



# Atlanta, Georgia

**Awardees:** *Atlanta Housing Authority & City of Atlanta*

**Neighborhood:** *University Choice Neighborhood*

## project DETAILS

The Atlanta Housing Authority and the City of Atlanta were awarded a \$30 million FY2014/15 Choice Neighborhoods Implementation Grant for the University Choice Neighborhood. The UCN is the former home of the demolished University Homes public housing development. To replace the University Homes, 446 new, mixed-income units will be constructed, including 229 replacement units. As a result of a FY2010 Choice Neighborhoods Planning Grant, the Transformation Plan also calls for broader neighborhood revitalization efforts, such as replacing blighted properties, creating transportation connections, engaging at-risk youth, and strengthening early education.

## key PARTNERS

The Integral Group | McCormack Baron Salazar | United Way of Greater Atlanta | Invest Atlanta | Atlanta University Center Consortium, Inc. | Clark Atlanta University | Morehouse College | Friendship Baptist LLC/MBS | Atlanta Community Foodbank | Atlanta Public Schools | Boys and Girls Club of Metro Atlanta | Communities inSchools | Families First | Georgia Pacific | National Care Mentoring Movement | Urban League of Greater Atlanta

## key FUNDERS

Spelman College | Metropolitan Atlanta Rapid Transit Authority | Home Depot | Enterprise Community Investment, Inc. | Invest Atlanta | Quest Community Development Organization | Bellwether Enterprise | Capitol City Bank | Atlanta Workforce Development Agency | Family Health Centers of Georgia | Morehouse School of Medicine | Blank Family Foundation

## committed LEVERAGE

Housing Leverage Committed: \$55.1 million  
People Leverage Committed: \$45.6 million  
Neighborhood Leverage Committed: \$114.3 million

## neighborhood BACKGROUND & VISION

The University Choice Neighborhood (UCN) represents the Atlanta University Center Consortium (AUCC), Ashview Heights and Vine City neighborhoods in West Atlanta. Together, these neighborhoods are poised to turn a struggling, disinvested area into a vibrant, opportunity-rich community. Once a thriving center, the University Choice Neighborhood was historically home to African American civil rights leaders and is still home to a cluster of prominent Historically Black Colleges and Universities. In the early 1900s, under Jim Crow segregation laws, the neighborhood became predominately African American and the city offered minimal infrastructure support and code enforcement. Blighted, substandard housing grew, and was replaced by a concentration of approximately

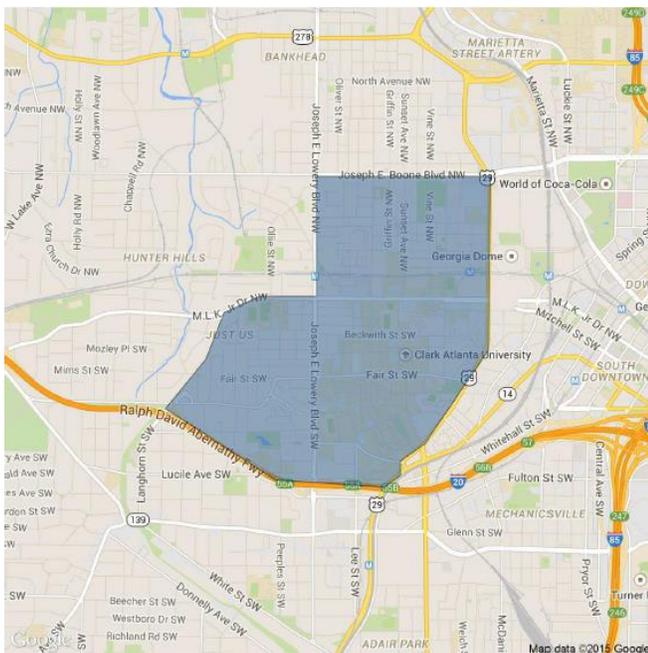
2,000 units of public housing. Construction of Interstate 20 and Northside Drive followed, further isolating the neighborhood from the surrounding city. Decades of disinvestment have resulted in vacant storefronts, boarded homes, failed schools, and concentrated poverty.

Building off a FY2010 Choice Neighborhoods Planning Grant and a Department of Education Promise Neighborhoods Planning Grant, the Atlanta Housing Authority, the City of Atlanta, neighbors, and a host of partners are working to reverse these trends. They have created a plan that capitalizes on recent, large-scale neighborhood investments, partnerships with its colleges and universities, and its proximity to downtown Atlanta.

The plan calls for building mixed-income housing to replace University Homes, a public housing development that was built in 1938 and eventually demolished in 2009 due to severe disrepair. The new property, named Scholars Landing, will contain 446, well-designed mixed-income units, including 229 replacement units. To create a vibrant main corridor along Atlanta Student Movement Boulevard, part of this housing and a renovated, historic Roosevelt Hall will contain 18,000 square feet of neighborhood retail.

Atlanta Housing Authority and United Way will also work with more than 18 partners to create a network of supports to improve employment, health, and education outcomes. Among other strategies, these partners will offer training in high demand industries, deploy Morehouse School of Medicine case managers to increase access to health care, and establish a nationally-recognized dropout prevention program at four neighborhood schools.

Finally, Invest Atlanta will build off of exciting neighborhood improvements, including the new Falcon's football stadium, Atlanta Beltline transit and park improvements, and a tax allocation district created to funnel investment into the western portion of the neighborhood. Invest Atlanta and its partners will stabilize the market by replacing, strategically-located blighted properties, create needed community assets, expand park land and greenways, and revitalize the streetscapes of main corridors.



*Pictured left: The boundaries of the University Choice Neighborhood, which include the AUCC, Ashview heights, and Vine City neighborhoods.*



# Kansas City, Missouri

*Awardees: Housing Authority of Kansas City & the City of Kansas City, Missouri*

*Neighborhood: Paseo Gateway*

## project DETAILS

The Housing Authority of Kansas City and the City of Kansas City, Missouri were awarded a \$30 million Choice Neighborhoods Implementation Grant to revitalize the Paseo Gateway district. A community-driven vision created through a FY2010 Choice Neighborhoods Planning Grant will guide the neighborhood's transformation. This vision includes redeveloping the isolated, 134-unit Chouteau Courts public housing project, which sits on top of an old landfill surrounded by two interstate highways. In its place, a 360-unit mixed-income community will be built in new locations. The plan also calls for increasing public safety and commercial investment by rejuvenating key corridors, parks, and vacant properties.

## key PARTNERS

Brinshore Development, LLC | United Way of Greater Kansas City | Kansas City University of Medicine and Biosciences | Samuel U. Rodgers Health Center | Truman Medical Centers | Kansas City Public Schools | LISC | Kansas University Urban Planning Department | Park University School of Social Welfare | Full Employment Council | Northeast Community Center | Jewish Vocational Services | Kansas City Public Library | Local Investment Commission

## key FUNDERS

LISC | City of Kansas City, Missouri | Housing Authority of Kansas City | The Richman Group | Sugar Creek Realty | Kansas City University of Medicine and Biosciences

## committed LEVERAGE

Housing Leverage Committed: \$86.5 million  
People Leverage Committed: \$10.6 million  
Neighborhood Leverage Committed: \$13.2 million

## neighborhood BACKGROUND & VISION

The Housing Authority of Kansas City and the City of Kansas City, Missouri will use \$30 million in Choice Neighborhoods funding to catalyze the revitalization of the Paseo Gateway district of Kansas City. By implementing the Transformation Plan developed as a result of a 2010 Choice Neighborhoods Planning Grant, the partners will increase housing options in the neighborhood and surrounding opportunity areas, spark economic development, and improve health and education opportunities for Chouteau Courts and Paseo Gateway families.

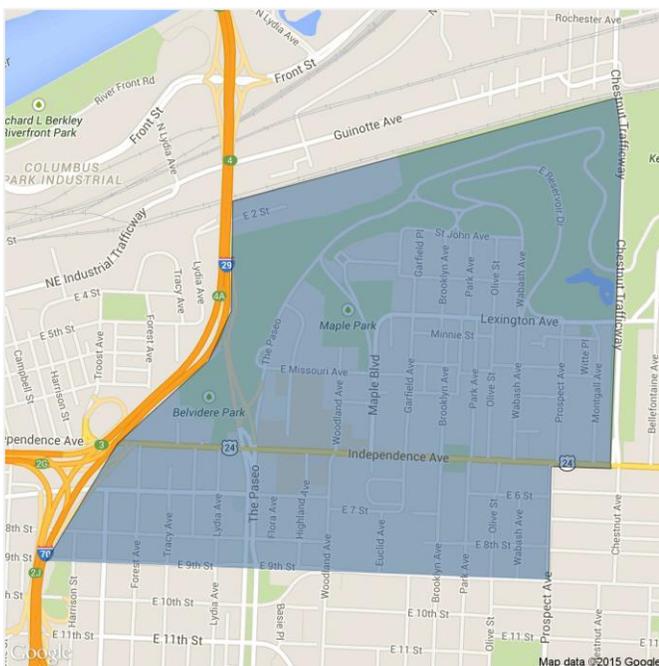
East of downtown Kansas City, the Paseo Gateway is centrally located with direct access to two interstate highways and the central business district. An ethnic melting pot and immigrant center for the past century, Paseo Gateway is known as the "Ellis Island" of Kansas City. Since the mid to late twentieth century, the area has

declined as a result of movement towards the suburbs and loss of manufacturing. While downtown and surrounding neighborhoods are seeing increases in population and investment as the market now trends towards urban living, the physical barriers of the highways have kept positive spillover effects from reaching Paseo Gateway. Pockets of vacancy characterize this disinvestment, along with blight and crime. Still, the Transformation Plan builds on existing neighborhood assets, including the City's first boulevard and largest collection of Victorian homes, greenways and nationally listed urban scenic byways, and the expansion of the Kansas City University of Medicine and Biosciences.

A major component of the plan is replacing the Chouteau Courts' 134 severely distressed units with 360 new mixed-income units. Because the current public housing site is isolated and sits on top of an old landfill wedged against two interstate highways, the new housing will be relocated. Over half of the new housing will be clustered in new locations near neighborhood assets and the remainder will be located outside of the neighborhood in high opportunity locations with access to good schools, public transit, and amenities. In all cases, Paseo Gateway families will have expanded choices in where they would like to live.

To bolster the housing investment's impact, the Transformation Plan focuses on increasing public safety and commercial investment near the new housing and along key corridors that serve as gateways to downtown and existing neighborhood assets. The plan calls for improving pedestrian, bike and public transportation routes, upgrading parks, redesigning key intersections, repurposing vacant lots for positive interim uses, and renovating at-risk homeownership properties.

The Transformation Plan further responds to the priorities of both Chouteau Courts and other Paseo Gateway residents with initiatives in healthcare, job training, and education. Samuel U. Rodgers Health Center, a Federally Qualified Health Center, is conducting health assessments and patient navigator services through the Community Centered Care Initiative. The Full Employment Council, Kansas City's Workforce Investment Board, is providing a full-time career navigator to place and support residents in job-driven training for in-demand industries. United Way of Greater Kansas City, in partnership with the Kansas City School District, is launching an expanded learning initiative at Garfield Elementary School located in the neighborhood.



*Pictured left: Paseo Gateway target area, which includes the Pendleton Heights, Paseo West, and Independence Plaza neighborhoods.*



# Memphis, Tennessee

**Awardees:** *Memphis Housing Authority & the City of Memphis*

**Neighborhood:** *South City*

## project DETAILS

The Memphis Housing Authority and the City of Memphis were awarded a \$29.75 million Choice Neighborhoods Implementation Grant to revitalize the South City neighborhood of Memphis. Within South City is Foote Homes - the last remaining traditional public housing development in Memphis. Through Choice Neighborhoods, the deteriorating, 420-unit Foote Homes development will be revitalized with more than 700 new market rate and affordable housing units created to attract a range of incomes. These housing investments will be complemented with much needed community assets, such as retail, grocery stores, and an early education center, as well as a small business micro loan fund, improved transit, historic preservation initiatives, and education and job opportunities for families.

## key PARTNERS

McCormack Baron Salazar | Urban Strategies, Inc. | Shelby County Schools | Urban Strategies Memphis HOPE | Women's Foundation for a Greater Memphis | Downtown Memphis Commission | Memphis Area Transit Authority | Advance Memphis | CAAP, Inc. | Knowledge Quest | Memphis Health Center | LeMoyne Owen College | RISE Foundation | Shelby County Health Department | Southwest Tennessee Community College | Workforce Investment Network | Methodist Le Bonheur Healthcare | Boys and Girls Club of Greater Memphis

## key FUNDERS

Memphis Housing Authority | City of Memphis | US Bancorp Community Development Corporation | Elmington Capital Group

## committed LEVERAGE

Housing Leverage Committed: \$53.7 million

People Leverage Committed: \$14 million

Neighborhood Leverage Committed: \$295.5 million

## neighborhood BACKGROUND & VISION

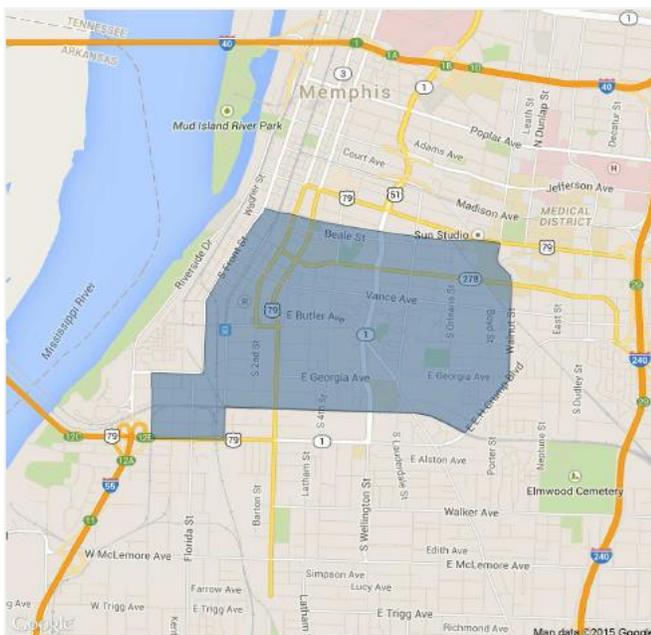
The South City Neighborhood in Memphis, Tennessee is uniquely positioned for neighborhood change. While the neighborhood historically suffers from the negative effects of concentrated poverty, deteriorated housing, incompatible land use, and high rates of unemployment and violent crime, South City has positive attributes like its African American history and iconic landmarks, close proximity to the downtown and the Medical District job centers, and recent housing and economic development investments.

Several investments occurred in South City in the late 1990s, including the establishment of commercial centers and the Memphis Grizzlies' FedEx Forum. By 2009, the community built on these investments and began to create a new vision for the area. An FY2010 Choice Neighborhoods Planning Grant accelerated this process, bringing together the Memphis Housing Authority, the City, the University of Memphis, the Metropolitan Interfaith Association, the police, schools, and neighbors to create a plan.

At the center of their Transformation Plan is the replacement of Foot Homes, a 420-unit public housing development built in the 1940s with deteriorating sewer systems, failing plumbing, and mold problems. Transformation efforts will include the creation of more than 700 mixed-income units that will be built to market rate standards and designed to complement the surrounding neighborhood. Located in the heart of the neighborhood and along the major thoroughfare of Danny Thomas Boulevard, the redeveloped community will put a new face on South City and have a catalytic impact on its immediate surroundings.

To complement the housing strategy, the plan proposes key neighborhood improvements. Local leaders and the community plan to establish a variety of retail and grocery amenities within the neighborhood, as well as a small business micro loan fund. Other neighborhood strategies will result in upgraded public parks, green spaces and infrastructure, alternative and equitable transportation, blight removal, cultural and historic preservation, and increased public safety.

The plan will also pilot the City's *Blueprint for Prosperity* for the children and families of South City. The Housing Authority, the City, and partners will create: a comprehensive case management system; access to a network of medical care providers and amenities that facilitate healthy lifestyles; proven employment programs; and an extensive series of educational supports for children of all ages. They will also establish a much-needed early education center, as well as a Family Resource Center that will house opportunities for adult education, extracurricular learning for youth, job training, and health and nutrition counseling.



*Pictured left: the South City neighborhood sits between the historic Beale Street, the developing riverfront, the medical center and South Memphis.*



# Milwaukee, Wisconsin

**Awardees:** *City of Milwaukee & the Housing Authority of the City of Milwaukee*

**Neighborhood:** *Westlawn*

## project DETAILS

The City of Milwaukee and the Housing Authority of the City of Milwaukee were awarded a \$30 million Choice Neighborhoods Implementation Grant to redevelop the Westlawn public housing development and revitalize the surrounding Westlawn neighborhood. The Transformation Plan includes the redevelopment of 708 new mixed-income housing units, including 394 replacement units, both on the Westlawn site and in the surrounding neighborhood. In addition, the plan includes strategic investments to improve the entire neighborhood by reducing the negative effects of foreclosures, improving access to retail and transportation, and strengthening families' health and employment.

## key PARTNERS

Redevelopment Authority of the City of Milwaukee | Milwaukee Public Schools | Wisconsin Women's Business Initiative Cooperative | University of Wisconsin – Milwaukee School of Nursing | Milwaukee Health Services | Silver Spring Neighborhood Center | Havenwoods Economic Development Corporation | Growing Power, Inc. | The Milwaukee Jobs Corp | Carmen Charter School for Science and Technology

## key FUNDERS

PNC Bank | Wisconsin Housing and Economic Development Authority | Redevelopment Authority of the City of Milwaukee | WE Energies | Housing Authority of the City of Milwaukee | Milwaukee Economic Development Corporation | Wisconsin Women's Business Initiative Cooperative

## committed LEVERAGE

Housing Leverage Committed: \$184 million  
People Leverage Committed: \$9.21 million  
Neighborhood Leverage Committed: \$57.4 million

## neighborhood BACKGROUND & VISION

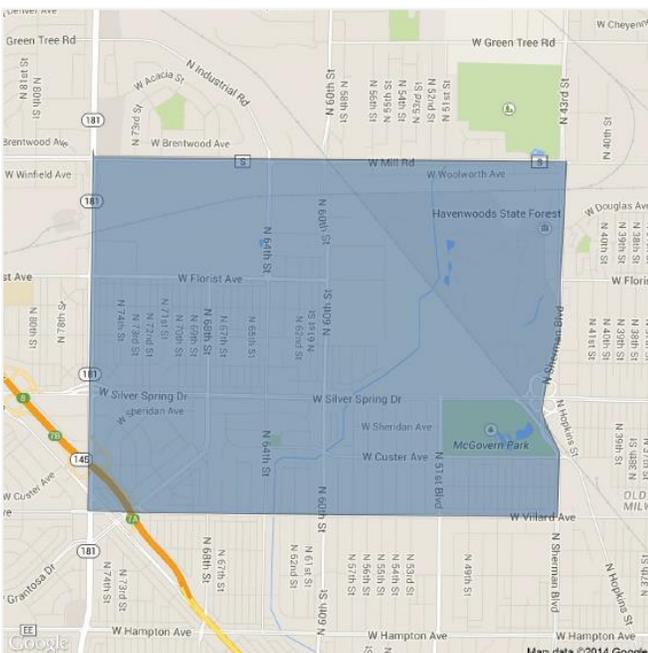
Located seven miles northwest of downtown, Westlawn was once the City's largest public housing development at 726 units. At the time it was originally constructed, there were very few homes in the entire area surrounding the Westlawn development. The neighborhood, in essence, grew up around the barrack-style complex. Over the years, as its condition deteriorated, the Westlawn development grew to present the biggest challenge to the neighborhood's health and stability.

However, the recent redevelopment of the eastern half of the Westlawn development by the City and the Housing Authority of the City of Milwaukee has begun to spur other investment. For example, a retail strip notorious for drug dealing was turned into a new AutoZone and is attracting other business interest. With the goal of creating change in the broader neighborhood, the City, the Housing Authority of the City of Milwaukee, and their partners created a plan to rebuild the remaining portion of the Westlawn development and to implement a comprehensive set of strategies that will generate meaningful improvements in the quality of life in the entire neighborhood.

The remaining 394 units of the original Westlawn development will be replaced in the neighborhood with a total of 708 mixed-income units. Redevelopment will align with existing neighborhood assets, including the Silver Spring Neighborhood Center and two neighborhood schools that will create a service “hub” for the revitalized site. Buildings along the Silver Spring retail corridor will include street fronting retail with mixed-income residential units above. Meanwhile, the City will work with its partners to improve the condition of nearby, existing retail.

Beyond the housing redevelopment and retail improvements, the Redevelopment Authority of the City of Milwaukee and its partners will focus on the stabilization of the surrounding neighborhood. The plan calls for reducing foreclosures, removing blight, and coordinating home repair assistance. Additionally, the plan calls for expanding transit service, upgrading recreational and park space, and improving streetscapes.

The City of Milwaukee and Housing Authority of the City of Milwaukee will work with a strong set of partners to improve health behaviors through the nationally-recognized “With Every Heartbeat is Life” initiative, reduce infant mortality by reaching out with prenatal care, connect children to high-quality early education centers, and strengthen school reforms and supports. The Housing Authority and its partners will also help residents find and keep jobs by using Resident Employment Coordinators to develop relationships with employers and function as job brokers and coaches for residents.



*Pictured left: the Westlawn neighborhood of Milwaukee, north of the downtown core.*



## Sacramento, CA

**Awardees:** *Housing Authority of the County of Sacramento & the City of Sacramento*

**Neighborhood:** *River District - Railyards*

### project DETAILS

The Housing Authority of the County of Sacramento and the City of Sacramento were awarded a \$30 million Choice Neighborhoods Implementation Grant to place the River District-Railyards area and its people back into the network of the city – physically, economically and socially. As result of a multi-year planning process and the support by a FY2011 Choice Neighborhoods Planning Grant, the Transformation Plan calls for the demolition of the 218-unit Twin Rivers public housing site and the development of 487 units of mixed-income housing. The plan also brings new transit service to the neighborhood and better and improvements to local homeless services facilities.

### key PARTNERS

McCormack Baron Salazar | Urban Strategies, Inc. | Twin Rivers Unified School District | River District | Center for Fathers and Families | Sacramento Employment and Training Agency | WellSpace Health | Greater Sacramento Urban League | Roberts Family Development Center | Fresher Sacramento | Powerhouse Science Center | First 5 Sacramento | Boys & Girls Club of Greater Sacramento | NeighborWorks Homeownership Center Sacramento

### key FUNDERS

City of Sacramento | Sacramento Housing & Redevelopment Agency | Housing Authority of the County of Sacramento | Powerhouse Science Center

### committed LEVERAGE

Housing Leverage Committed: \$19.8 million

People Leverage Committed: \$18.2 million

Neighborhood Leverage Committed: \$208.6 million

### neighborhood BACKGROUND & VISION

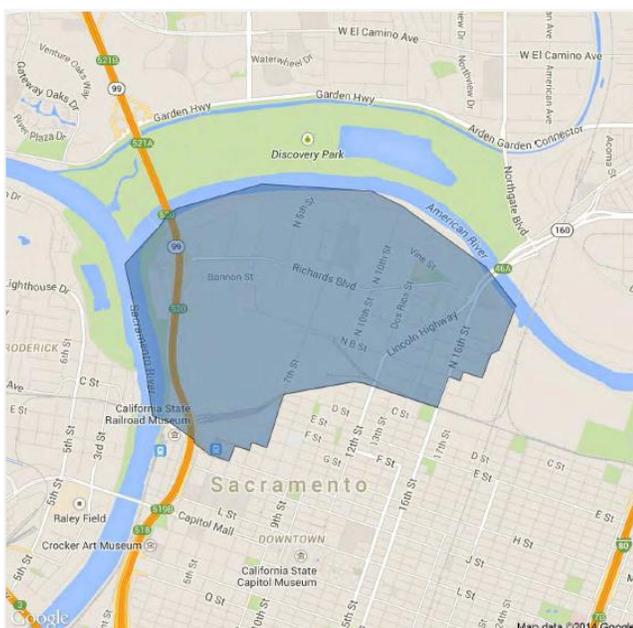
As the western terminus of the First Transcontinental Railroad, the River District-Railyards area was once the hub for industrial, warehousing, and distribution activities in the region. But as other modes of transportation became available, the area steadily declined. With a lack of physical connections to the surrounding area and the environmental legacy left behind by its heavy industrial past, the River District-Railyards became an island despite its proximity to downtown. Over the past decade, a number of large-scale mixed-use and state office developments have been planned or completed, demonstrating significant progress.

Supported by an FY2011 Choice Neighborhoods Planning Grant, the Housing Authority of the County of Sacramento, the City, the community, and their partners have designed a neighborhood Transformation Plan. The plan builds on these recent investments and connects them to the eastern portion of the neighborhood where the Twin Rivers public housing development continues to be a symbol of isolation and distress.

Under this plan, the Housing Authority of the County of Sacramento and their development partner will replace the 218 public housing units at Twin Rivers with 487 mixed-income housing units in the neighborhood. The plan redesigns the street grid to reconnect the 22-acre site with the surrounding neighborhood, creates a network of public open spaces, and provides for a mix of uses, including retail. The plan also leverages the Regional Transit and Sacramento Housing & Redevelopment Agency’s commitment to build a new light rail station by establishing nearby, transit-oriented development.

In conjunction with this development, the City and its partners will oversee a focused set of neighborhood improvements. The neighborhood plan addresses the concentration of homeless individuals by providing rapid re-housing housing and restructuring the layout of several homelessness facilities. The plan also calls for creating a new rail station and increasing transit options, creating an open-air amphitheater, and enhancing the Sacramento River Parkway. These improvements will accompany large-scale neighborhood investments, including over \$130 million in transit enhancements and the relocation and expansion of the Discovery Science Museum and Space Center complex.

Additionally, the Transformation Plan creates opportunities and supports for Twin Rivers families to attain jobs in high-growth industries, improve their health, and connect to a pipeline of quality educational opportunities. The local School District will collaborate with a newly hired Education Specialist to increase the number of Twin Rivers children participating in early education, offer tutoring for students falling behind, provide households with wrap-around supports, and strengthen STEM curriculum. Additionally, the plan prioritizes residents’ involvement in the community through civic leadership, such as the formation of an active neighborhood association and neighborhood watch program.



*Pictured left: the River District and Railyards area of Sacramento, just north of the downtown core.*