



Choice Neighborhoods 2017 Implementation Grant Awards



U.S. Department of Housing & Urban Development

Baltimore, MD | Flint, MI | Phoenix, AZ | Shreveport, LA | Tulsa, OK

Project summaries include photos and excerpts from each submitted application, lightly edited for grammar and style.

FY2017 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

BALTIMORE, MARYLAND

*Housing Authority of Baltimore City & Mayor and City Council of Baltimore
Perkins, Somerset & Oldtown Neighborhoods*

project OVERVIEW

The Housing Authority of Baltimore City and the City of Baltimore were awarded a \$30 million FY2017 Choice Neighborhoods Implementation Grant for the Perkins, Somerset, and Oldtown neighborhoods – collectively referred to as the PSO neighborhood. Surrounded by key city destinations, a lack of historical investment and the obsolete Perkin Homes public housing development has left the neighborhood behind while others have experienced rapid growth. However, through a planning process inspired by the Choice Neighborhoods model, the community has established a new vision for PSO. Guided by this vision, Baltimore will use the Choice Neighborhoods Implementation Grant and leverage commitments to develop vibrant, mixed-income housing; revive key commercial corridors; redevelop blighted properties; enhance public safety; and provide families with the tools they need to achieve their personal goals.

key PARTNERS

PSO Housing Company, LLC | Urban Strategies | Baltimore Curriculum Project | Perkins Homes Tenant Council | Abell Foundation | Baltimore City Police Department | Baltimore Development Corporation | Baltimore Healthy Start | Baltimore Medical Systems | Care First | Child First Authority | Commercial Development, Inc. | Goodwill Industries | H&S Bakery | Johns Hopkins Carey Business School | Living Classrooms | Maryland Hunger Solutions | Maryland Institute College of Art | Maryland New Directions | Office of Employment Development | Open Society Institute | RBC Capital Markets Corporation | Red Mortgage Capital, LLC | Ronald McDonald House | SunTrust | The Foundry | Thread | Urban Atlantic

committed LEVERAGE (self-reported)

Housing Leverage Committed: \$197.6 million

People Leverage Committed: \$30.3 million

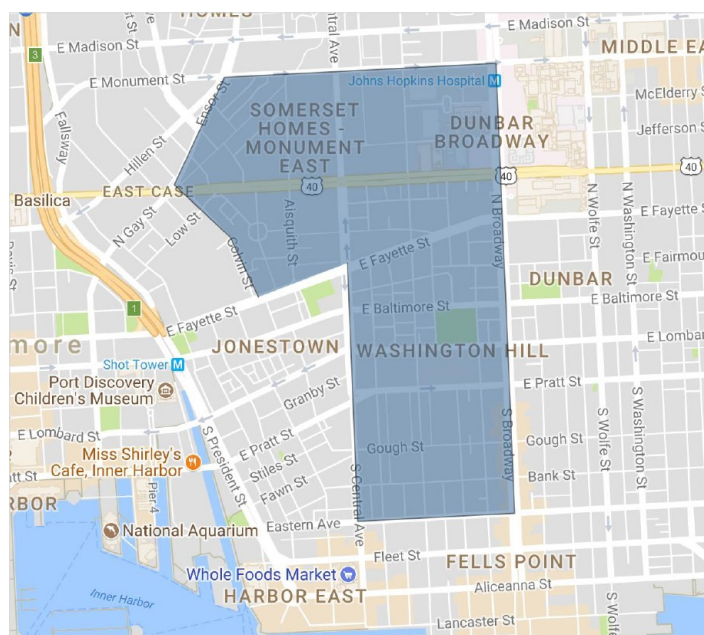
Neighborhood Leverage Committed: \$342.7 million

neighborhood BACKGROUND & VISION

Referred to as “the hole in the donut”, the Perkins Homes public housing development and the Perkins, Somerset, and Oldtown neighborhoods (PSO neighborhood) are surrounded by Baltimore’s harbor area and thriving neighborhood destinations but cut off from this growth. The neighborhood’s 629 units of obsolete public housing create a visible break in the area’s fabric. Meanwhile, a lack of investment over decades has left the neighborhood with underperforming schools, high crime, and a dearth of basic neighborhood amenities, such as a grocery store, bank, or pharmacy.

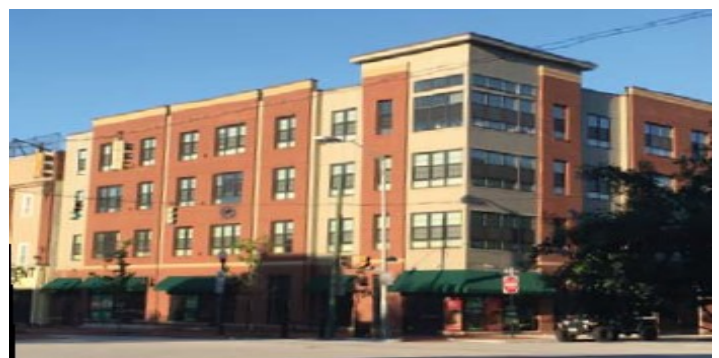
However, the PSO neighborhood is poised for change. In 2015, the Housing Authority of Baltimore City and the City financed a planning process inspired by the Choice Neighborhoods model. They engaged hundreds of residents, formed a Steering Committee of 22 committed stakeholders, and, together, developed a plan for revitalization. Nearby anchor institutions, the Johns Hopkins Medical Campus and Living Classrooms, are also dedicated to playing an active role in the implementation of this plan. These stakeholders, in combination with the neighborhood’s proximity to downtown and the Harbor, its excellent accessibility by public transportation, and its engaged and committed residents, provide a solid foundation for the neighborhood’s transformation.

Now, the Housing Authority, the City, residents, and their partners will use \$30 million in Choice Neighborhoods funds to make their plan a reality. The PSO Transformation Plan envisions that the revitalization of Perkins Homes will serve as a catalyst to transform the entire neighborhood and intentionally connect it to the economically booming, adjacent neighborhoods and anchor institutions. PSO Housing Company, LLC, will lead the effort to redevelop the 629-unit Perkins Homes development into 1,345 vibrant housing units for households of all income levels. PSO Housing Company is a joint venture between Beatty Development, McCormack Baron Salazar, Mission First and the Henson Company. This unique joint venture will bring local and national housing development expertise to the neighborhood in order to implement the ambitious revitalization plan.



Pictured: The boundaries of the PSO Choice Neighborhood.

Pictured: Perkins Homes (top) is arranged in a superblock configuration, distinctively foreign in form to the surrounding blocks of southeast Baltimore. These long superblocks consist of a series of deep internal and unprogrammed residential courtyards. Severely distressed, Perkins Homes stands in stark contrast from new housing investments (bottom) happening throughout the Perkins, Somerset, and Oldtown neighborhoods.



To magnify the impact of the housing redevelopment, the City's Department of Housing and Community Development will lead a set of complementary physical improvements. For example, the Department and their partners will revive key commercial corridors, improve connections from north to south along Central Avenue and Caroline Street, redevelop blighted and underutilized properties, develop public parks and streetscapes, and create new education and health amenities. At the same time, public safety will be addressed through a range of crime-prevention design improvements, targeted crime hot spot interventions, a crisis response program that deescalates conflicts, and strategic community building efforts.

Equally important, the Choice Neighborhoods Implementation Grant and leverage commitments will link residents living in the target housing to the tools they need to set and achieve their personal goals. Urban Strategies, the People Implementation Entity, Baltimore Curriculum Project, the Principal Education Partner, and a range of partners will offer residents intensive case management and expanded, evidence-based programming. With a focus on three areas – health and wellness, employment and job training, and children's education – these new opportunities will lead to economic stability, reduce stress and trauma, and establish a foundation for success.

FY2017 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

FLINT, MICHIGAN

City of Flint & Flint Housing Commission
South Flint

project OVERVIEW

The City of Flint and the Flint Housing Commission were awarded a \$30 million FY2017 Choice Neighborhoods Implementation Grant for South Flint and its surrounding areas. Faced with the loss of industry and an ongoing water crisis, the City of Flint is overcoming its challenges and major reinvestment is taking shape. Supported by a FY2014 Choice Neighborhoods Planning Grant, local leaders and community members created a plan to improve South Flint and the surrounding neighborhoods to capitalize on recent investments and momentum. With the award of a Choice Neighborhoods Implementation Grant, the City of Flint and the Flint Housing Commission will make their Transformation Plan a reality by replacing the obsolete Atherton East public housing development in strategic areas in South Flint and just north of the downtown area. To ensure that families directly benefit from this investment, the team will work closely with Mott Community College Workforce Development to create job training opportunities tailored to Flint's local economy and job opportunities. A variety of neighborhood strategies to increase and enhance the existing housing stock will be implemented, in addition to a range of commercial and economic development activities.

key PARTNERS

Norstar Development USA | Mott Community College Workforce Development | Flint and Genesee Literacy Network | Atherton East Tenant Council | Catholic Charities | Crim Fitness Foundation | Flint and Genesee County Chamber of Commerce | Flint Police Department | Flint Public Art Project | Flint River Watershed Coalition | Genesee Community Health Center | Genesee Conservation District | Genesee County Habitat for Humanity | Genesee County Land Bank Authority | Genesee Immediate School District | Hamilton Community Health Network | Hurley Medical Center | LISC | Mass Transit Authority | Michigan State Housing Development Authority | Neighborhood Engagement Hub | Safe and Active Genesee for Everyone | University of Michigan-Flint | United Way of Flint and Genesee County

committed LEVERAGE (self-reported)

Housing Leverage Committed: \$16.3 million

People Leverage Committed: \$64.4 million

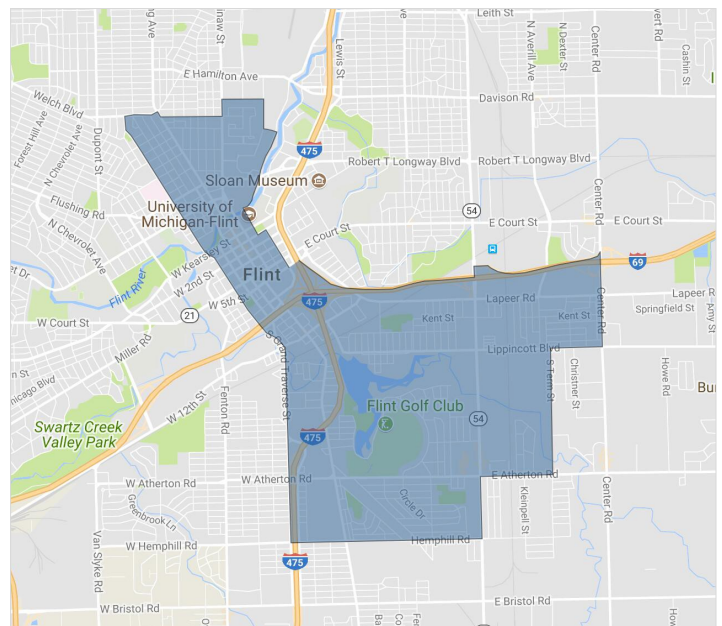
Neighborhood Leverage Committed: \$206.9 million

neighborhood BACKGROUND & VISION

Once considered the "American Dream," Flint has faced trials in the last half decade, from the loss of General Motors to the man-made water crisis that claimed 10 lives and exposed 9,000 young children to the health and developmental dangers of lead. Despite devastating challenges, South Flint is a prime example of resilience and reinvention.

With community residents and stakeholders, the City of Flint led a three-year planning effort to transform South Flint using the revitalization of Atherton East as a catalyst. Atherton East is the most isolated and distressed public housing property in the City of Flint. The 192 units at Atherton East were purposely placed in an undesirable area at the edge of the City, cut off from the rest of the community by a railroad and within a 100-year flood plain. Shortly after its construction, the neighborhoods main corridor was separated from surrounding neighborhoods with the construction of a new interstate highway in the 1970s. Urban renewal and disinvestment transformed a once vibrant community into one marked by abandoned buildings, high crime, and concentrations of households with extremely low poverty. Today, challenges remain in South Flint as the poverty rate is 40 percent and unemployment is at a staggering 26.4 percent.

With a bold plan to *Imagine Flint* the team will support residents of Atherton East by relocating and constructing new housing in areas in the City that are better connected to transit, services, employment and schools. The City of Flint is primed for this investment as there is an abundance of land yet no new, quality rental housing to serve the needs of residents at all income levels. The housing, people, and neighborhood strategies planned for South Flint will help to address high vacancy and abandonment while creating new opportunities for people to live in the City. The \$30,000,000 Choice Neighborhoods funding will be leveraged with more than \$271 million in partner investments – meaning for every \$1 in Choice Neighborhoods funding \$9 in additional public and private funding will support the project.



Pictured: The boundaries of the Flint Choice Neighborhood.

Pictured: Atherton East (top) is the most distressed public housing development in the City of Flint, purposely placed in an undesirable area at the edge of the City, cut off from the rest of the community by a railroad and within a 100-year flood plain. Through Choice Neighborhoods, Atherton East will be demolished and new housing will be developed in locations closer to the City's downtown and jobs centers. Early renderings (below) built to modern standards stand in stark contrast to Atherton East.



The housing revitalization plan will be led by Norstar Development USA (Norstar). As the Housing Implementation Entity, Norstar will be responsible for the replacement of Atherton East. The housing plan includes the demolition and one-for-one replacement of the 192 public housing units of Atherton, with an additional 121 units of workforce and market-rate housing – for a total of 313 new rental units in the City. Because the Atherton East site is isolated and within a flood plain, the team identified off-site locations to offer residents great opportunity. The Guiding principles for the site selection included (1) the creation of the greatest mix of income tiering to avoid concentration of a single income type, (2) offering as many housing choices to Atherton residents as possible, (3) relocation of Atherton residents into new, quality housing as soon as possible, and (4) use of realistic assumptions regarding availability and timing of financing. Through these principles, the team has identified two primary off-site locations in close proximity to both the City's downtown core and economic job centers so that residents are able to take full advantage of Flint's reinvention.

Mott Community College Workforce Development (Mott) will lead the people plan to comprehensively assist Atherton East and South Flint residents in improving their access to basic services, quality of life, and economic achievement.

Most critically, Mott will provide career case management services to ensure that each resident benefits from the jobs being created adjacent to the target household and the extensive network of services in the South Flint community. Further, health specialized case management at Hurley Medical Center will support residents in accessing fundamental health care, including nutrition counseling and mental health services. Finally, through the dynamic leadership of the Flint and Genesee Literacy Network, families will be connected to the wide variety of educational programming to improve literacy and family-oriented learning.

The City of Flint's Department of Planning & Development will continue its community revitalization work. This work will include targeted blight elimination, support for retail and economic development, and efforts to increase access to recreation and community resources throughout South Flint. The City will coordinate Critical Community Improvement activities in partnership with the many organizations working to reinvigorate South Flint neighborhoods. These strategies include redeveloping vacant lots, public safety improvements, and economic development investments along two of the City's key corridors – Saginaw Street and Dort Highway.

FY2017 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

PHOENIX, ARIZONA

City of Phoenix
Edison-Eastlake Neighborhoods

project OVERVIEW

The City of Phoenix was awarded a \$30 million FY2017 Choice Neighborhoods Implementation Grant for the Edison-Eastlake neighborhoods. Located one mile east of downtown Phoenix, the Edison-Eastlake Community has become a focal area for redevelopment over the last several years. With the award of a HOPE VI grant for Frank Luke Addition, followed by the institution of a transit-oriented development policy to capitalize on the Valley Metro light rail – the City of Phoenix underwent a Choice Neighborhoods Planning and Action Grant process focused on the last three remaining public housing properties in the neighborhood footprint. With the award of a Choice Neighborhoods Implementation Grant, the City of Phoenix will now implement the vision to transform the Edison-Eastlake community into a model-in-town neighborhood. This transformation begins with the demolition and redevelopment of Frank Luke, A.L. Krohn and Sidney P. Osborn Homes into new mixed-income communities – creating 1,161 units of new rental housing in the neighborhood. This investment will also be matched with expanded health, education, and workforce opportunities for families and targeted neighborhood improvements along and around main thoroughfares.

key PARTNERS

Gorman & Company, Inc. | City Manager's Office of Youth and Education | Phoenix Revitalization Corporation | Arizona Department of Housing | Arizona State University | Friendly House | Head to Toe Therapy | Industrial Development Authority of the City of Phoenix | LISC | Maricopa Community College District | Maricopa County Department of Public Health | Phoenix Elementary School District #1 | Phoenix Police Department | Phoenix Union High School District | Raza Development Fund | St. Luke's Medical Center | Trellis Housing | Valle del Sol Health Center | Valley of the Sun United Way

committed LEVERAGE (self-reported)

Housing Leverage Committed: \$100.7 million

People Leverage Committed: \$31.9 million

Neighborhood Leverage Committed: \$54.3 million

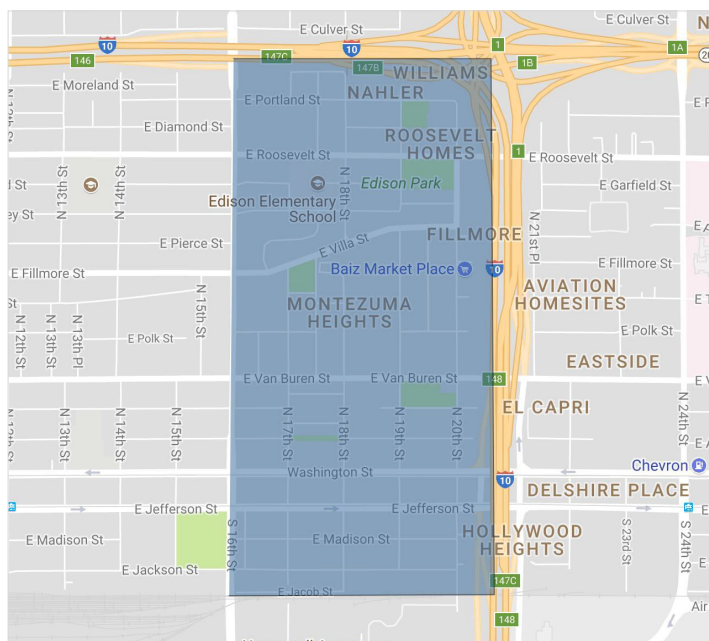
neighborhood BACKGROUND & VISION

"Edison-Eastlake is a diverse and thriving in-town neighborhood rich with history that offers exceptional access to downtown, high quality homes, healthy living and excellent connections to jobs, schools and services." This community driven vision for the Edison-Eastlake Community (EEC) was developed with the support of a Choice Neighborhoods Planning and Action Grant – awarded to the City of Phoenix in 2016. The Transformation Plan capitalizes on the momentum of transit-oriented development and downtown investment moving eastward towards the target

area. It takes into account the potential for the area while concurrently acknowledging the very real challenges facing this community.

Through this extensive planning effort, hundreds of public housing and neighborhood residents and community stakeholders have informed and shaped the community-driven Transformation Plan that pinpoints specific neighborhood, housing, and people strategies to move the EEC towards the future. Central to this plan is the complete redevelopment of Frank Luke, A.L. Krohn, and Sidney P. Osborn Homes – three severely distressed public housing developments, representing the largest concentration of public housing in the State of Arizona. Functionally obsolete and poorly designed, the Choice Neighborhoods award offers the opportunity to radically reshape the EEC landscape.

The housing plan provides for one-for-one replacement of all 577 existing public housing units; capitalizes on transit-oriented development opportunities; deconcentrates poverty; and ensures long-term housing affordability. In total, 1,161 units of new mixed-income housing will be constructed. Of these units, 1,011 will be built back in the EEC, in diverse building types along a reconnected street grid. The 1,011 units will include 427 replacement units and 545 affordable or market rate units. In addition to this housing, another 150 public housing replacement units will be developed off-site in communities that offer similar or better educational, employment, and transit opportunities – offering residents a variety of housing options to choose from.



Pictured: The boundaries of the EEC Choice Neighborhood.

Pictured: Recently completed, the Aeroterra community is immediately adjacent to the Frank Luke and A.L. Krohn public housing developments. While the Edison area of the City of Phoenix was historically comprised of mostly public housing — Aeroterra and Choice Neighborhoods replacement housing represent a long term effort to transform the EEC into a mixed-income community with modern amenities.



The neighborhood strategy is oriented around the goal of creating a walkable, livable, and sustainable community that celebrates its history and looks forward to the future. Mobility improvements – featuring Complete Streets, pedestrian enhancements, traffic calming, and a bike share program – will create a more walkable and bikeable neighborhood with easy and comfortable connections to transit and services. Open space will be expanded, creating new accessible parks that offer new amenities, active programming, and shade to get residents outside and mitigate extreme surface temperatures during the hot summer months. Additional neighborhood improvements include housing rehabilitation and business façade programs, as well as targeted public safety initiatives. Threaded throughout the neighborhood investment is the infusion of public art and place-keeping projects that will tell the neighborhood’s story and strengthen community pride.

The people strategy provides a continuum of high quality comprehensive services to residents to improve overall

health, economic and education outcomes. Through case management, residents will be connected to an extensive network of services and programs based on their individual needs and goals. Many services will be offered directly in the Edison-Eastlake community. A new Family Education Center will feature a library, an Early Head Start classroom, and space for a federally qualified health center to provide physical and mental health services. With children under 18 comprising over half of the existing public housing population, supporting socioemotional development and academic growth will be critical. From Early Head Start to Head Start to elementary and then high school and beyond, a network of school-based and out-of-school educational supports, complemented with robust youth programming, will be put in place to help youth achieve and succeed. Additionally, resident leadership training and continued outreach will be supported by the Phoenix Revitalization Corporation – ensuring that residents have a voice and active role in all aspects of the Transformation Plan’s implementation.



FY2017 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT

SHREVEPORT, LOUISIANA

*City of Shreveport & Housing Authority of the City of Shreveport
Allendale, Ledbetter Heights & West Edge Neighborhoods*

project OVERVIEW

The City of Shreveport and the Housing Authority of the City of Shreveport were awarded a \$24.2 million FY2017 Choice Neighborhoods Implementation Grant for the Allendale, Ledbetter Heights, and West Edge neighborhoods. A once thriving arts and music district, the target neighborhoods experienced sharp population decline in the 1970s. Today, the neighborhoods are challenged with high vacancy rates and limited opportunities for economic advancement. Within the target area was Naomi Jackson Heights, an isolated public housing development that was demolished in 2006. While two phases of the housing replacement have been completed, the Choice Neighborhoods Implementation Grant will allow the City of Shreveport, the Housing Authority of the City of Shreveport, and partners to create additional housing along the downtown's core – drawing new investment westward into the target neighborhoods. Complementary investments will be made through a variety of economic development activities and supports to residents in the areas of health, education, and employment.

key PARTNERS

Itex Development LLC | Volunteers of America of North and Central Louisiana | Housing Opportunities Unlimited | Caddo Parish Public Schools | Allendale, Ledbetter and Lakeside Neighborhood Association | Brown Taylor Development, LLC | Community Support Programs, Inc. | David Raines Community Health Center | Goodwill Industries | Louisiana Civil Rights Coalition | Louisiana Housing Corporation | Louisiana State University Agricultural Centers | Martin Luther King Health Center | Northern and Central Louisiana Interfaith | Northwest Louisiana Council of Governments | Northwestern State University's Child and Family Network | North Shreveport Common | Red River Bank | Shreveport Green | Shreveport Police Department | Shreveport Regional Art Council | Southern University of Shreveport | SporTran | Step Forward | St. Luke's Medical Mobile Ministry

committed LEVERAGE (self-reported)

Housing Leverage Committed: \$81.1 million

People Leverage Committed: \$12.7 million

Neighborhood Leverage Committed: \$20.0 million

neighborhood BACKGROUND & VISION

The Allendale, Ledbetter Heights, and West Edge neighborhoods are among the oldest communities in Shreveport – once home to a thriving arts and music district and the burgeoning African American middle class. It was here that famed musicians, Lead Belly and Jelly Roll Morton, performed in the jazz halls of Texas Avenue, Martin Luther King worked with civil rights leaders in local churches to build a grassroots movement for equality, and where African American shopkeepers and professionals lived and worked.

Like many neighborhoods in small manufacturing cities, Allendale-Ledbetter-West Edge experienced tremendous decline beginning in the 1970s. The neighborhood lost its middle-class families, leaving behind the poor and older residents who could not afford to move. Today, this neighborhood struggles with poverty, high vacancy rates, and limited opportunities for economic advancement. Further population decline continued as the Naomi Jackson Heights public housing site was vacated and demolished in 2006. However, residents and leaders have maintained a strong commitment to their neighborhood, and nowhere is this more evident than in the work done to date under the Choice Neighborhoods Transformation Plan.

The City of Shreveport and the Housing Authority of the City of Shreveport have been committed to the Choice Neighborhoods Initiative since 2011, when the community received a Choice Neighborhoods Planning Grant, and continues through today, with the support of its awarded 2016 Choice Planning and Action Grant. It is through this planning and early action that the team is bringing the neighborhood vision to life – a vision to create a “thriving, safe, and healthy community of diversity and opportunity; a vibrant, mixed-income, mixed-use and connected community with strong links to schools, training, and jobs; a neighborhood that honors heritage and a community that fosters positive outcomes.” To date, this vision has attracted \$30 million in infrastructure investments, led to strategic property acquisition, drawn investments in health care and education programs, and financed the completion of two housing phases to replace Naomi Jackson Heights.

With the award of a Choice Neighborhoods Implementation Grant, the City and partners will implement the remaining components of the Transformation Plan in a holistic manner that continues to tie together the housing, people, and neighborhood strategies and investments. Its housing plan centers on new construction at the Millennium Studios site, complementing companion investments in the historic rehabilitation and conversion of the Uneeda Biscuit Building, as well as new construction at Cora Allen Townhomes and the former Naomi Jackson Heights site.



Pictured: The Renaissance at Allendale, new housing in Allendale.

Pictured: The Allendale, Ledbetter Heights, and West Edge neighborhoods have a deep arts and cultural history in the City of Shreveport and State of Louisiana. Within the target area, Shreveport Common (right) is a nine-block place-based urban arts community that incorporates 36 major projects spanning housing, transportation, green space, public arts and workforce development. The Texas Avenue Corridor lies within this area, and will be specifically targeted for storefront façade improvements as part of the Choice Neighborhoods grant.

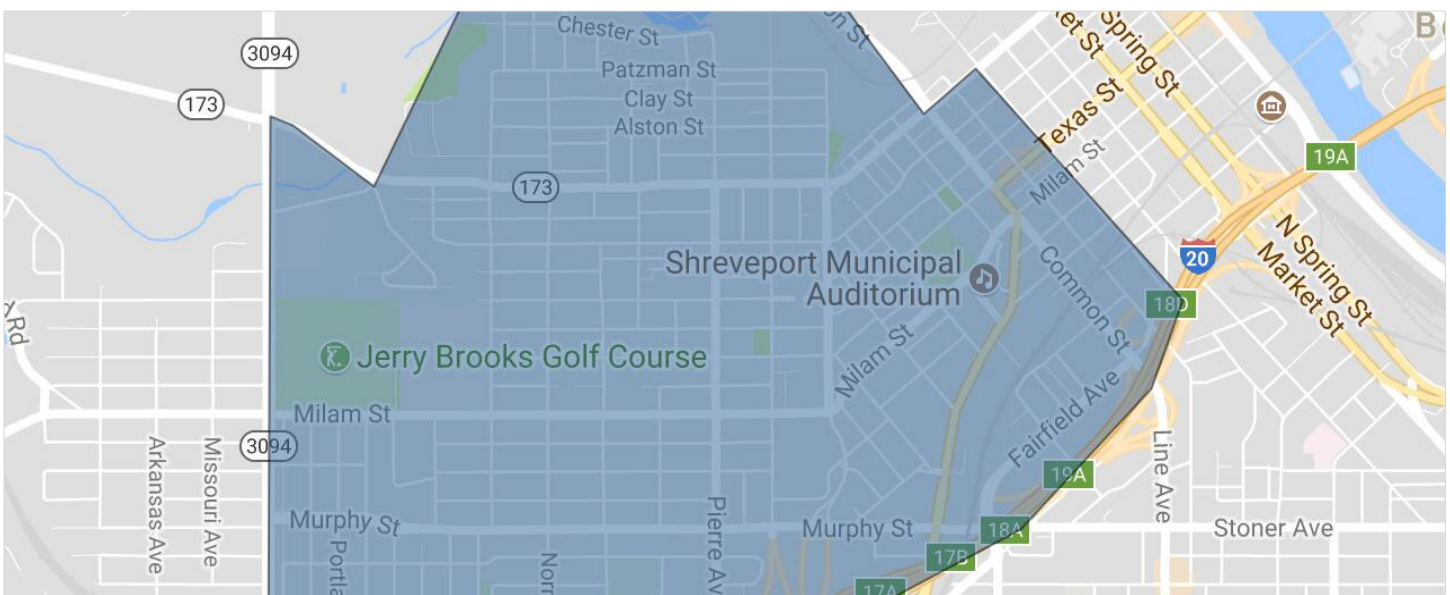


The Millennium Studios site is located at the edge of downtown in an area of opportunity, where residents can walk to work, enjoy cultural and neighborhood amenities, and walk to the City's primary transit hub. This site will provide target residents with a denser, mixed-income community that is anchored by neighborhood retail, outside gathering spaces, and a new public park, totaling 312 units.

The comprehensive neighborhood plan is built around the goals of attracting new residents and improving the lives of existing residents through new amenities and services, as well as building upon the neighborhood's cultural heritage and identity. Highlights of the plan include a loan program for small businesses, a commercial façade improvement program for businesses on Texas Avenue and Milam Street, the development of a distribution facility to support a soon-to-be-completed kitchen incubator and culinary medicine facility, and the construction of a civil rights museum.

This will be supported by Southern University's YouthBuild Program and Shreveport Green's AmeriCorps Program, both focused on training target and neighborhood youth in the culinary arts, agriculture, construction and information technology industries.

Additionally, partners in the areas of education, workforce development, health, and supportive services are working collaboratively to address multiple needs. Featured programs will include a community health center at J.S. Clark Elementary School, a new academic after-school programming within the Millennium Studios housing site, and a music education initiative that partners with legendary musician James Burton. Strong workforce development programming will also be offered for the unemployed and underemployed in partnership with United Way, Goodwill, and local partners.



Pictured: The Allendale, Ledbetter Heights and West Edge neighborhoods are immediately adjacent to downtown Shreveport.

TULSA, OKLAHOMA

*Housing Authority of the City of Tulsa & City of Tulsa
Eugene Field Neighborhood*

project OVERVIEW

The Housing Authority of the City of Tulsa and the City of Tulsa have been awarded a \$30 million FY2017 Choice Neighborhoods Implementation Grant for the Eugene Field Neighborhood. While located in a potentially desirable area, isolating physical barriers, years of disinvestment, and an over-concentration of distressed, subsidized housing have hindered the neighborhood's possibilities. Despite these obstacles, the Housing Authority of the City of Tulsa, the City of Tulsa, and the community used a FY 2010 Choice Neighborhoods Planning Grant to create a collective vision that has begun to transform their neighborhood. The Choice Neighborhoods Implementation Grant and significant private and public leverage will accelerate their progress. With these resources, Tulsa will replace the distressed River Park Apartments and Brightwater Apartments with high quality mixed-income housing; dramatically improve children's educational outcomes, open new employment opportunities, and increase health care access; and implement catalytic neighborhood improvements that will build upon Eugene Field's assets.

key PARTNERS

McCormack Baron Salazar | Urban Strategies, Inc. | Tulsa Public Schools | Eugene Field Community Advisory Council | Anne and Henry Zarrow Foundation | CAP Tulsa | Center for Employment Opportunities | Children's Museum Discovery Lab | City Year | College Summit | Community Health Connection | Community Service Council | Day-Spring Community Services | Foundation for Tulsa Schools | George Kaiser Family Foundation | Global Gardens | Goodwill Tulsa | Harvest Community Church | Landa Mobile Systems | Oklahoma State University | Reading Partners | RiverParks Authority | Route 66 Mainstreet | Salvation Army | Talent Development Secondary | Tulsa Community College | Tulsa's Table | US Bank | West Tulsa United Methodist Church | Workforce Tulsa | YMCA

committed LEVERAGE (*self-reported*)**Housing Leverage Committed:** \$65.8 million

People Leverage Committed: \$36.5 million

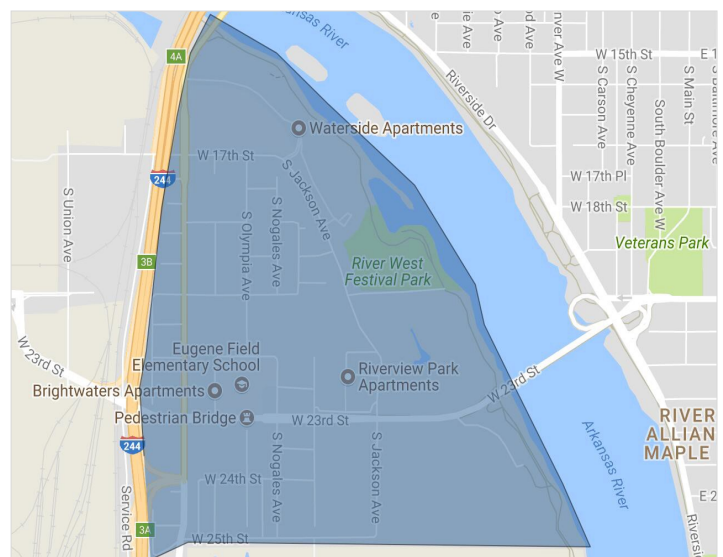
Neighborhood Leverage Committed: \$95.4 million

neighborhood BACKGROUND & VISION

The Eugene Field neighborhood's location possesses much to envy – with a magnificent view of the Tulsa skyline, connections to downtown Tulsa, and a border on the Arkansas River waterfront. Yet the neighborhood's location is on the "less-traveled side" of the river and can feel isolated, with the riverfront, a highway, and a refinery at its edges serving more like barriers than gateways.

The neighborhood also suffers from an over-concentration of subsidized housing, making up 45 percent of the neighborhood's housing units. The distressed target housing sites, River Park Apartments and Brightwater Apartments, along with a third subsidized development, are concentrated in super blocks along one of the neighborhood's key corridors, 23rd Street. This "front door" does not present the most favorable impression for the 16,000 passengers driving down 23rd St. every day. Additionally, years of disinvestment in the neighborhood have contributed to high crime rates, intergenerational poverty, low educational attainment, and poor health outcomes.

But, the Eugene Field neighborhood is also resilient. Several years ago, a FY2010 Choice Neighborhoods Planning Grant began an inclusive, consensus-building process that brought together residents, community stakeholders, the City, and institutional partners to develop a Transformation Plan for Eugene Field. This collaborative work was instrumental in creating an ambitious shared vision that has been unfolding incrementally in the years since. The neighborhood has attracted two new major neighborhood investments, namely the development of a \$45 million Oklahoma State University Center for Health Sciences and the renovation of the River West Festival Park along the Arkansas River. A new bank and convenience store have begun to expand the neighborhood's commercial amenities. Partnerships formed out of the planning process have continued to grow, such as a strong group of community partners dedicated to working with the Eugene Field Elementary School and neighborhood families to bolster student outcomes.



Pictured: The boundaries of the Eugene Field Neighborhood.

Pictured: Housing at Brightwaters Apartments (top, left) is isolated from the surrounding community. A rendering for new mixed-use development (top, right) along Southwest Boulevard (Rt. 66) creates an appropriate civic edge. The design is anchored by two two-story mixed-use buildings that feature apartments over ground-floor management, community, and commercial space.

West Tulsa Park (lower, left) is underutilized an park in the Eugene Field neighborhood. At the center of the revitalized neighborhood will be a park for residents and the broader community to enjoy. A rendering of a new West Tulsa Park shows how this space will provide a central location to recreate, socialize and get to know neighborhoods. Safety is built-in by orienting new units to ensure "eyes-on-the-park."



The award of the \$30 million FY2017 Implementation Grant and significant additional leverage will accelerate and achieve the community's vision for Eugene Field's transformation. With these resources, the housing authority, the City, and their development partner, McCormack Baron Salazar Inc. will replace 390 units of distressed public and HUD-assisted housing with 460 units of high quality mixed-income housing. The redevelopment will break up these concentrated super blocks, creating townhomes and garden style apartments with pedestrian friendly streets, greenspaces, and commercial amenities.

The City of Tulsa will also lead a set of catalytic neighborhood improvements that will build upon Eugene Field's assets. The City will bring in a mixed-use development and hotel to attract visitors from a premier destination site just across the river that will be connected to the neighborhood by a new pedestrian bridge. The City and its partners will also redevelop a park at the center of the revitalized housing. This former hot spot for criminal activity will be remade into an attractive, well-programed space for families and nearby University students.

Tulsa's plans will also create a grocery store and a community center, addressing the neighborhood's food desert status and need for centrally located services.

Urban Strategies, Tulsa's People Implementation Entity, and a network of partners will address the needs and aspirations of residents who live in the target housing. They will provide comprehensive case management that will connect families to an array of leveraged services and supports. This programming will help residents achieve their employment and income goals, as well as improve access to regular health care. Tulsa Public Schools and partners, such as CAP Tulsa and Community in Schools, will also aim to dramatically change children's educational outcomes by providing high-quality early education slots, education-focused case management for all target housing children, evidence-based math tutoring, and rigorous school-based improvements to strengthen curriculum, support professional learning, and foster a college and career-ready culture.