



Choice Neighborhoods FY2023/24 Implementation Grant Awards



U.S. Department of Housing & Urban Development



Chattanooga, TN | Houston, TX | Huntsville, AL
Las Vegas, NV | Miami, FL | Syracuse, NY | Trenton, NJ



Project summaries include excerpts from submitted applications, edited for grammar and style. These summaries provide a broad overview of each project at the time of grant award. The summaries do not account for changes over time and do not capture all planned strategies or goals. Summaries should not be used for evaluative purposes.

FY2023/24 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT CHATTANOOGA, TENNESSEE

*Chattanooga Housing Authority and City of Chattanooga
Westside*

Award Summary

The **Chattanooga Housing Authority** (CHA) and **City of Chattanooga** were awarded a **\$50,000,000** Choice Neighborhoods Implementation Grant for the **College Hill Courts** public housing property and surrounding **Westside** neighborhood.

Neighborhood + Plan Context

The Westside is a historic downtown neighborhood, between the downtown core of Chattanooga and the Tennessee River. Despite the Westside's proximity to downtown and the riverfront – which has seen tremendous growth in the past 20 years – it has not benefitted from the same revitalization. Instead, it has suffered from a notable lack of investment, growing poverty, and rising crime. Cut off from an expanding downtown by Highway 27 constructed during urban renewal and encased in industry fronting the river, the Westside has historically been isolated from services, amenities, job opportunities, and water access.

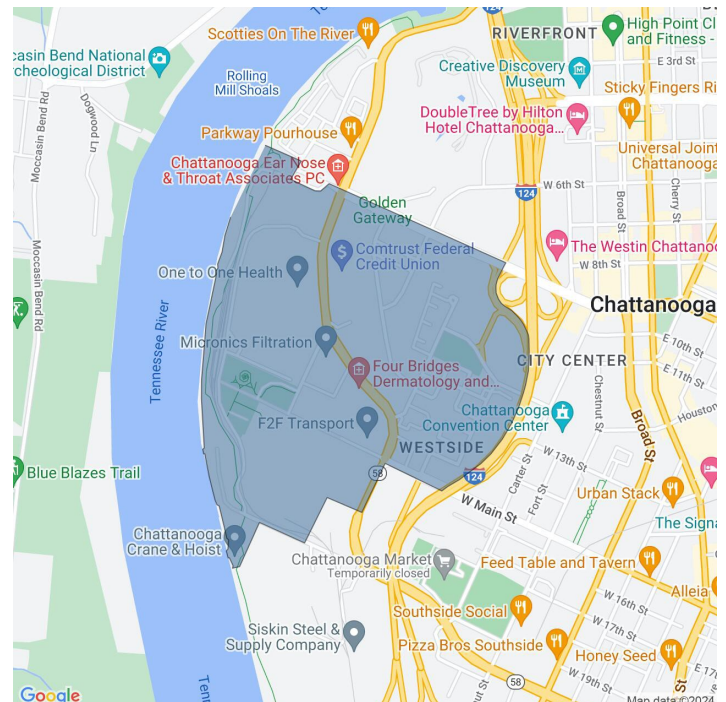
The Chattanooga Housing Authority, the City of Chattanooga, invested stakeholders, and residents joined together to create the *One Westside Plan* which will leverage opportunities generated by major public investments in housing and infrastructure in the surrounding neighborhood and ensure that these investments create a sustainable and equitable future for all residents of the Westside.

The plan seeks to reverse disinvestment and catalyze planned investments like the 90-acre adaptive reuse project “The Bend.” Reimagined as a walkable and sustainable extension of downtown Chattanooga, “The Bend” will introduce a diverse and inclusive mix of workspaces, retail, residential, streetscapes, recreation, entertainment, and green spaces. The project is projected to create 3,700 construction jobs and 2,000 permanent jobs with competitive wages over the next ten years.

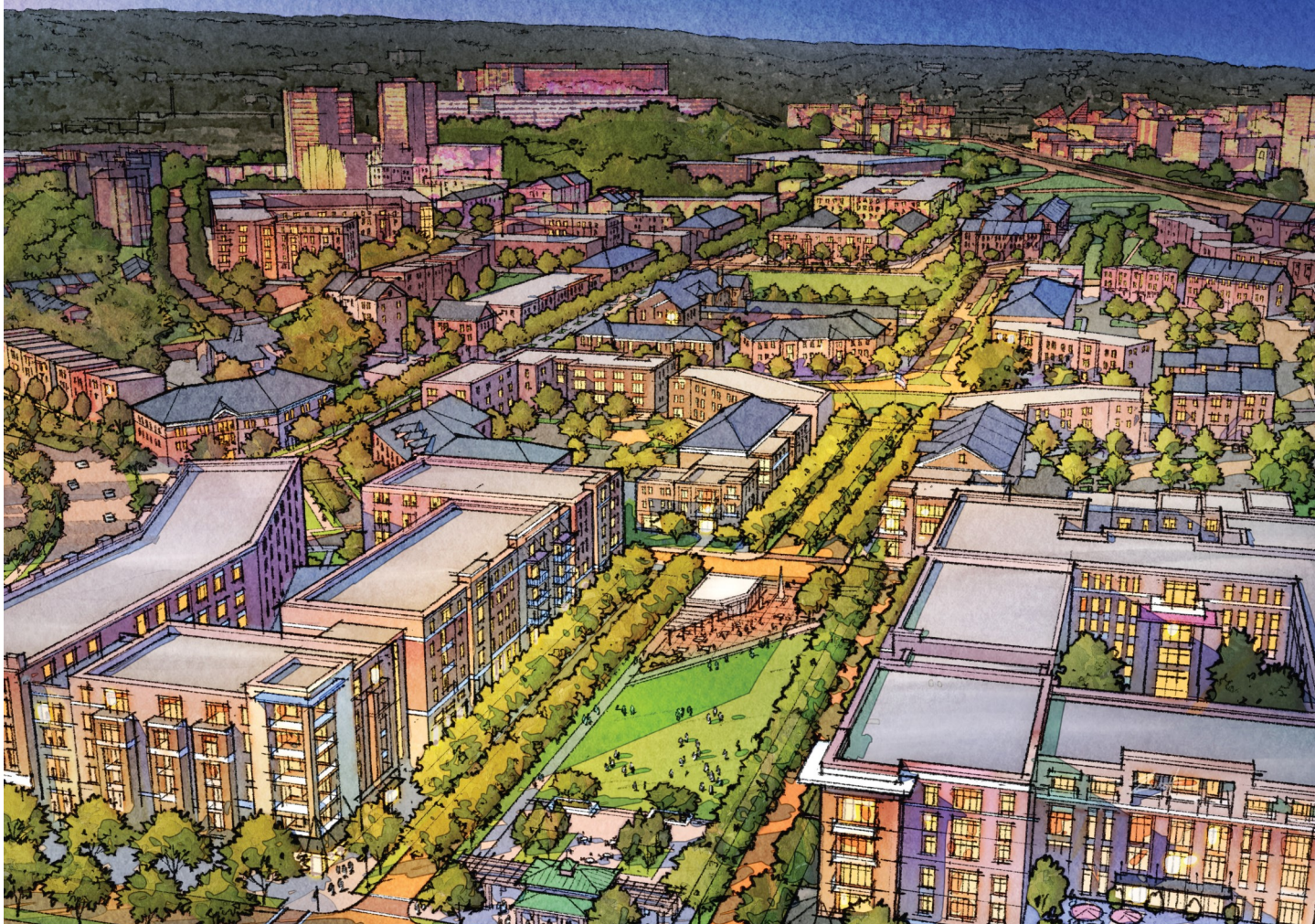
The *One Westside Plan* also calls for the redevelopment of the severely distressed College Hill Courts public housing development, which will now move forward with the support of a Choice Neighborhoods Implementation Grant. By integrating College Hill Courts into the broader Transformation Plan, the Chattanooga Housing Authority, City of Chattanooga, and committed stakeholders will transform the entire neighborhood more evenly, and intentionally reconnect long-time residents to the economically booming downtown and the waterfront.

Transformation Plan Overview

The One Westside Plan leverages the area's strengths to transform the neighborhood into a thriving and connected community that provides long-term physical, social, and economic benefits for all residents.



*Pictured: Units at College Hill Courts (left);
The boundaries of the Westside Choice Neighborhood (right)*



Pictured: View of "The Lawn." The Transformation Plan envisions an urban environment that increases connectivity, provides a healthy mix of uses, and creates a variety of housing choices, creating a place where people can live, work, learn, and play. The plan incorporates sustainable design principles in all aspects of physical design and community culture. The housing will include a variety of architectural styles from modern to more traditional design. Residential buildings have small setbacks and prominently address the street, creating a strong relationship to the public realm. Building placement is used to define streets and public spaces as places of shared use. A phased approach will be implemented to replace existing buildings requiring no residents to be displaced. New housing types will be integrated with the neighborhood.

The Housing Plan calls for the redevelopment of the 497 severely distressed public housing units that make up College Hill Courts. Built in 1940, College Hill Courts is the City's oldest public housing site. The new development will include 1,126 mixed-income units and community amenities, such as a fitness center, community room, playground, and business center. The new energy-efficient housing will also be within walking distance of several public amenities including retail space, public parks, downtown offices, and a new grocery store. Columbia Residential, as the lead developer, will oversee the design and construction of all new rental housing, infrastructure and onsite amenities.

The Neighborhood Plan will focus on a brownfield cleanup effort leveraging a \$3.9M Brownfields Cleanup Revolving Loan Fund grant awarded by the U.S. Environmental Protection Agency in 2022 to create "The Bend." Other strategies include economic development opportunities for small businesses and the renovation of the "James A. Henry Hub," which will include a 117-seat Head Start program. Choice Neighborhoods funding will also be targeted for recreational amenities and placemaking activities including public art.

These community-centered strategies are intended to not only leverage the momentum of surrounding areas, but to ensure that the new neighborhood investments will respect and honor the residents who currently call the Westside home.

The People Plan will link residents with the tools they need to set and achieve their personal goals. Residents will be offered personalized case management support to identify specific housing, employment, education, and health goals, and related supportive service needs. Over 20 service providers and a network of committed partners are poised to offer an array of on-site and community-based services to support residents in all stages of life such as childcare, healthcare, training and digital literacy.

Additional Resource Commitments *(self-reported)*

CHA and the City leveraged over \$509 million in public and private sources to support the Transformation Plan. This includes \$324.3 million for the Neighborhood Plan, \$162.9 million for the Housing Plan, and \$21.8 million for the People Plan.

FY2023/24 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT HOUSTON, TEXAS

*Houston Housing Authority and City of Houston
Third Ward*

Award Summary

The **Houston Housing Authority** (HHA) and the **City of Houston** were awarded a **\$50,000,000** Choice Neighborhoods Implementation Grant for the **Cuney Homes** public housing property and the surrounding **Third Ward** neighborhood.

Neighborhood + Plan Context

The Cuney Homes public housing property was built in 1939. The property contains a total of 553 two-story residential units that sit on a series of superblocks with no through streets, leaving the residents disconnected from the larger Third Ward neighborhood. The Third Ward was established shortly after Houston's founding in 1836 and from the beginning was a stronghold for the Black community, including many residents who were newly emancipated from enslavement. The Third Ward is the location of many historic landmarks, most notably, Emancipation Park, which was purchased in 1872 and was the first ever park for Black Houstonians and is now home to an annual Juneteenth Celebration commemorating African Americans' liberation from slavery.

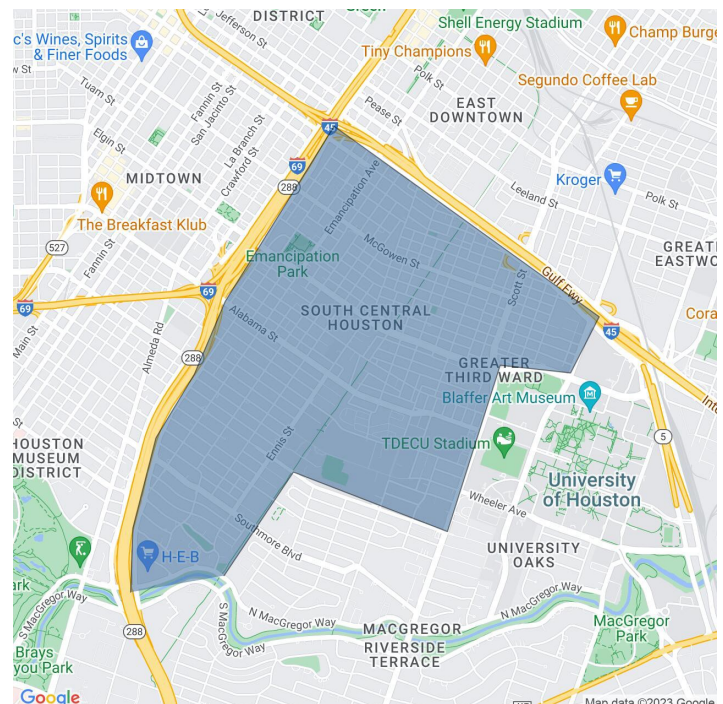
HHA and the City are building upon a 2020 Choice Neighborhoods Planning Grant where they engaged residents in an inclusive planning process to address challenges in the Third Ward and to revitalize the outdated Cuney Homes public housing property.

Home to colleges, historic churches, hospitals, and businesses, the Third Ward has benefited from recent growth and development but is grappling with how to hold on to its history amidst gentrification. Through Choice Neighborhoods, residents seek to honor Cuney Homes' history while making substantial changes in the neighborhood that benefit all residents.

Transformation Plan Overview

Through a Choice Neighborhoods Implementation Grant, HHA and the City seek to develop a safe, inclusive, family-friendly mixed-income neighborhood while also honoring the community's deeply rooted culture and history. With a team of neighborhood residents, local organizations, and community partners, HHA and the city plan to reimagine, uplift, and revitalize the Cuney Homes public housing development and the larger Third Ward neighborhood.

A joint venture between developers Integral Properties and Rule Enterprises will implement the Cuney Homes Housing Plan, which will include the construction of 1,115 mixed-income, transit-oriented units. The seven phase Housing Plan will include a wide range of housing types, such as multi-family, duplexes, townhomes, and condominiums.



*Pictured: The Cuney Homes site today (left);
The boundaries of the Third Ward Choice Neighborhood (right).*



Pictured: Renderings show a reimagined Cuney Homes site. The new Cuney Park will provide a central green amenity, with basketball courts, walking trails, playgrounds, and preservation of the existing heritage trees. Recreation areas will include infrastructure to handle stormwater during heavy rainfall events. A new bus rapid transit line will provide improved access to greater Houston for residents of the Third Ward.

The design will include retail spaces to support business growth on Emancipation Avenue, the community's vibrant commercial corridor. The Housing Plan will also create new community green spaces, small business incubators, public plazas, and greenways. All these improvements were the result of a thorough analysis of community needs and priorities and will reflect the historical context of the neighborhood and its residents.

Key goals of the Neighborhood Plan include creating vibrant destinations, improving neighborhood safety, ensuring residents of all ages thrive, and honoring history and culture. To this end, the Third Ward neighborhood will benefit from added transit infrastructure, greenspaces, bike trails, and streetscaping. The City is building off previous planning efforts to revitalize the Third Ward as a desirable and sustainable community. This means developing more affordable homeownership opportunities, incorporating solar power throughout the neighborhood, redeveloping vacant and blighted sites, and making physical improvements to commercial and business corridors.

The City also hopes to improve access to basic needs, services, and amenities within walking distance to Cuney Homes and the Third Ward.

Strong supportive services are another vital part of the transformation of Cuney Homes and Third Ward. HHA and the City will transform the Third Ward into a place where residents have access to the services and resources they need. Increasing access to mental health care, strengthening local education resources, and developing workforce programs are all part of efforts planned for Cuney Homes residents. The Transformation Plan is rooted in engagement with residents and reflects their needs and priorities.

Additional Resource Commitments *(self-reported)*

HHA and the City leveraged \$538.5 million in public and private sources to support the Transformation Plan. This includes \$166.7 million for the Neighborhood Plan, \$311.4 million for the Housing Plan, and \$60.4 million for the People Plan.

FY2023/24 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT HUNTSVILLE, ALABAMA

City of Huntsville and Huntsville Housing Authority
Mill Creek

Award Summary

The **City of Huntsville** and the **Huntsville Housing Authority** (HHA) were awarded a **\$50,000,000** Choice Neighborhoods Implementation Grant for the **Johnson Towers** and **Butler Terrace** public housing properties and the surrounding **Mill Creek** neighborhood.

Neighborhood + Plan Context

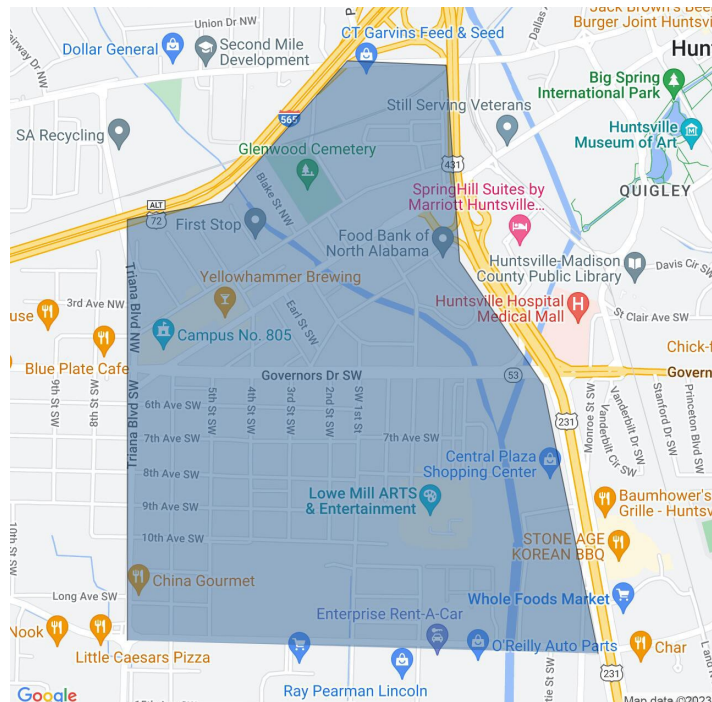
Mill Creek, a historic, desirable neighborhood in Huntsville, located adjacent to downtown, is surrounded by multiple economic generators and is a cultural focal point to Huntsville's Black community. The neighborhood, bisected by Governors Drive, is adjacent to downtown Huntsville and the Huntsville Hospital Medical District. Despite the neighborhood's advantages, Mill Creek has experienced decades of disinvestment. As property values fell, the neighborhood began to attract young professionals relocating to Huntsville in pursuit of economic mobility.

To ensure equitable development so that long-term residents benefit from the influx of investment occurring in Mill Creek, the City of Huntsville and Huntsville Housing Authority received a two-year Choice Neighborhoods Planning Grant in 2019 to focus on the revitalization of the neighborhood's public housing developments.

The Planning Grant was the catalyst for a community-led planning process that included the Butler Terrace and Johnson Towers communities, Mill Creek residents, and local stakeholders towards the development of the Mill Creek Transformation Plan. Updated in 2023, the Transformation Plan will address significant environmental injustices, build high-quality replacement, affordable and market rate housing, deconcentrate poverty and promote a more racially and ethnically diverse neighborhood, mitigate disinvestment, attract a new grocery store, build destination parks, support economic security, and fill gaps in early learning. Johnson Towers and Butler Terrace, the target housing developments, will be demolished and redeveloped as part of the Choice Neighborhood Transformation Plan.

Transformation Plan Overview

McCormack Baron Salazar, the Housing Plan developer, will oversee the revitalization of Butler Terrace and Johnson Towers properties into new high-quality, mixed-income developments that are climate resilient, reconnected to the surrounding community, and offer housing for a range of income levels. The 580-unit project will include 284 public housing replacement units, mixed with nearly 300 additional affordable and market rate units. A variety of housing types will be built including three- and four-story mixed-use, multifamily elevator buildings, senior housing, and townhomes.



Pictured: Located near Butler Terrace, the MLK building will be transformed into Smart Space, a center for early childhood education and parent supportive services (left); The boundaries of the Mill Creek Choice Neighborhood (right)



Pictured: Conceptual renderings reimagine Butler Terrace and Johnson Towers. Top, the Broglan Branch of Pinhook Creek will be placed in a culvert to reconnect the Butler Terrace site that is currently divided in two. A destination park will be built on top of the existing concrete channel. The new Mill Creek Park will transform the character of the site, creating a new gateway from Clinton Avenue and connecting the site to downtown by the new skybridge. Mixed-use buildings with ground floor storefront, retail, and service providers will front the new Mill Creek Park with space for outdoor dining and plazas. The Mill Creek Park is located no more than one block from all phases of the mixed-income replacement housing, ensuring all residents will be able to access the trails, pavilions, splash pad, gardens, and play areas. Below, the Johnson Towers building stands in contrast to the reimagined senior building. The senior building will also house a Huntsville Hospital health clinic space, offering services to residents and the broader neighborhood.

The Neighborhood Plan will directly address neighborhood issues that Butler Terrace and Johnson Towers residents and the larger community have raised. These issues include fear of displacement due to gentrification, blighted and vacant housing, limited public transportation, and few opportunities for upward mobility. Planned grant investments include adding housing units, mitigating flooding and creating a destination park, connecting park walking and bike trails to Downtown and the Medical District, supporting small businesses and retail, and maximizing the PARC project and multi-modal transit to Downtown.

The People Plan will similarly address concerns raised by residents of Butler Terrace, Johnson Towers, and the community. Robust case management and service coordination will be used to assist target residents in becoming physically and mentally healthy, economically stable, housing secure, and educationally

prepared for college, work, and life. The plan includes expanding and developing partnerships with providers of income and employment, health, education, and public safety services; working closely with early education, public school and post-secondary education partners to create a cradle to college or career pipeline of prepared students; and creating and implementing a supportive services sustainability plan to ensure resources are continually available to residents.

Additional Resource Commitments *(self-reported)*

The City and HHA leveraged \$325.6 million in public and private sources to support the Transformation Plan. This includes \$162.3 million for the Neighborhood Plan, \$111.5 million for the Housing Plan, and \$51.7 million for the People Plan.

FY2023/24 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT LAS VEGAS, NEVADA

Southern Nevada Regional Housing Authority and City of Las Vegas
Historic Westside

Award Summary

The **Southern Nevada Regional Housing Authority (SNRHA)** and **City of Las Vegas** were awarded a **\$50,000,000** Choice Neighborhoods Implementation Grant for the **Marble Manor** public housing property and **Historic Westside** neighborhood.

Neighborhood + Plan Context

Due to segregation and red lining, the Historic Westside has been the home of the Black community since the inception of Las Vegas. Black entertainers performing on the Las Vegas Strip were not allowed to lodge at the same hotels and casinos they performed. Instead, they were accommodated in the Westside. The Westside made history with the opening of the famous Moulin Rouge Casino – the first racially integrated casino and often frequented by legendary celebrities. As integration became an established policy in the 1960s, Black headliners and celebrities were finally accommodated on the Las Vegas Strip where they were performing. The crowds that once followed the stars to the Westside dwindled. As a result, economic stability and growth declined in the area.

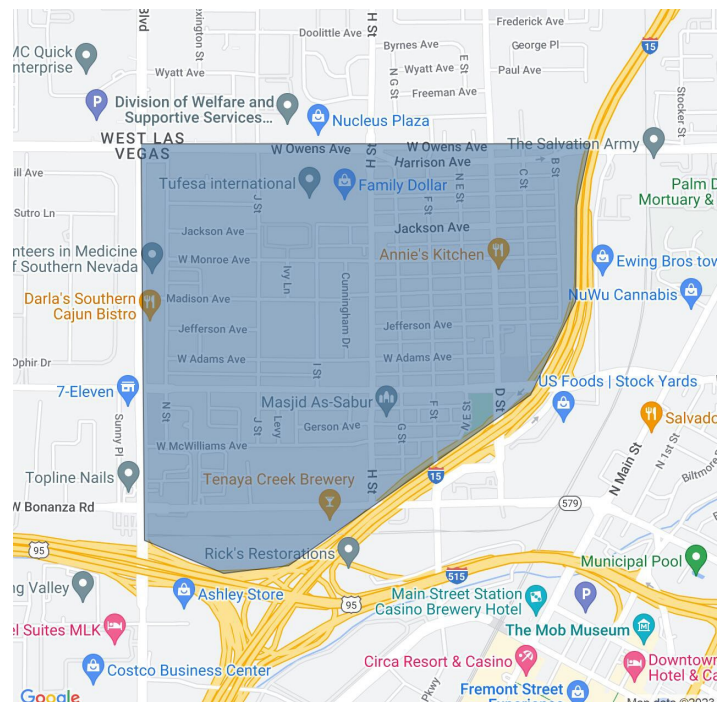
As downtown Las Vegas prospered, the eventual construction of Interstate 15 created a physical barrier that cut off the Westside. Many families eventually left the neighborhood in search of employment and housing opportunities, ushering in an extended period of disinvestment and economic decline.

Businesses consequently shuttered, as did the Moulin Rouge Casino. The Moulin Rouge site is now a vacant lot immediately adjacent to the 235-unit Marble Manor public housing development. As the Westside's population further decreased, the Marble Manor site has become increasingly isolated.

Today, the Historic Westside is ready for its next chapter. Momentum for change has been building in the Historic Westside through the community-driven *HUNDRED Plan*, adopted by the City in 2016. This plan led to \$77 million in recent public and private investments, including new housing development and an urban agriculture facility. With housing affordability in mind, SNRHA and the City of Las Vegas received a Choice Neighborhoods Planning Grant to integrate redevelopment plans for Marble Manor into the broader neighborhood vision established in the *HUNDRED Plan*. The award of a Choice Neighborhoods Implementation Grant will bring the community's full vision to fruition: a thriving neighborhood that celebrates community culture and pays homage to the past.

Transformation Plan Overview

Nevada is in the midst of a housing affordability crisis. There are only 14 affordable rental homes available per 100 extremely low-income renter households, representing the lowest rate in the nation.



Pictured: Units at Marble Manor, where several buildings are not oriented towards the street and create indefensible spaces (left); The boundaries of the Historic Westside Choice Neighborhood (right)



Pictured: View of "Proposed Heart at J Street." The amenity rich J Street is at the center of the Marble Manor site, creating a gathering space with a host of community amenities at the heart of the neighborhood. Amenities at the Heart at J Street may include a resident community center, management and leasing office, fitness center, early learning center, outdoor performance space, market plaza for festivals, playground, water features, and public art. The new street network, reconnects the Marble Manor site and its residents with safe, connected, shaded walkways.

Over the course of the grant term, Brinshore Development will build a total of 627 mixed-income units. Brinshore will replace all 235 highly distressed Marble Manor units with nearly 400 additional affordable and market rate units to boost housing supply in Las Vegas. This strong income-mix will help stabilize the neighborhood while also deconcentrating poverty for future generations. The housing will be constructed in five phases on the site of the original Marble Manor development.

The Housing Plan incorporates ground-floor community and commercial spaces, green spaces and parks, and a new Early Learning Center in the heart of the development to serve up to 100 families. The Plan focuses on reconnecting the housing site to the surrounding community through enhanced streetscaping and pedestrian infrastructure that provides access to public spaces, amenities, and transit. A new market plaza and small performance area offers space for festivals, farmers markets, food trucks, and other community events.

The Neighborhood Plan seeks to rebuild a small business economy through helping small businesses grow and reactivate their properties, while also creating new commercial and retail space. The City of Las Vegas will invest Choice Neighborhoods grant funds on Jackson Avenue to restore a historic corridor at the heart of the Westside. An expanded urban agriculture facility

will provide fresh food in an area that has traditionally been labeled as a food desert. The City will also support current homeowners by funding repairs and upgrades. Additional neighborhood projects celebrate neighborhood identity and pride through public art and placemaking activities that honor the legacy of the Historic Westside.

Finally, the People Plan is grounded in a resident-centric approach that is responsive to household needs. Accordingly, a team of trusted and experienced community partners will provide trauma-informed, coaching-based services to Marble Manor residents. The People Plan emphasizes career pathways among local workforce partners, including the College of Southern Nevada who is building a new Westside Education and Training Center in the neighborhood. This new center will help residents obtain new employment, advance their careers, and gain new skills in critical fields. The plan will further serve residents by ensuring all residents have access to healthcare and robust early childhood and school-age education programs.

Additional Resource Commitments *(self-reported)*

SNRHA and the City leveraged over \$212 million in public and private sources to support the Transformation Plan. This includes \$110.6 million for the Housing Plan, \$52.9 million for the Neighborhood Plan, and \$48.6 million for the People Plan.

FY2023/24 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT MIAMI, FLORIDA

Miami-Dade County and City of Miami
Overtown

Award Summary

The Miami-Dade County Public Housing and Community Development Department (PHCD) and the City of Miami were awarded a **\$39,968,424** Choice Neighborhoods Implementation Grant for the **Culmer Place and Culmer Gardens** public housing properties and the surrounding **Overtown** neighborhood.

Neighborhood + Plan Context

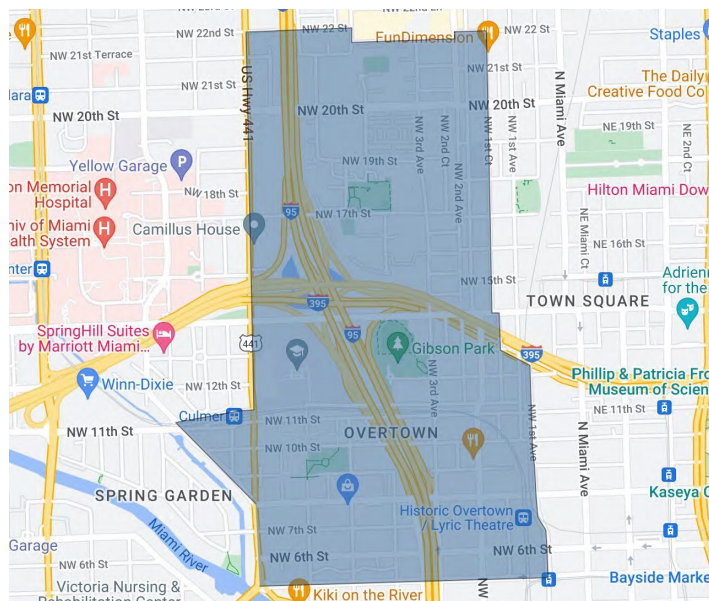
The Culmer Place and Culmer Gardens public housing sites were built in the 1970s and 1980s and are now obsolete and disconnected from major commercial and residential investments in the surrounding Overtown neighborhood. In recent years, the eastside of Overtown has experienced socioeconomic and population growth, but commercial and residential investments have not spilled over into the westside of Overtown where the public housing sites are located. Overtown, once known as the “Harlem of the South” due to its thriving entertainment venues and commercial corridors, has since been fractured by years of racial discrimination, disinvestment, and the construction of two major interstates. However, the neighborhood has a rich history and resilient residents who want to see their community transformed.

Miami-Dade County’s PHCD and the City are leveraging significant and recent investments in Overtown to enhance the community’s infrastructure, housing, and services. The vision for Overtown is a reconnected and safe neighborhood, with robust services and opportunities that empower residents to deepen roots and thrive in their community while celebrating the rich history of the Black experience in Miami.

Transformation Plan Overview

Through a Choice Neighborhoods Implementation Grant, the County and City seek to develop a refreshed community with transit improvements, new mixed-income housing, infrastructure improvements, robust supportive services and workforce development programs. Their Transformation Plan aims to help Culmer residents gain access to the improvements and growth experienced by the larger Overtown community so that all residents can pursue upward mobility and generational wealth-building within their neighborhood.

Atlantic Pacific Communities (APC) will lead the implementation of the Housing Plan and will redevelop the existing 226 public housing units at Culmer into 1,069 mixed-income units. This housing strategy emerged from a 6-year community engagement process that incorporated feedback and input from many stakeholders and community ambassadors. Preserving affordability and expanding economic diversity are major goals of the Housing Plan, which will be broken down into 7 phases. The new buildings will be designed to align with the look and feel of the neighborhood and will include a full spectrum of amenities for residents to enjoy. The master plan also includes new green spaces, clubhouses, community rooms, gardens, and improvements to security and lighting around the building. The new units will feature the latest in energy-efficient design and modern aesthetics.



Pictured: A rendering of the “Underdeck.” The \$840m Connecting Miami project through Florida’s Dept. of Transportation will rebuild I-395 at a higher elevation and create 33 acres of linear public space under the new bridges (left); The boundaries of the Overtown Choice Neighborhood (right).



Pictured: Top, units at Culmer Gardens are obsolete and disconnected from major commercial and residential investments on the east side of Overtown. Below, the first phase of redevelopment will deliver 239 new units for households with a broad range of incomes. Additional planned housing phases (top, right) will be built to modern market standards.

The Neighborhood Plan goals and strategies focus on addressing long standing resident concerns and issues. PHCD and the City aim to improve climate resiliency through a \$31 million flood mitigation project and stabilize the neighborhood through commercial and residential facade programs. They also plan to invest in placemaking activities in key commercial corridors, increase access to healthy food through a series of urban farms, and develop new green spaces and community gathering areas.

Additionally, the plan will address the placement of Interstates 95 and 395, which have long driven a wedge into the community and prevented residents from accessing amenities in other parts of the neighborhood. PHCD and the City will leverage an existing \$840 million *Connecting Miami* project through Florida's Department of Transportation to redevelop and reimagine the overpasses that exist in the neighborhood. Known as the "Underdeck," the project will restore critical street connections, completely rebuild the bridges carrying I-395 at a higher elevation, and create 33 acres of linear public space under the new bridges. As a companion to the Underdeck project, PHCD and

the City plan to use Choice Neighborhoods funds to provide a series of "safe crossings" to reconnect western Overtown (the location of the target public housing sites) to the more developed historic core of Overtown through a series of public art, lighting, security, and pedestrian enhancements to encourage neighborhood residents to walk to nearby services.

The People Plan seeks to strengthen Culmer residents' access to key services to improve educational, health, and income outcomes. Robust management services will be provided to all public housing residents affected by these major changes. The team aims to attract a large number of strong partnerships who will be committed to improving conditions in the Overtown community and improving the lives of neighborhood residents.

Additional Resource Commitments *(self-reported)*

PHCD and the City leveraged \$332 million in public and private sources to support the Transformation Plan. This includes \$144.4 million for the Neighborhood Plan, \$157.3 million for the Housing Plan, and \$30.3 million for the People Plan.

FY2023/24 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT SYRACUSE, NEW YORK

Syracuse Housing Authority and City of Syracuse
East Adams

Award Summary

The **Syracuse Housing Authority (SHA)** and **City of Syracuse** were awarded a **\$50,000,000** Choice Neighborhoods Implementation Grant for the **McKinney Manor and Pioneer Homes** public housing properties and the surrounding **East Adams** neighborhood.

Neighborhood + Plan Context

Syracuse's East Adams neighborhood, a once close-knit community of families and Black-owned businesses, was forever altered in 1959 when large areas within the 15th Ward were razed for construction of Interstate 81. More than 1,200 families were displaced, and 500 businesses were lost. The traditional street grid was replaced with superblocks of public housing, anchored by Pioneer Homes, the state's first public housing complex. Construction of the highway physically divided the Pioneer Homes site in half, and further separated the 15th Ward from the City's main economic drivers – Upstate Medical University and Hospital, Syracuse University, and downtown. Today the neighborhood suffers from high rates of unemployment and violent crime, major health disparities, low homeownership, and few healthy food options.

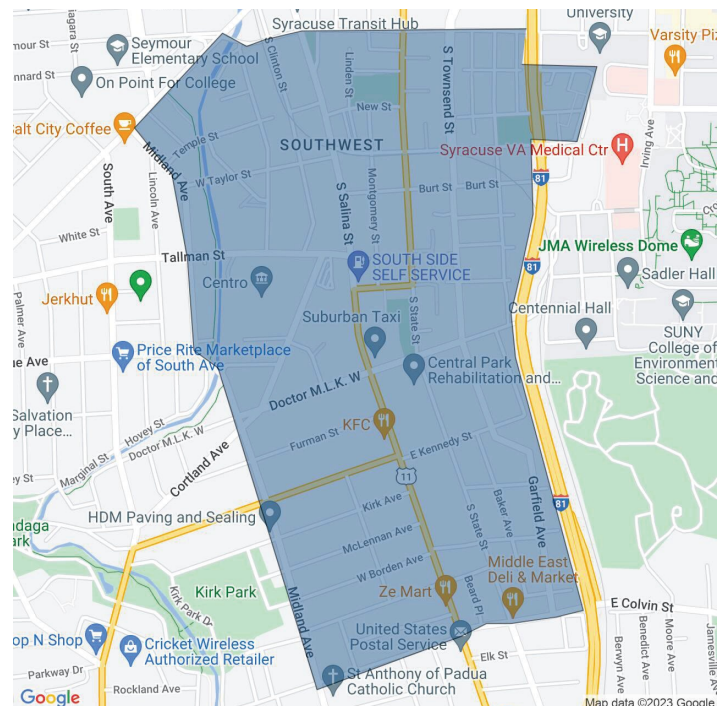
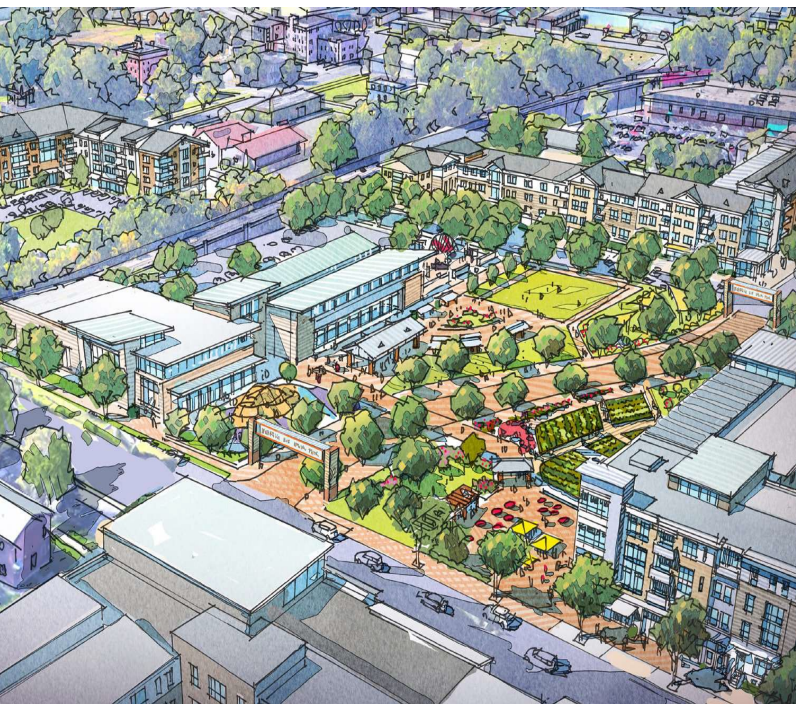
Despite historic inequities, Syracuse now has the opportunity to restore this once thriving neighborhood. The New York State Department of Transportation plans to tear down the elevated

portions of I-81 and shift to a community grid design. SHA and the City of Syracuse, East Adams residents, and Blueprint 15 (a Purpose Built Communities "Community Quarterback"), partnered to lead a community-driven planning effort to leverage this once-in-a-lifetime investment.

Transformation Plan Overview

Through a Choice Neighborhoods Implementation Grant, SHA and the City will increase the availability of quality housing, enhance access to quality education, increase economic opportunity through workforce and small business development, and enhance the neighborhood's overall connectivity and visibility.

McCormack Baron Salazar will redevelop McKinney Manor and Pioneer Homes into 1,404 new housing units in buildings that are well-designed, energy-efficient, mixed-income, sustainable, and accessible. The project will include 672 replacement public housing units, plus 732 affordable and workforce housing units across 11 phases. A variety of housing types will be built including mid-rise multifamily buildings, townhouses, and walk-up/garden buildings. Eighteen affordable, single-family homes will be developed adjacent to target housing, which brings the total to 1,422 new units in the East Adams Neighborhood. The first two development phases, which include 135 public housing replacement units, are already underway.



Pictured: An aerial view of Children Rising, a future best-in-class early learning center and YMCA. Children Rising is adjacent to the New Street linear park (left); The boundaries of the East Adams Choice Neighborhood (right)



Pictured: An elevated I-81 divides Pioneer Homes (top, left), bifurcating the neighborhood. McKinney Manor prior to redevelopment is pictured (bottom, left). The State of New York is dismantling this elevated highway, reconnecting the East Adams neighborhood. Conceptual renderings reimagine a new Pioneer Homes (top, right) and McKinney Manor (bottom, right). New housing along a restored street grid will provide families with choices—from multifamily buildings to townhomes, this new site will better connect to the surrounding neighborhood.

The Neighborhood Plan will directly address neighborhood issues that McKinney Manor and Pioneer Homes residents and the larger community have raised. These issues relate to historic displacement due to I-81 construction and bifurcation of the neighborhood, environmental injustices, health issues, neighborhood disinvestment, high crime rates, inadequate childcare, under-performing schools, and diminished access to fresh foods. Planned grant investments include a “best-in-class” education corridor, developing the Children Rising Center, strengthening workforce development and training, expanding community policing and placed-based public safety, developing opportunities for retail, supporting advocacy for a neighborhood grocery store, building a new linear park, improving three neighborhood parks, developing pedestrian walkways, increasing tree canopy coverage by 30 percent, and investing in a BIPOC real estate development and entrepreneurship incubator to build back East Adams’ commercial district.

The People Plan will similarly address concerns raised by residents of McKinney Manor, Pioneer Homes, and the community.

All residents will be offered case management services that will include a comprehensive assessment of each participant to identify needs, developmental assets and resident-defined goals. Additionally, a Service Provider Network will be composed of a wide range of high-capacity partners to improve outcomes in employment and income, health, and education. The People Plan will also ensure residents benefit from the major investments occurring in and around Syracuse. For example, a primary employment and training partner will be the State University of New York Syracuse Educational Opportunity Center (SUNY EOC), which is supporting the Syracuse region in preparing for a surge of jobs created by Micron Technologies’ \$100 billion chip plant investment and the I-81 project.

Additional Resource Commitments *(self-reported)*

SHA and the City leveraged \$505.9 million in public and private sources to support the Transformation Plan. This includes \$285.1 million for the Neighborhood Plan, \$175.9 million for the Housing Plan, and \$45.9 million for the People Plan.

FY2023/24 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT TRENTON, NEW JERSEY

Trenton Housing Authority and City of Trenton
North Trenton / Battle Monument

Award Summary

The **Trenton Housing Authority (THA)** and **City of Trenton** were awarded a **\$15,625,191** Choice Neighborhoods Implementation Grant for the **Mayor Donnelly Homes** public housing property and surrounding **North Trenton / Battle Monument** neighborhood.

Neighborhood + Plan Context

The Mayor Donnelly Homes public housing community was built in 1939 and is the oldest public housing development in the Garden State's Capital City. The public housing is located in the historic North Trenton/Battle Monument Neighborhood. The neighborhood has a wealth of historic sites, including the Battle Monument that commemorates George Washington's first victory in the American Revolutionary War. The neighborhood also reflects the stories in subsequent chapters of urban America—industrial urbanization, Great Migration, White Flight, de-industrialization, urban renewal, and resultant population loss and disinvestment. Despite the challenges it has faced, the neighborhood is on the cusp of transformation and residents are ready to chart a new path forward.

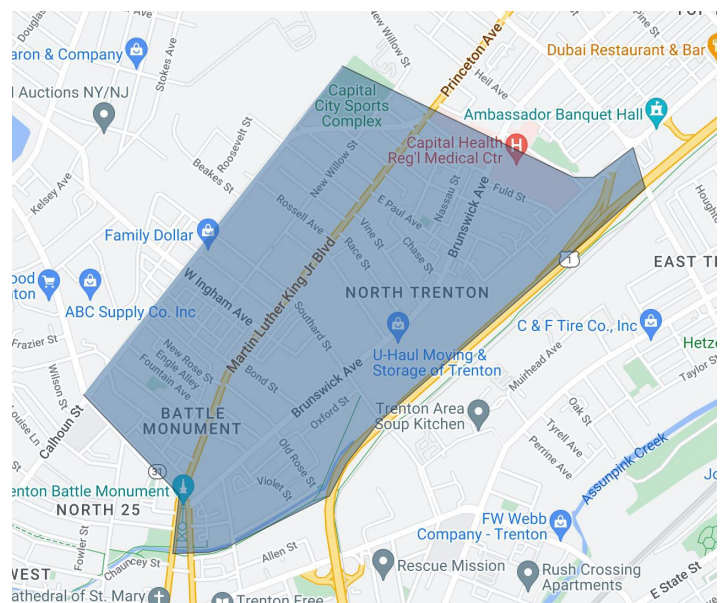
THA and the City are building off the success of their 2019 Choice Neighborhoods Planning Grant to engage residents and transform the neighborhood to make it safer and more walkable. Neighborhood amenities include Martin Luther King Park, one of the larger green spaces in the heart of the community with a playground, baseball and softball fields, and a pool. At the edge of the neighborhood, the Capital City Sports Complex

offers a football field, soccer field and pool. The First Lady of New Jersey has committed a game-changing investment in the neighborhood of a \$75 million Maternal and Infant Health Innovation Center aimed to improve maternal health in New Jersey.

Transformation Plan Overview

The North Trenton/Battle Monument Choice Neighborhoods Implementation Grant will build upon these investments to make further improvements in the neighborhood. THA and the City along with local partners and state agencies will work together to transform distressed public housing and create new opportunities while deploying a build first approach.

Property Resources Corporation will redevelop the Mayor Donnelly Homes site into a new mixed-income, mixed-use community bringing up to 639 new high-quality units to the North Trenton/Battle Monument neighborhood. The plan for the target housing site incorporates extensive input from Donnelly Homes residents, neighborhood residents and stakeholders and is based on a thorough analysis of community needs and priorities. Developed in five phases, the new housing will incorporate excellence in design and be energy-efficient, sustainable, and climate-resilient. The design includes green and open spaces, playgrounds, community spaces, spacious sidewalks, pocket plazas, and new streets.



*Pictured: The Mayor Donnelly Homes site today (left);
The boundaries of the North Trenton / Battle Monument Choice Neighborhood (right).*



Pictured: Mayor Donnelly Homes superblock configuration concentrates public housing units onsite (left). THA and the City of Trenton will oversee the development of Mayor Donnelly Homes across several phases. With neighborhood revitalization in mind, the new mixed-income units will be built on-site and on off-site parcels throughout the neighborhood — deconcentrating poverty and incorporating a broader income mix throughout. Notably, one phase will include scattered site townhome development (bottom) on vacant lots throughout North Trenton. This effort will “make blocks whole” and support neighborhood stabilization. Moreover, this plan will offer Mayor Donnelly Homes a variety of housing choices from which to choose from.

Key goals of the Neighborhood Plan seek to improve both the physical infrastructure and appearance of the neighborhood; support a healthy quality of life for residents; support the business community to ensure residents have access to diverse and robust services and job opportunities; and inspire residents with excellent open spaces that highlight the transformational history of the City. Choice Neighborhoods funding will support façade improvements for homeowners, provide grants for legacy businesses and help grow small and minority-owned businesses through a business incubator, and a series of pedestrian safety measures. The plan also includes affordable homeownership opportunities aimed at creating 37 homes. Additionally, the plan envisions several key placemaking enhancements to showcase and connect a number of historical sites in the neighborhood.

A complementary People Plan will offer all residents the opportunity to work with culturally competent, trained case management professionals. Targeted strategies addressing resident employment, education and health goals, and related supportive service needs will help residents access the services they desire and need to pursue their goals.

Additional Resource Commitments *(self-reported)*

THA and the City leveraged \$231.6 million in public and private sources to support the Transformation Plan. This includes \$132.5 million for the Neighborhood Plan, \$66.9 million for the Housing Plan, and \$32.2 million for the People Plan.