Learning & Earning.
- Have Peer Leaders conduct nutritional cooking classes to aid in the management of chronic diseases.
- Secure predevelopment funding and work for the first phase of construction.
- Develop the Resident Relocation Plan, in conjunction with the SF Housing Authority and the Mayor's Office on Housing & Community Development.

FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

SPARTANBURG, SOUTH CAROLINA

Housing Authority of the City of Spartanburg & City of Spartanburg
Spartanburg Northside

key PARTNERS

Spartanburg County Parks (Cleveland Park) | Mary Black Foundation | Northside Voyagers | Northside Planning Committee | Northside Redevelopment Group | Butterfly Foundation | United Way of the Piedmont | South Carolina Association of Community Development | Arts Partnership of Greater Spartanburg | Duke Energy Foundation | JM Smith Foundation

neighborhood BACKGROUND

The City of Spartanburg's Northside was once a thriving mixed-income community featuring retail shops, community amenities, and a nearby, regional train station. The economy's downturn, as well as the decline in textile manufacturing, significantly impacted Northside's viability. Deteriorated and dilapidated structural conditions, distressed public and HUD-assisted housing, and nonconforming lot layouts characterize its landscape, while pervasive vacant lots contribute to the neighborhood's high crime rate.

Through the Choice Neighborhoods planning process, the Northside Neighborhood planning team has engaged a diverse group of residents, anchor institutions, and stakeholders in developing a shared vision for a renewed Northside. Their plan will increase access to quality health care and fresh food, as well as help families become economically stable. The plan also provides a roadmap for developing quality, mixed-income housing, increasing employment opportunities, reducing vacancy, strengthening downtown connections, and enhancing access to recreational spaces. Taken together, these initiatives will support the growth of a community that benefits current residents and attracts new families.

Choice Neighborhoods ACCOMPLISHMENTS

- The Northside Transformation Plan has been completed.
- Harvest Park, the first phase of the Brawley Street Model Block project, has been developed and opened. It includes an innovative urban farm café and space for the local farmers market.

(accomplishments continued)

- Preliminary funding has been received to "day light," or make wild, the butterfly creek that will include a 150-foot wide conservation easement and linear park.
- A strong education coalition has been established with the goal of improving educational opportunities from pre-natal care through college and career.
- Key properties, including the Sunshine Inn and other parcels, have been acquired.
- A group of committed Northside residents, the Northside Voyagers, have undergone training and are now serving as resident leaders.

moving FORWARD

- Expend the Duke Energy Foundation's grant to develop the linear park along the "daylighted" creek.
- Acquire and demolish derelict properties to enhance the neighborhood's appearance and functionality.
- Complete the later phases of the Brawley Street Model Block project.
- Utilize the National Endowment for the Arts's grant to enhance public space by creating "artlets" throughout the neighborhood.



Pictured: A fresh food hub was constructed in collaboration with the Butterfly Foundation and opened in late 2014. The HUB contains a fresh food market, culinary program, garden, restaurant, and health education programs.

FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

WASHINGTON, DISTRICT OF COLUMBIA

*District of Columbia Housing Authority
Barry Farm*

key PARTNERS

District of Columbia Office of Deputy Mayor for Planning and Economic Development | Preservation of Affordable Housing and A&R Development | Howard University Center for Urban Progress | Anacostia Economic Development Corp. | Bethlehem Baptist Church | Campbell AME Church | Metropolitan Police Department | DC Department of Housing and Community Development | DC Office of Planning | DC Public Schools | Excel Public Charter School | Far Southeast Family Strengthening Collaborative | Matthews Memorial Baptist Church | Perkins+Eastman | Barry Farm Resident Council | United Black Fund | Ward 8 Advisory Neighborhood Commission | Ward 8 Business Council | Ward 8 Councilman | Region Forward Coalition of the Metropolitan Washington | Regional Council of Governments | William C. Smith & Co.

neighborhood BACKGROUND

Located east of the Anacostia River, the Barry Farm neighborhood contains two severely distressed public housing developments: the 432-unit Barry Farm dwellings and the 12-unit Wade Apartments. The developments' obsolete design isolates them from the surrounding neighborhood and is a major contributor to high violent crime rates. Within the wider community, there are severe socioeconomic challenges, including a staggering unemployment rate of 86 percent and a poverty rate of 67 percent. The local school, Savoy Elementary, is one of the District's lowest performing schools, where less than one third of students score proficient in math and reading.

The District of Columbia Housing Authority and partners have developed a Choice Neighborhoods Transformation Plan to create a vibrant, urban community. The plan was created through a comprehensive planning process: over 40 public events and planning sessions were held with residents, local businesses, and community partners. The plan's vision entails a mixed-income community that offers well-designed, mixed-use housing, has safe and walkable streets, features quality shops, services, and recreational opportunities, and provides children and families with the support they need to thrive.

Choice Neighborhoods ACCOMPLISHMENTS

- The Transformation Plan has been completed.
- A developer was selected in the Summer of 2013.
- A Steering Committee was appointed that represents all stakeholders in Barry Farm and the surrounding neighborhood.
- Three Barry Farm residents were hired as outreach workers.
- Five Resident Capacity Training Sessions were completed.
- Educator stakeholder group "Barry Farm Urban Excellence Collaborative" has been developed.
- A Concept Plan has been developed with input from residents, community stakeholders, and city and regional agencies.

moving FORWARD

- Develop final Relocation Plan.
- Finalize mobile market agreement.
- Complete environmental assessment and appraisal.
- Submit Demolition/Disposition Application.
- Continue forming relationships with City Agencies.
- Continue identifying additional funding for People, Housing, and Neighborhood plans.

FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

WOONSOCKET, RHODE ISLAND

*NeighborWorks Blackstone River Valley & Woonsocket Housing Authority
Our Neighborhoods Planning District*

key PARTNERS

Dorgan Architecture and Planning | Rhode Island Local Initiatives Support Corporation | City of Woonsocket | Rhode Island Housing | Family Resources Community Action | Connecting for Children and Families | Thundermist Health Center | Riverzedge Arts | Woonsocket Prevention Coalition | Even Start | Head Start | Rhode Island Legal Services

neighborhood BACKGROUND

The Our Neighborhoods Planning District is one of the most diverse and impoverished communities in Rhode Island. It suffers from industrial decline and disinvestment. Nearly half of the neighborhood's population lives below the poverty line, with long term vacancy rates of over 12 percent. The neighborhood's public school has also been designated as making "insufficient progress" towards state proficiency goals for several years.

Through the Choice Neighborhoods planning process, NeighborWorks Blackstone River Valley, the Woonsocket Housing Authority, and other partners are engaging the community to build on a LISC supported, Our Neighborhoods plan. The Choice Neighborhoods planning process has gone above and beyond this plan by engaging residents from the Veterans Memorial public housing site and mapping strategies for its and the neighborhood's revitalization. Charettes have been held with over 200 neighborhood residents to design housing and neighborhood plans, and 99 percent of Veterans Memorial Housing residents completed a comprehensive needs and skills assessment. Through this intensive engagement process, the community is well on its way to completing a plan that will develop a safe, sustainable mixed-income community that supports residents' health, education, and employment.

Choice Neighborhoods ACCOMPLISHMENTS

- A series of charrettes have engaged over 200 residents in housing and neighborhood design planning.
- 99 percent of Veterans Memorial Housing residents have completed a comprehensive assessment that gauges overall needs, interests, and skills.
- Residents and community partners took a day-trip to Boston, touring three sites at various stages in the revitalization process.
- A Steering Committee has been convened to solicit feedback on the process for selecting a private developer and developing Transformation Plan components.

moving FORWARD

- Select a private developer partner.
- Form working groups around emerging themes for residents and community partners in order to create plans of action.
- Identify implementation champions and funding sources.
- Finalize Transformation Plan.



FY2012 CHOICE NEIGHBORHOODS PLANNING GRANT

YONKERS, NEW YORK

Municipal Housing Authority for the City of Yonkers, the City of Yonkers, & The Community Builders Croton Heights

key PARTNERS

The Fresnel Group | Yonkers Public School System | Yonkers Community Health Center | Community Voices Heard | Sarah Lawrence College | Yonkers Workforce Investment Board | Andrus Foundation | Charter School for Excellence | Westhab | Family and Supportive Services of Yonkers | Habitat for Humanity | Yonkers Police Athletic League | Groundwork Hudson Valley | Yonkers Community Action Program | YMCA | Yonkers Partners in Education | Yonkers Police Department | Lower Hudson Valley Perinatal Network | Greyston Foundation

neighborhood BACKGROUND

Croton Heights, a neighborhood in southwest Yonkers, is determined to become a place of opportunity and reverse the negative impacts of past discrimination. In the 1980s, a federal court case found that the City of Yonkers intentionally segregated its schools and housing for 40 years, concentrating three of the city's four public housing sites in the Croton Heights neighborhood. Today, the neighborhood is benefiting from the Housing Authority's HOPE VI redevelopment of one of these public housing sites. However, the neighborhood's 70 year-old, Cottage Place Gardens public housing project remains substandard, and the broader neighborhood struggles with crime, poverty, and an absence of educational opportunities.

The Choice Neighborhoods Transformation Plan focuses on revitalizing Cottage Place Gardens and the surrounding Croton Heights neighborhood. The plan, developed by the Housing Authority, City, The Community Builders, Inc., the community, and a wide-range of stakeholders aim to reinvigorate major business corridors, create sustainable infrastructure and recreational features, improve safety, and revitalize several distressed assisted housing developments in the neighborhood. Meanwhile, strategies to transform Cottage Place Gardens carefully stages mixed-income development in phases so that residents can move directly into the newly developed housing. The plan focuses on establishing life-long learning opportunities by attracting the neighborhood's first Head Start, aligning after school programs, and bringing the College of New Rochelle's programming to the neighborhood.

Choice Neighborhoods ACCOMPLISHMENTS

- The Choose Yonkers Final Transformation Plan has been completed.
- Construction has begun on 188 Warburton Avenue, a new \$29 million, affordable family building partially on the Cottage Place Gardens site that will provide 51 units of housing for Cottage Place Gardens residents.
- Construction has begun on Grant Park II, a new \$30 million, affordable family building that will provide 56 units of housing for Cottage Place Gardens and Croton Heights residents.
- Additional affordable housing properties/sites contiguous to the Cottage Place Gardens property have been acquired.
- The College of New Rochelle has committed to establish a School of New Resources to provide low-cost college-level classes for area residents at Cottage Place Gardens by Fall 2015.
- A service matrix has been completed to expand awareness, identify gaps, and find overlaps in supportive services.

moving FORWARD

- Continue work by Sarah Lawrence College to form a community development corporation to support the College's work in downtown Yonkers, especially in and around Cottage Place Gardens.
- Build an education hub in the new housing development to provide residence-based support for education throughout people's lifespan.
- Continue conversations with Head Start to establish a center on the redeveloped Cottage Place Gardens site.
- Continue building direct connections between classroom teachers and homework helpers located in resident housing to aid elementary school children.
- Promote high school equivalency completion according to new GED 2014 standards through Pre-College Academic programming administered by the College of New Rochelle's School of New Resources.

FY2013 CHOICE NEIGHBORHOODS PLANNING GRANT

BATON ROUGE, LOUISIANA

*City of Baton Rouge/Parish of East Baton Rouge & East Baton Rouge Parish Housing Authority
Melrose East/Smiley Heights*

key PARTNERS

The Integral Group | East Baton Rouge Public School System | East Baton Rouge Redevelopment Authority | Louisiana State University School of Social Work Office of Social Service Research and Development | Melrose East Community Association

neighborhood BACKGROUND

The Melrose East/Smiley Heights neighborhood was developed in the 1970s in response to the expansion of the nearby Bon Marche Mall. With the eventual opening of competing commercial centers, the mall declined and residents who could, left. Today, the neighborhood has a poverty rate of nearly 60 percent, high crime rates, a vacancy rate of 21 percent, two "F" grade schools, and severely distressed public housing. The neighborhood also holds potential promise: the mall has recently been converted to a business incubator for high-tech start-ups and a satellite office for Cox Communications; a mixed-use development has been proposed for a 200-acre parcel; and a new charter school and Baton Rouge Community College campus are being planned.

The City of Baton Rouge/Parish of East Baton Rouge and the East Baton Rouge Parish Housing Authority are using the Choice Neighborhoods Planning Grant to develop a community-driven plan to guide physical and social reinvestment in the area. The planning process is receiving active support from a range of partners, including the Melrose East Community Association, other resident associations, the school district, local religious institutions, the Baton Rouge Community College, the Baton Rouge Recreational Centers, and Louisiana State University (LSU).

Choice Neighborhoods ACCOMPLISHMENTS

- LSU was awarded a \$1.5 million grant from the U.S. Office of Minority Health to launch the Youth Empowerment Program Village, which will provide after school programming to cohorts of 4th and 5th grade boys attending school in the Choice Neighborhood.
- The Recreation and Park Commission for the Parish of East Baton Rouge and LSU's School of Kinesiology have been leading the effort to launch additional after school programming.
- Comprehensive, community organizing efforts have been underway and were presented at the 2014 HUD Choice Neighborhoods Grantee Conference.

moving FORWARD

- Share neighborhood analysis results with the community.
- Develop and prioritize transformation strategies.
- Hold monthly transformation team meetings, bringing together neighbors and community stakeholders to devise solutions and link, leverage, and align resources.



FY2013 CHOICE NEIGHBORHOODS PLANNING GRANT

DENVER, COLORADO

*Housing Authority of the City and County of Denver
Sun Valley*

key PARTNERS

Mithun | Design Workshop | City and County of Denver | Community Planning and Development and Office of Economic Development | Denver Public Schools | Enterprise Community Partners | Mercy Housing | Mile High Connects | EcoDistricts | Denver Police Department | Denver Health | Xcel Energy | Denver Stadium District | Denver Broncos | University of Colorado at Denver | Metropolitan State University | Community College of Denver | Denver Parks & Recreation | Platte River Foundation

neighborhood BACKGROUND

Built in the 1950s, the 30-acre, 333-unit Sun Valley Homes site is the most isolated and distressed public housing development in Denver. In the surrounding neighborhood, an alarming 85 percent of residents live in poverty. The neighborhood also contends with high crime rates and is blocked off from other nearby communities by the local professional football stadium, light industrial parks, interstate highways, and the South Platte River. The Sun Valley neighborhood, however, is beginning to see reinvestment. It is the first stop on the proposed Denver FasTracks West Corridor light rail line. In addition to the new rail line, the City has planned capital investments, such as a new thoroughfare and a public riverfront park.

The Choice Neighborhoods Planning Grant is enabling the Housing Authority of the City and County of Denver, community members, and key stakeholders to build on this potential. A strategic Transformation Plan will ensure that the substantial investment in the Denver FasTracks West Corridor is paired with the development practices necessary to transform the Sun Valley neighborhood into a vibrant, successful model of sustainability. Key priorities will include providing access to high-quality education, training and employment opportunities, healthy living initiatives, and quality housing.

Choice Neighborhoods ACCOMPLISHMENTS

- The Denver Police Department has been awarded a highly competitive, FY2014 Department of Justice Byrne Criminal Justice Innovation Grant for the Sun Valley neighborhood.
- The Sun Valley Transformation Initiative Community Impact Project – a collaboration with the Denver Police Department's NextDoor Initiative virtual neighborhood watch/social media platform – has been developed and successfully launched.
- An active Sun Valley Community Advisory Committee has been established to ensure meaningful resident, community, and stakeholder participation.
- Stakeholder Working Groups and a Master Plan Team have been initiated in coordination with Community Advisory Committee.
- The Household Level Needs Assessment has been completed and achieved an 85 percent resident response rate.
- The HUD, EPA, and the Department of STEM, Energy, and Economic Development (S.E.E.D.) Initiative has been integrated into the Community Advisory Committee Pillar Working Groups of Energy, STEM Education, and Jobs.

moving FORWARD

- Continue to seek resident, community, and stakeholder input.
- Refine transformation plan working groups.
- Continue to work on the Sun Valley Master Plan, building upon the already-adopted Station Area Plan and GDP.

FY2013 CHOICE NEIGHBORHOODS PLANNING GRANT

LOS ANGELES, CALIFORNIA

Youth Policy Institute

Los Angeles Choice Neighborhood

key PARTNERS

McCormack Baron Salazar | Thai Community Development Corporation | Armenian National Committee of America | City of Los Angeles | Los Angeles Unified School District | Children's Hospital of Los Angeles | California Emerging Technology Fund | Hollywood Police Activities League | Korean Churches for Community Development | Local Initiative Support Corporation | Hollywood WorkSource Center | Los Angeles Chamber of Commerce | Hollywood Choice Neighborhood Coalition | Annenberg Foundation | Weingart Foundation | Ralph M. Parsons Foundation | California Wellness Foundation | California Endowment

neighborhood BACKGROUND

While Hollywood is often associated with fame and fortune, Los Angeles Choice Neighborhood residents experience a community riddled with poverty, violent crime, distressed HUD-assisted housing, and homelessness. However, the Youth Policy Institute (YPI), a Los Angeles-based nonprofit, the community, and partners have started to change this dynamic. For example, in 2012, through a collaborative process, YPI and the community was awarded a \$30 million, Department of Education Promise Neighborhoods Implementation Grant.

Building off of the community's Promise Neighborhoods work, the Choice Neighborhoods planning process is being used to envision a new Los Angeles Choice Neighborhood (LA Choice). As part of this process, YPI and its partners are assessing economic and housing drivers in the neighborhood, completing a formal market study, identifying neighborhood needs, assets, and service gaps, and building the capacity of residents and stakeholders. The resulting plan will provide a roadmap to transform LA Choice into a safe and thriving neighborhood where high-quality mixed-income housing is prevalent, children graduate ready for college and careers, and families are economically stable.

Choice Neighborhoods ACCOMPLISHMENTS

- In 2014, an area that included LA Choice was designated as a Promise Zone. So far, \$61.9 million dollars in grants have been awarded to organizations in the Promise Zone to focus on education, neighborhood revitalization, and local food promotion.
- Capacity building workshops have been held at the Las Palmas senior housing site to enhance residents' active participation in design charrettes.
- Through a partnership with the University of Southern California's Price School of Public Policy, students have launched a yearlong practicum examining economic development in LA Choice.
- YPI hosted a PARK(ing) Day event as part of an annual international event in which communities temporarily transform metered parking spots into mini public parks. YPI asked community members to complete thought bubbles to share what they both love and want to change about the LA Choice neighborhood.
- Choice Neighborhoods partners ArtSpace, Actors Fund, and McCormack Baron Salazar – along with the YPI, Cal ARTS, and others – have submitted a proposal to acquire a city-owned property that will be used to construct affordable housing and a community space.

moving FORWARD

- Deploy community survey to residents of the target housing and broader neighborhood.
- Form focus groups to further capture residents' input and strategies.
- Hold design charrettes for the rehabilitation of the Las Palmas Housing complex and for the Hollywood/Wilcox proposed development site.



FY2013 CHOICE NEIGHBORHOODS PLANNING GRANT

MERIDEN, CONNECTICUT

*Housing Authority of the City of Meriden
Mills Memorial/Central Business Neighborhood*

key PARTNERS

Wallace, Roberts & Todd, LLC | Meriden Children First | Maynard Road Corporation | Meriden Economic Development Corporation | Pennrose Properties, LLC | Greater Meriden Chamber | Community Health Centers Inc. | University of Connecticut | Center for Advanced Technology

neighborhood BACKGROUND

The City of Meriden is transitioning from a post-industrial, working class community with brownfields, underutilized commercial properties, and an aging housing stock into a modern, mid-sized city with a dynamic city center. Creating a Transformation Plan for the redevelopment of the obsolete, Mills Memorial public housing and the surrounding central business district is critical to the community's success during this transition.

The Choice Neighborhoods Planning Grant is enabling the Housing Authority of the City of Meriden, the City of Meriden, and an experienced team of community stakeholders and professionals to engage in a community planning process for the neighborhood. The planning process is building on and aligning a variety of local initiatives that are already underway – including a Department of Education Promise Neighborhoods Planning Grant, the transformation of a flood plain into a major park, a Transit Oriented Development District master plan, and a new regional, intercity rail program. With a holistic, strategic plan in place, Meriden will be poised to transform its city center into a neighborhood of choice for all residents.

Choice Neighborhoods ACCOMPLISHMENTS

- A Low Income Housing Tax Credit has been awarded for 24 Colony – a mixed-use, mixed-income project that will house 24 Mills replacement units.
- A farmers market at Mills Memorial was launched over the Summer of 2014.
- The household-level needs assessment has been completed. 380 surveys were gathered within the neighborhood and the response rate was nearly 90 percent among Mills Memorial households.
- Six focus groups and ten interviews with residents and business owners have been held.
- A capacity building bus trip to Boston was held for Mills Memorial residents to see and learn more about neighborhood redevelopment options.
- The City of Meriden has received a \$200,000 clean-up grant for brownfield assessments and \$579,000 for remediation of part of the Mills Memorial superblock.
- The University of Connecticut has been **procured** to assist in developing best practices, **facilitating** evidence-based decision making, and **managing** metrics.

moving FORWARD

- Develop the Transformation Plan framework through continued community engagement.
- Form task forces to help develop plan content and early action items.
- Continue assessment of HUD National Resiliency Grant for funding for demolition.
- Submit Low Income Housing Tax Credit application for Mills Phase I.



Pictured: Mills Memorial public housing

FY2013 CHOICE NEIGHBORHOODS PLANNING GRANT

NEW BERN, NORTH CAROLINA

*New Bern Housing Authority & the City of New Bern
Greater Five Points*

key PARTNERS

EJP Consulting Group | Craven Community College | Craven County Schools | Craven County Government | Swiss Bear Downtown Development Corporation | Neuse River Community Development Corporation | Greater Duffyfield Residents Council

neighborhood BACKGROUND

The City of New Bern's Five Points commercial area and surrounding residential neighborhood was once a thriving mixed-income community with retail shops and community amenities. Even though it is only blocks away from the City's historic downtown, a challenging economic climate, loss of population, and loss of businesses have substantially impacted the community's viability. Today, Greater Five Points has high rates of unemployment, crime, and chronic health conditions, and is medically underserved.

The Choice Neighborhoods Planning Grant is enabling the New Bern Housing Authority, along with co-grantee the City of New Bern, to develop a comprehensive approach to transform the neighborhood and redevelop its distressed public housing. The proposed plan will build on the neighborhood's assets, including the neighborhood's proximity to the waterfront and its amenities, two parks, anchor institution, Carolina East Medical Center, and other neighborhood stakeholders. Ultimately, the plan will devise strategies to create an integrated, mixed-income community that is connected to downtown, provides opportunities and high-quality education to residents, and attracts new businesses.

Choice Neighborhoods ACCOMPLISHMENTS

- Needs assessment surveys for the Trent Court and Craven Terrace public housing sites have been completed through the leadership and help of resident councils and incentives provided by local stakeholders.
- Contracts have been executed for economic development and housing market studies.
- Neighborhood mapping and analysis of existing physical conditions has been completed and shared with residents and stakeholders.
- People and Neighborhood planning leads have been identified and engaged.

moving FORWARD

- Solicit task force leads and participants for key issues including transportation, economic development, health, crime/safety, recreation/green space, childhood education, and adult education/job training.
- Complete neighborhood resident survey and launch neighborhood business survey.
- Continue to develop resident leadership academy with the goal of increasing resident capacity and leadership skills.
- Continue to develop a coalition of key healthcare providers to address chronic health challenges.



FY2013 CHOICE NEIGHBORHOODS PLANNING GRANT

PHILADELPHIA, PENNSYLVANIA

Philadelphia Housing Authority

Sharswood/Blumberg

key PARTNERS

Wallace Roberts & Todd, LLC | City of Philadelphia Office of Housing and Community Development | City of Philadelphia Office of the Mayor | Girard College | Project HOME | Philadelphia Police Department | Enterprise Center Community Development Corporation | Public Health Management Corporation | Pennsylvania Horticultural Society | Philadelphia Commerce Department | Philadelphia Youth Network | Philadelphia Works

neighborhood BACKGROUND

The Sharswood/Blumberg neighborhood, located in North Philadelphia, faces deep challenges. In addition to poverty, vacancies, and crime, the community contains Philadelphia's most distressed public housing high-rise property, Norman Blumberg Apartments. The site is isolated by design. The surrounding blocks are almost entirely vacant, exacerbating both perceived and actual crime. In spite of these difficulties, the neighborhood has several strengths. It has market potential due to its proximity to the city's center, and is slated for new investments, such as a new health center, the potential enhancement of Girard College, and the City's Commercial Corridor Improvement Project.

The Choice Neighborhoods Planning Grant process is providing the Philadelphia Housing Authority, the community, and key stakeholders with the tools needed to strategically build upon these emerging resources. In addition to developing affordable and sustainable housing, the plan's goals will include encouraging new investment in private housing, retail, and commercial properties on the large swaths of vacant land. The plan will also leverage strongly committed partner agencies and grassroots approaches to improve outcomes in educational attainment, health, and economic self-sufficiency.

Choice Neighborhoods ACCOMPLISHMENTS

- Low Income Housing Tax Credits have been received for the development of the Phase 1 Blumberg project, and preparations are being made for construction.
- Wells Fargo Bank and ShopRite have committed to opening locations along the Ridge Avenue Corridor.
- \$100,000 in Micro Loan financing has been secured for Small Business Development by residents.
- Community leaders have been participating in an intensive Community Leader Training Program and the Citizens Planning Institute.
- The Blumberg Resident Council has started the path towards incorporation as a 501(c)3.

moving FORWARD

- Achieve 75 percent participation rate in the Needs Assessment Surveys.
- Host meetings with the Transformation Advisory Committee and the community to review the Transformation Plan's strategies and outline.



Pictured: The Norman Blumberg Apartments public housing high rises

FY2013 CHOICE NEIGHBORHOODS PLANNING GRANT

SACRAMENTO, CALIFORNIA

Housing Authority of the City of Sacramento, Related Companies of California, & Mercy Housing Upper Land Park/Broadway

key PARTNERS

Sacramento Housing and Redevelopment Agency | EJP Consulting Group | City of Sacramento | Habitat for Humanity | Riverview Capital Investments | Saris Regis Group | Enterprise Community Partners | Sacramento Housing Alliance | Leataata Floyd Elementary | Sacramento Education and Training Agency | Sacramento Regional Transit | Greater Broadway Partnership | Valley Vision | Roberts Family Development Center | Kaiser Permanente | WellSpace Health | Dignity Health | Upper Land Park Neighbors | Land Park Community Association

neighborhood BACKGROUND

Located on the Sacramento River, the Upper Land Park/Broadway neighborhood consists of four sub-areas that are disconnected from the rest of Sacramento: a former industrial riverfront property; a former lumber processing hub; the Sacramento Marina/Miller Regional Park; and the sprawling, Alder Grove and Marina Vista public housing sites. However, given that is only one mile from the downtown core, the neighborhood has great potential. Major reinvestment is already planned for the former lumber site, which has been purchased by a private developer for the purpose of building 800 housing units.

The Choice Neighborhoods Planning Grant is being used to integrate existing and new neighborhood plans with a redevelopment proposal for the Alder Grove and Marina Vista sites, ensuring the opportunity to create a mixed-use, mixed-income community. The planning process is also being used to establish a framework to help residents succeed in their new community, offering case management and improved educational opportunities. Perhaps most importantly, the Planning Grant is facilitating a thoughtful and inclusive community engagement process to guide the creation of a visionary but realistic Transformation Plan.

Choice Neighborhoods ACCOMPLISHMENTS

- A Community Advisory Committee and Neighborhood, Housing, and People Task Forces have been established.
- The Resident Needs Assessment for Marina Vista and Alder Grove communities is complete.
- An asset mapping / gap analysis event resulted in a strategy to establish four work groups and action plans on key issues related to youth, education, and the community.
- Project Voice: Youth Speaking Through Words, Art and Service was launched. Project Voice is a 16-week youth development program that uses photography to enhance youth skills and promote participation in the planning process.
- Draft Guiding Principles were developed at two resident and neighbor workshops.
- An environmental assessment of both public housing sites has been conducted.

moving FORWARD

- Complete the Neighborhood Survey Report.
- Display Photo Voice Project at the Crocker Art Museum.
- Draft strategies based on the Resident Needs Assessment and Neighborhood Survey Report.
- Complete housing and retail market analysis.



FY2013 CHOICE NEIGHBORHOODS PLANNING GRANT

WELLSTON, MISSOURI

*St. Louis County Department of Planning & Wellston Housing Authority
Wellston*

key PARTNERS

Wellston Housing Authority | H3 Studio | Regional Housing and Community Development Alliance | St. Louis County Economic Council | University of Missouri - St. Louis | Beyond Housing, Normandy School District | Laclede Gas Company

neighborhood BACKGROUND

The Wellston neighborhood was deeply impacted by the closure of Wellston factories. The neighborhood has a vacancy rate of 29 percent, contaminated sites, a poverty rate of 43 percent, and prevalent violent crime. The neighborhood also contains 201 scattered-site public housing units, which suffer from severe structural problems and obsolete mechanical systems. However, new reinvestment and hope is coming to the area. The St. Louis County Economic Council has created two new industrial parks and constructed a \$5.1 million Wellston child care facility. Meanwhile, Beyond Housing, a key partner, has secured \$3 million to carry out a grass roots community engagement process.

The St. Louis County Department of Planning and Wellston Housing Authority are working closely with their partners to execute a robust, Choice Neighborhoods planning process. As part of this process, community members and residents are participating in a neighborhood advisory group, public workshops, focused work sessions, one-on-one interviews, and a needs assessment survey. Partners are also collecting and managing neighborhood data, conducting a market analysis, identifying best practices, and facilitating a collective vision and actionable strategies. The result of this process will be a plan to make Wellston a sustainable, mixed-income, healthy, and safe neighborhood where families choose to live.

Choice Neighborhoods ACCOMPLISHMENTS

- Master housing developer, McCormack Baron Salazar, has been procured.
- Additional site control has been secured over an approximately 20 acre site on the region's light rail for potential transit oriented development.
- 17 public housing units have undergone extensive renovations.
- The Early Explorers Child Development Academy, the only licensed and accredited early childhood education facility in the neighborhood, has been opened.
- A new \$85 million Accent Data Center has planned to locate to the Wellston Industrial Park.

moving FORWARD

- Continue to demolish blighted structures.
- Facilitate a week-long charrette to determine Transformation Plan details.
- Establish and implement a home repair and blight control program.
- Establish and implement a job training outreach and youth violence prevention program.

FY2013 CHOICE NEIGHBORHOODS PLANNING GRANT

WINSTON-SALEM, NORTH CAROLINA

Housing Authority of the City of Winston-Salem & Pennrose Development, LLC
Cleveland Avenue

key PARTNERS

Renaissance Planning Group | Neighbors for Better Neighborhoods | Wake Forest Baptist Medical Center | Wake Forest University Community Law and Business Clinic | Winston-Salem City Manager's Office | Winston-Salem City Council | Winston-Salem Business and Community Development Department | Winston-Salem Police Department | Northwest Piedmont Workforce Development Board | Forsyth Technical Community College | Goodwill of Northwest NC | Winston-Salem State University | Urban League | Experiment in Self-Reliance

neighborhood BACKGROUND

Located in northern Winston-Salem, the Cleveland Avenue Neighborhood (CAN) is an underdeveloped and severely distressed community in an otherwise thriving city. Violent crime rates for the neighborhood are 8 times higher than the city average and nearly 80 percent of its families live in poverty. Additionally, CAN contains the Cleveland Avenue Homes Community, a 244-unit isolated and functionally obsolete public housing site. Despite these daunting circumstances, new investment and interest are now spilling over into CAN. The neighborhood is within a 10-minute walk of the vibrant downtown area and a new biomedical/technology research park. Entities from the research park want to strengthen the community's health and the City is investing \$3 million in improvements to a main neighborhood thoroughfare that connects to the biomedical/technology research park.

Building on the current reinvestment initiatives, the Choice Neighborhoods Planning Grant is enabling the community to establish a new vision for the Cleveland Avenue Neighborhood. The Housing Authority of the City of Winston-Salem and its partners are actively engaging the community in the planning process, ensuring meaningful participation of affected residents and stakeholders, including surrounding communities, local governments, health care providers, businesses, developers, philanthropic leaders, non-profits, and universities. The final plan will take advantage of the educational, employment, economic,

and cultural opportunities now surrounding the site to improve the neighborhood and the lives of neighborhood residents.

Choice Neighborhoods ACCOMPLISHMENTS

- The household survey, needs assessment, market assessment, and preliminary physical plan have been initiated.
- Neighbors for Better Neighborhoods were hired and have launched community engagement efforts.
- In response to neighborhood children's feedback, new basketball courts and goals have been installed.
- The Neighbors in Action program has been initiated, which is a leadership and community development program designed to identify community members who can assist in the neighborhood's transformation.
- An Asset-Based Community Development training has been held with agency and institutional partners to familiarize partners with residents' perspectives on transformation.
- A series of Neighbor Nights have been launched. Neighbor Nights are resident gatherings designed to help residents organize discussions around topics relevant to the planning process.

moving FORWARD

- Complete household surveys, market assessment, housing plan, and neighborhood physical plan.
- Present needs assessment results and vet a preliminary set of opportunities at a neighborhood design charrette.
- Continue work on Transformation Plan strategies through the committee process and independent best practice research.
- Continue to focus on interagency coordination and commitment-making as new programs, projects, and policies are generated through the planning process.



FY2014 CHOICE NEIGHBORHOODS PLANNING GRANT

FLINT, MICHIGAN

*City of Flint & Flint Housing Commission
South Saginaw Corridor*

key PARTNERS

University of Michigan | The International Academy of Flint | Mott Foundation | Flint Community Schools | Genesee County Habitat for Humanity | Genesee Health System | Flint Watershed Coalition | Building Neighborhood Power | WOW Outreach | Neighborhoods Without Borders | BEST Project

neighborhood BACKGROUND

The City of Flint and the Flint Housing Commission are partnering to address the historic challenges facing the Atherton East public housing development and the surrounding community. Built nearly 50 years ago, Atherton East lies within the South Saginaw Corridor – an area of limited opportunity at the edge of the City, within a 100 year flood plain, and separated from the rest of the community by railroad tracks. The neighborhood struggles with significant crime, particularly drug trafficking and shootings. These challenges are magnified by a poverty rate of nearly 40 percent. Further, the neighborhood and the City are experiencing a declining population resulting in increased blight and large tracts of vacant land.

moving FORWARD

However, the South Saginaw Corridor also has key assets. The City has recently completed its first master plan since 1960 and has identified the South Saginaw Corridor as a priority area. Several local businesses are also investing in the community, and advocacy organizations have been critical in efforts such as revitalizing Thread Lake, a 26-mile underutilized water resource. Created in 2012, the South Saginaw Task Force has been instrumental in identifying opportunities for improvement within the community. Additional community organizations such as the South Side Business and Resident Association, South Parks Neighborhood Association, the Circle Drive Neighborhood Association, the South Saginaw Crime Watch, and partners within Flint Community Schools provide significant support and feedback. Also, the neighborhood has received federal and state investment that will catalyze transformation.

(moving forward continued)

The Choice Neighborhoods Transformation Plan will serve as a detailed extension of the recently established City Master Plan. The plan will be community-driven and result in detailed Housing, Neighborhood, and People strategies, including significant details on improving safety and increasing educational opportunities for the neighborhood and its residents. Finally, these efforts will build on the comprehensive work underway through the federal Strong Cities, Strong Communities initiative – which aims to create new partnerships between federal agencies and localities to spark economic development.



Pictured: Atherton East public housing

FY2014 CHOICE NEIGHBORHOODS PLANNING GRANT

GARY, INDIANA

City of Gary, Legacy Foundation, & the City of Gary Economic Development Corporation
University Park East

key PARTNERS

Indiana University Northwest | Ivy Tech | Gary Community School Corporation | WorkOne Indiana | ARISE Gary | Indiana Parenting Institute | Northwest Indiana Regional Planning Commission | Broadway Area Community Development Corporation | Gary Public Transportation Corporation | Gary Redevelopment Commission | EJP Consulting Group, LLC

neighborhood BACKGROUND

As an older industrial city, the City of Gary has struggled to stabilize its population and economic base over the last 40 years. The University Park East neighborhood has continued to steadily lose population and experience significant challenges. The long-term vacancy rate is near 40 percent. The violent crime rate is nearly three times the City's average. The neighborhood's one elementary school was closed in 2008 and still stands vacant today. Of the public schools that students can choose to attend, 23 out of 25 schools received a grade of D or F from the Indiana Department of Education. Additionally, the community's 78 public housing units in Colonial Gardens #1 and #2 are severely distressed, mostly vacant (only 18 are occupied), and exert a blighting influence on the neighborhood.

moving FORWARD

Despite these challenges, the neighborhood possesses many of the qualities and resources critical to realizing a successful transformation effort. University Park East and the broader community are home to the only two higher educational institutions in the City. University Park East also boasts well-established residential areas, a section of the City's Central Business District commercial corridor, a large park, and a network of faith- and community-based organizations. Under new city leadership, the University Park Concept Plan was updated in 2012, which involved extensive community engagement and resulted in early critical investments. In January 2014, Gary was selected as one of seven Strong Cities, Strong Communities – an initiative that aims to create new partnerships between federal agencies and localities to spark economic development.

(moving forward continued)

Finally, with support from the Legacy Foundation's Neighborhood Spotlight Initiative, University Park has begun community outreach, using a collective impact approach to generate place-based development.

The award of a Choice Neighborhoods Planning Grant will allow the City and Co-Grantees to focus on the eastern portion of University Park, which experiences significantly higher rates of vacancy, poverty, crime, and disinvestment. It also provides an opportunity to plan for the redevelopment of a portion of the Gary Housing Authority's scattered site public housing portfolio. The City will use the planning process to develop a Transformation Plan that positively affects all of the residents in University Park East and supports the broader vision for the neighborhood and the City as a whole.



Pictured: Colonial Gardens public housing



FY2014 CHOICE NEIGHBORHOODS PLANNING GRANT

LOUISVILLE, KENTUCKY

Louisville Metro Housing Authority
Russell

key PARTNERS

City of Louisville | EJP Consulting | Center For Neighborhoods | Community Ventures Corporation | New Directions Housing Corporation | Bellarmine University | Louisville Urban League | Metro United Way Success by 6 | Jefferson County Public Schools

neighborhood BACKGROUND

The Russell neighborhood lies near Louisville's vibrant Downtown and Central Business District, but is cut off from the district by a major North-South thoroughfare and a series of ramps that connect to Interstate 64. For years, West Louisville stakeholders have advocated for reinvestment in Russell, deploring the systematic poverty that engulfs the neighborhood, where 62 percent live in poverty, 40 percent reside in subsidized housing, and employment opportunities have dwindled. Russell has six HUD-assisted housing sites, with two directly abutting the Choice Neighborhoods target housing, the 768-unit Beecher Terrace, one of only two remaining large, barrack-style, family public housing sites owned by the Louisville Metro Housing Authority. Despite previous modernization efforts, Beecher contains serious structural, building, and site design deficiencies.

moving FORWARD

A strong set of actors are committed to reversing these trends. In 2010, the African American Heritage Foundation's work to preserve the area's cultural history resulted in the adaptive reuse of a former trolley station as the Kentucky Center for African American Heritage. In 2015, Telesis, owner of the HUD-assisted City View Park apartments and the commercial strip adjacent to Beecher, will begin planning for a small retail center that will include a quality grocery store. In 2014, the Community Ventures Corporation has begun the conversion of a former cafeteria into a food business incubator, restaurant, and small-scale grocery outlet. Meanwhile, Louisville Central Community Centers, Inc. continues to expand on its recent investment of more than \$10 million to: generate jobs

(moving forward continued)

in West Louisville; revitalize its headquarters, which will contain a multipurpose commercial, cultural and family services hub; and promote its bold vision for Muhammad Ali Boulevard to bolster tourism and maximize economic development throughout Russell.

These key stakeholders, other strong community institutions, and private investors, along with Louisville Metro Government have joined with the Housing Authority to formalize a partnership that will ensure a successful Transformation Plan for Russell. The Choice Neighborhoods Planning Grant will finally enable this extensive partnership to unite their separate efforts into a comprehensive, unified plan.



Pictured: Choose Russell community branding developed by neighborhood residents (top); Beecher Terrace public housing (bottom)

FY2014 CHOICE NEIGHBORHOODS PLANNING GRANT

MOBILE, ALABAMA

Mobile Housing Board

Thomas James Place/Southside

key PARTNERS

City of Mobile | Mobile Police Department | Mobile County Commission | Mobile County Public School System | Thomas James Place Resident Association | Mobile Area Education Foundation | Mobile Airport Authority | Boys and Girls Clubs of South Alabama | Mobile Works | Gulf Regional Early Childhood Service | Franklin Primary Health Center | Mobile County Health Department

neighborhood BACKGROUND

Officially called Thomas James Place, but known to locals as Birdville, Thomas James Place is a 70 year old, severely distressed, 796-unit public housing development sitting on over 250 acres in the south side of Mobile, Alabama. The development is adjacent to Brookley Industrial Park, the site of a former air force base. During World War II, the homes were quickly constructed to provide temporary housing to military personnel stationed there. When the base closed in 1969, the surrounding area suffered from lost jobs, diminished commerce, disinvestment, and decline. The neighborhood currently has a poverty rate of 55 percent and a violent crime rate that is six times the City's rate.

moving FORWARD

However, change is coming to Thomas James Place. The logistical and manufacturing benefits of the former air base attracted Airbus, a world leader in aircraft manufacturing. In 2013, Airbus broke ground on a \$600 million assembly plant. Upon completion, the facility is expected to employ 1,000 workers, and Airbus suppliers are expected to create an additional 3,000 to 4,000 jobs. Projections indicate that over 600 new homes will be needed to meet the increased housing demand, and an additional \$150 million will be added to Mobile's economy. In response, the Alabama Industrial Development Training, a state-sponsored workforce training facility, recently opened a new \$7 million aviation training center located in the Brookley Industrial Park. The epicenter of this tremendous growth and opportunity is steps from the severely distressed Thomas James Place.

(moving forward continued)

The Mobile Housing Board, along with the City of Mobile and other key partners, will use the Choice Neighborhoods Planning Grant to lead an inclusive planning process that will ensure that current residents of Thomas James Place benefit from the investments being made. In addition, the Mobile County Public School System, Mobile Area Education Foundation, Gulf Regional Early Childhood Services, and Bishop State Community College will partner to design a cradle-to-college strategy, including working with the neighborhood Mae Eanes Middle School to improve math scores and increase exposure to future career opportunities in high-tech manufacturing and engineering.



Pictured: While residents are able to maintain some of the units of Thomas James Place (top), many units within Thomas James Place are vacant and deteriorating from aging and frequent flooding (bottom)



FY2014 CHOICE NEIGHBORHOODS PLANNING GRANT

MOBILE, ALABAMA

Mobile Housing Board
Three Mile Trace/Northside

key PARTNERS

City of Mobile | Mobile County Commission | Roger Williams Residents' Association | Mobile Area Education Foundation | Mobile County Public Schools | Mobile Works | Bishop State Community College | Mobile Police Department | Mobile Bay National Estuary Program | Community Foundation of South Alabama | Boys and Girls Club of South Alabama

neighborhood BACKGROUND

Roger Williams Homes is a 453-unit public housing development located a half mile from downtown Mobile. Built in 1954, Roger Williams Homes is severely distressed, with many of the units located within a flood zone. The neighborhood, Three Mile Trace/Northside, also has several additional distressed properties and a long-term vacancy rate of 24 percent, almost 4 times as high as the surrounding county. Once a hub for African-American businesses, hotels and entertainment, the neighborhood experienced significant disinvestment as steel, paper and chemical production jobs disappeared. As the local economy weakened, crime and drug use increased. Today, the neighborhood's poverty rate is 50 percent and its Part I Violent Crime rate is over three times that of the City of Mobile.

moving FORWARD

Amidst these challenges, the neighborhood also has several opportunities for growth. The neighborhood contains the historic community of AfricaTown, and there is an ongoing effort to preserve African memories, culture, and community. Bishop State Community College and several major medical institutions are located nearby. The University of South Alabama's Women's and Children's Hospital, located across the street from the neighborhood's southern boundary, recently completed a multi-million construction project that can help attract additional private investment. The City of Mobile is also preparing a multi-million dollar redevelopment plan for the larger downtown area, which includes the neighborhood.

(moving forward continued)

The Mobile Housing Board, along with the City of Mobile and the Mobile Area Education Foundation, will use the Choice Neighborhoods Planning Grant to develop a community-driven Transformation Plan that will revitalize the neighborhood, improve educational opportunities, and bolster community amenities. Informed by the active support of the Mobile County Public School System, Bishop State Community College, the Mobile Police and Fire Departments, the Roger Williams Residents' Association, and several local nonprofits, this Transformation Plan will build upon current initiatives to create a safe, economically-viable, and family-friendly neighborhood with improved opportunities for all.



Pictured: A neighborhood resident participating in a community meeting (top); The Three Mile Trace public housing development (bottom)

FY2014 CHOICE NEIGHBORHOODS PLANNING GRANT

NORTH LAS VEGAS, NEVADA

City of North Las Vegas & Southern Nevada Regional Housing Authority
Urban Core

key PARTNERS

Clark County School District | Lutheran Social Services of Nevada | Nevada Partners, Inc. | Clark County Social Services | Community College of Southern Nevada | Catholic Charities of Southern Nevada | North Las Vegas | Police Department | Lincy Institute of UNLV | Outside Las Vegas Nevada HAND | Nevada Department of Training and Employment | Governor's Office of Economic Development | Workforce Connections

neighborhood BACKGROUND

The North Las Vegas Urban Core neighborhood contains the 120-unit Rose Gardens public housing development, as well as a former multi-family complex called Buena Vista Springs. Through a community revitalization process and Neighborhood Stabilization Program funds, Buena Vista Springs was demolished. Today, Buena Vista Springs is an 18-acre tract of vacant property in the Urban Core that is plagued by crime. The broader neighborhood struggles with a poverty rate of 31 percent, high crime rates, and severely distressed public housing. Further, the City of North Las Vegas was negatively impacted by the economic downturn, resulting in city-wide vacancies and an unemployment rate of 17 percent – all of which impact the remaining residents located at the target housing site, Rose Gardens.

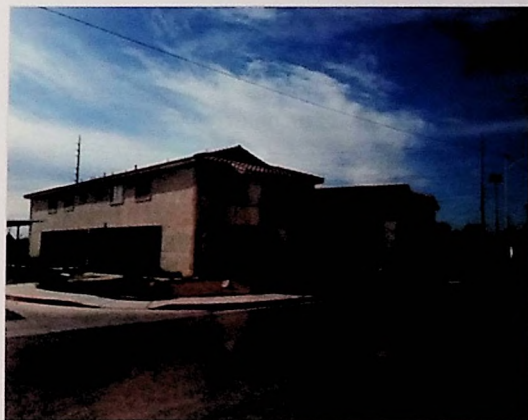
moving FORWARD

Despite its current challenges, the North Las Vegas Urban Core neighborhood is well-positioned. The community is adjacent to the North Las Vegas Redevelopment area and sits within the Southern Nevada Enterprise Community planning area. The neighborhood is also aligned with the Sustainable Communities Regional Planning Grant. The renewed interest in surrounding areas presents the opportunity to regenerate the Urban Core area. There is momentum at the recently demolished Buena Vista site, and the City is actively pursuing development strategies for Rose Gardens and the Urban Core neighborhood.

The City of North Las Vegas, along with the Southern Nevada Regional Housing Authority and other

(moving forward continued)

partners, will use the Choice Neighborhoods Planning Grant to build upon existing community-driven, site specific interventions. With the active support of the Rose Gardens residents, community stakeholders, developers, city planners, and partners such as the Clark County School District, Lincy Institute of UNLV, Lutheran Social Services of Nevada, and Nevada Partners, Inc, the planning process will create an impactful Transformation Plan that establishes long-term neighborhood stability.



*Pictured: The site of the demolished Buena Vista Springs (top);
Housing within the Urban Core neighborhood (bottom)*



FY2014 CHOICE NEIGHBORHOODS PLANNING GRANT

ST. LOUIS, MISSOURI

*Urban Strategies, Inc.
Near North Side*

key PARTNERS

City of St. Louis | McCormack Baron Salazar | St. Louis Public Schools | Flance Early Learning Center | St. Louis Metropolitan Police Department | St. Louis Agency on Training and Employment | United Way of Greater St. Louis | Urban League of Metropolitan St. Louis

neighborhood BACKGROUND

O'Fallon Place consists of two project-based Section 8 housing complexes in the Near North Side neighborhood of St. Louis. With nearly 600-units in need of significant repair, the management company of O'Fallon Place recently rebranded the site as "Preservation Square" in hopes of turning around its image. While some housing investments have been made in the community, the Near North Side is in need of a more comprehensive approach to neighborhood and economic development. Currently, more than 60 percent of neighborhood residents live in poverty, Part I Violent Crime rates are nearly double city rates, and the unemployment rate is 23 percent. The neighborhood also suffers from a large number of vacant properties, which includes the long-abandoned site where the Pruitt-Igoe public housing development once sat.

moving FORWARD

Despite its current challenges, the community has a number of strengths. The newly constructed, state of the art Flance Early Learning Center is bringing high-quality early education to neighborhood residents of all income levels. The local school district is undergoing significant policy and administrative changes to increase accountability and student achievement. The neighborhood is also nestled within the larger Northside Regeneration Project area – an initiative that is bringing over \$8 billion into North St. Louis, including infrastructure improvements and economic development programs. St. Louis is also receiving technical assistance from the federal Strong Cities, Strong Communities initiative, which is helping local leaders align resources to accelerate improvements in communities, such as the Near North Side.

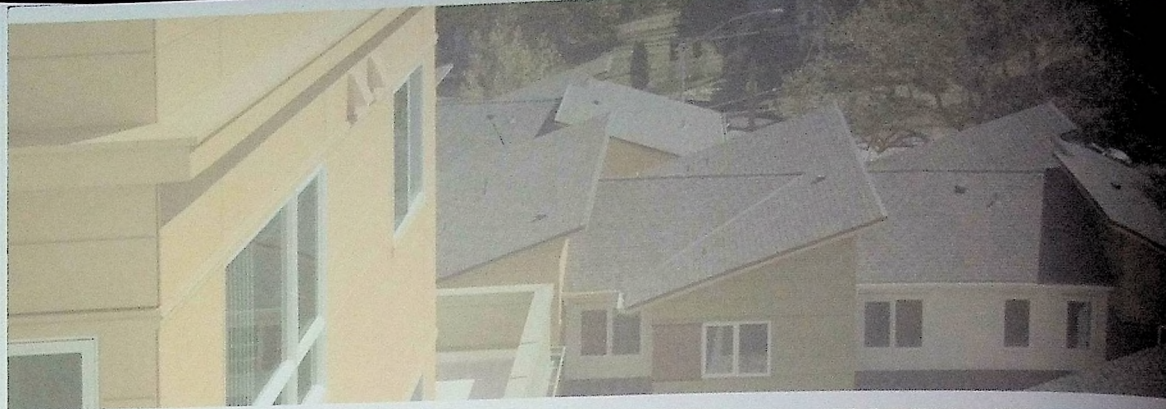
(moving forward continued)

Urban Strategies, Inc. will lead the planning process in partnership with the City of St. Louis, McCormack Baron Salazar, St. Louis Public Schools, Flance Early Learning Center, and 45 other partner organizations representing government organizations, service providers, banking and finance, parent and resident associations, law enforcement, and business and religious organizations. Through the concerted coordination of local resources, the Choice Neighborhoods Planning Grant will be used to develop a Transformation Plan that will improve the lives of children and families and position the neighborhood as a thriving gateway to downtown St. Louis.



Pictured: O'Fallon Place Apartments (top); New state of the art early education center within the neighborhood (bottom)

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www.hud.gov/cn

choiceneighborhoods@hud.gov