

## Flint, Michigan

**Choice Neighborhoods Lead Grantee:** City of Flint  
**Choice Neighborhoods Co-Grantee:** Flint Housing Commission  
**Target Public Housing Project:** Atherton East  
**Target Neighborhood:** South Saginaw  
**Choice Neighborhoods Grant Amount:** \$500,000

### Key Partners:

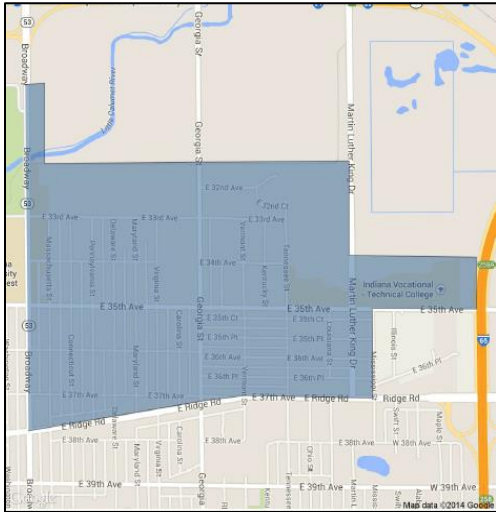
University of Michigan, The International Academy of Flint, Mott Foundation, Flint Community Schools, Genesee County Habitat for Humanity, Genesee Health System, Flint Watershed Coalition, Building Neighborhood Power, WOW Outreach, Neighborhoods Without Borders, BEST Project

### Project Summary:

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 as the poverty rate is nearly 40 percent. Further, South Saginaw and the City are experiencing a declining population resulting in increased blight and large tracts of vacant land.

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 significant federal and state investment that will catalyze transformation.

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.



## Gary, Indiana

**Choice Neighborhoods Lead Grantee:** City of Gary

**Choice Neighborhoods Co-Grantees:** Legacy Foundation and the City of Gary Economic Development Corporation

**Target Public Housing Project:** Colonial Gardens #1 and #2

**Target Neighborhood:** University Park East

**Choice Neighborhoods Grant Amount:** \$500,000

### Key Partners:

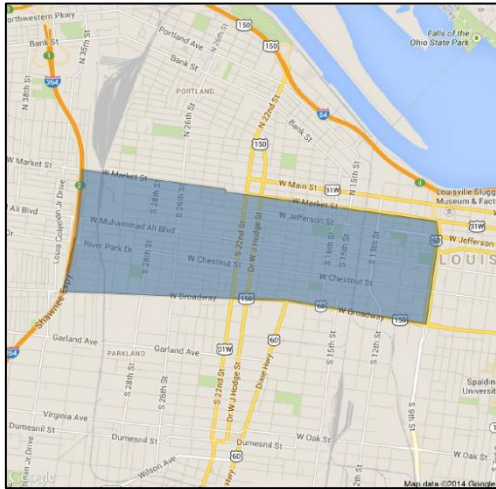
Indiana University Northwest, Ivy Tech, Gary Community School Corporation, WorkOne Indiana, ARISE Gary, Indiana Parenting Institute, Northwest Indiana Regional Planning Commission, Broadway Area Community Development Corporation, Gary Public Transportation Corporation, Gary Redevelopment Commission,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

### Project Summary:

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.

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



## Louisville, Kentucky

**Choice Neighborhoods Lead Grantee:** Louisville Metro Housing Authority

**Target Public Housing Project:** Beecher Terrace

**Target Neighborhood:** Russell

**Choice Neighborhoods Grant Amount:** \$425,000

### 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

### Project Summary:

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.

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 their recent investment of more than \$10 million to help generate jobs in West Louisville; to revitalize their headquarters – a multipurpose commercial, cultural and family services hub; and to promote their 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.



## Mobile, Alabama

**Choice Neighborhoods Lead Grantee:** Mobile Housing Board

**Target Public Housing Project:** Roger Williams Homes

**Target Neighborhood:** Three Mile Trace

**Choice Neighborhoods Grant Amount:** \$375,000

### 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, the Mobile Bay National Estuary Program, Community Foundation of South Alabama and the Boys and Girls Club of South Alabama

### Project Summary:

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, 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 Three Mile Trace 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.

Amidst these challenges, Three Mile Trace 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 Three Mile Trace Neighborhood.

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 Three Mile Trace neighborhood, improving educational opportunities and bolstering 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.



## Mobile, Alabama

**Choice Neighborhoods Lead Grantee:** Mobile Housing Board

**Target Public Housing Project:** Thomas James Place

**Target Neighborhood:** Thomas James Place

**Choice Neighborhoods Grant Amount:** \$457,500

### Key Partners:

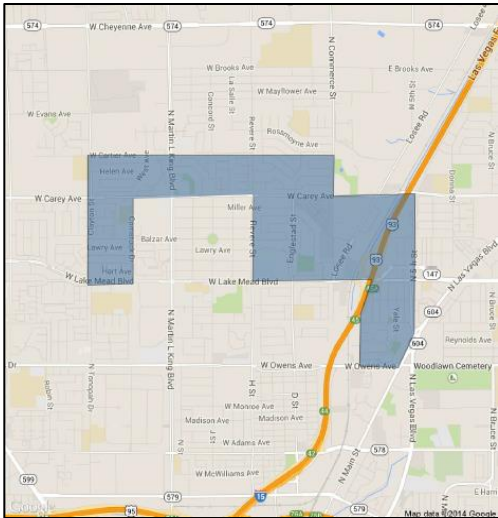
City of Mobile, Mobile Police Department, Mobile County Commission, Mobile County Public School System, Thomas James Place Residents' Association, Mobile Area Education Foundation, Mobile Airport Authority, Boys and Girls Clubs of South Alabama, Mobile Works, Gulf Regional Early Childhood Services, Franklin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

### Project Summary:

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 6 times the city's rate.

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.

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 will 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.



## North Las Vegas, Nevada

**Choice Neighborhoods Lead Grantee:** City of North Las Vegas

**Choice Neighborhoods Co-Grantee:** Southern Nevada Regional Housing Authority

**Target Public Housing Project:** Rose Gardens

**Target Neighborhood:** Urban Core

**Choice Neighborhoods Grant Amount:** \$485,000

### Key Partners:

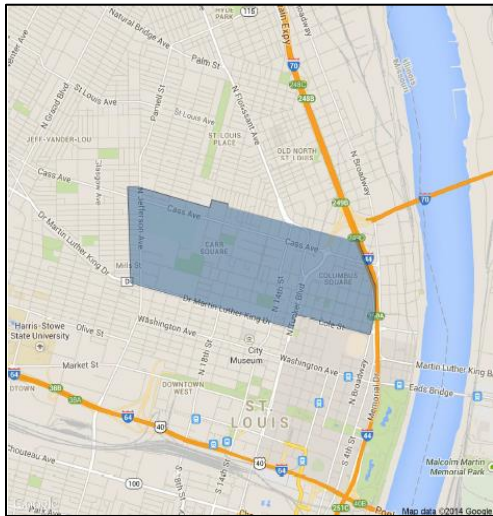
Clark County School District, Lutheran Social Services of Nevada, Nevada Partners Inc, Clark County Social Service, Community College of Southern Nevada, Catholic Charities of Southern Nevada, North Las Vegas Police Department, Lincy Institute of UNLV, Outside Las Vegas, Nevada HAND, Nevada Department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

### Project Summary:

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 (NSP 3) 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 and 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.

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 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.



## St. Louis, Missouri

**Choice Neighborhoods Lead Grantee:** Urban Strategies, Inc.

**Target Assisted Housing Projects:** O'Fallon Place Limited Partnership 1A and O'Fallon 123, L.P.

**Target Neighborhood:** Near North Side

**Choice Neighborhoods Grant Amount:** \$500,000

### Key Partners:

McCormack Baron Salazar, City of St. Louis, 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

### Project Summary:

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.

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.

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 other 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.