

## City of Baton Rouge/Parish of East Baton Rouge, LA

**Choice Neighborhoods Lead Grantee:** City of Baton Rouge/Parish of East Baton Rouge

**Choice Neighborhoods Co-Grantees:** East Baton Rouge Parish Housing Authority

**Target Public Housing Project:** Ardenwood Village

**Target Neighborhood:** Melrose East – Smiley Heights

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

### Key Partners:

The Integral Group (Planning Coordinator), East Baton Rouge Public School System, East Baton Rouge Redevelopment Authority,

Louisiana State University School of Social Work of Social Services Research and Development, and the Melrose East Community Association

### Project Summary

The Smiley Heights – Melrose East Neighborhood is a 1.05 square mile area that was developed in the 1970s in response to the expansion of nearby commercial retail, the Bon Marche Mall. With the eventual opening of competing commercial centers, the mall declined and residents migrated out of the neighborhood. The neighborhood currently has a poverty rate of 58 percent, high crime rates, and severely distressed public housing. The neighborhood has a housing vacancy rate of 20.95 percent and contains two low performing schools, which are designated by the Louisiana Department of Education with a letter grade of F. Of the 5,292 residents, the majority are African-American with approximately 27 percent having less than a high school degree. The median income in the neighborhood is approximately \$24,000, about 65 percent of the City's median income.

Despite its current challenges, the City of Baton Rouge and local businesses have been working together to put old assets to new and better uses. The former Bon Marche Mall is now home to the Bon Carre Business Center and Louisiana Technology Park, a business incubator for high-tech start-up companies with more than 700,000 square feet of office space, and a satellite office for Cox Communications, the 3<sup>rd</sup> largest cable and broadband service provider in the country. In addition, a 200-acre neighborhood development is proposed on an undeveloped parcel that will provide a mix of educational institutions, new retail, commercial development and mixed-income residential units in a green, walkable setting. The proposed development will be anchored by the local school district's new charter school and Baton Rouge Community College's new east campus and technical center, providing education and economic opportunities.

The City of Baton Rouge/Parish of East Baton Rouge, along with the East Baton Rouge Parish Housing Authority and other partners, will use the Choice Neighborhoods Planning Grant to develop a community-driven, comprehensive Transformation Plan to guide physical and social reinvestment in the area. With the active support of the Melrose East Community Association, other resident associations, the school district, local religious institutions, the Baton Rouge Community College, the Baton Rouge Recreational Centers and others, the goal is to develop cross-sector partnerships and implementation strategies that will provide a community-driven approach to design the future of the neighborhood and develop and capitalize on community capacity.



## Denver, Colorado

**Choice Neighborhoods Lead Grantee:** Housing Authority of the City and County of Denver

**Target Public Housing Project:** Sun Valley Homes

**Target Neighborhood:** Sun Valley

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

**Key Partners:** Design Workshop (Planning Coordinator), City and County of Denver-Community Planning and Development (CPD), Office of Economic Development (OED), Mercy Housing, Denver Public Schools (DPS), Enterprise Community Partners, Mile High Connects, Denver Police Department, Denver Health, Xcel Energy, Denver Stadium District, Denver Broncos, UCD, Metro State

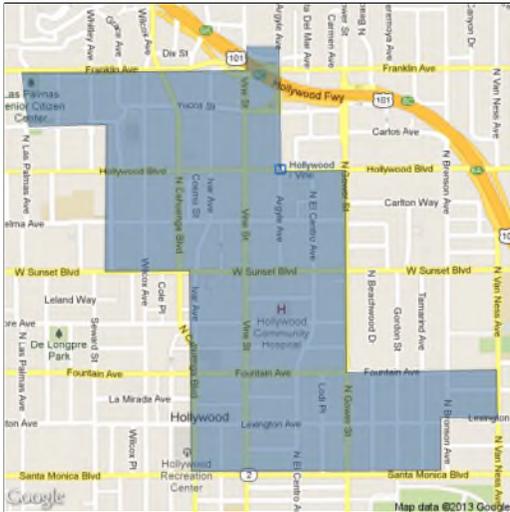
University, Platte River Foundation, Rude Recreation Center, and the Community College of Denver

### Project Summary

Built in the 1950s, the 30-acre, 333-unit Sun Valley Homes site is the most isolated and distressed public housing asset in the portfolio of the Housing Authority of the City and County of Denver (DHA). The residents of Sun Valley Homes and the neighboring federally subsidized housing, Decatur Place, earn the lowest incomes in Denver. Further, 85 percent of residents in the target neighborhood live below the poverty line. This neighborhood is also challenged by disproportionately high crime rates and limited access to surrounding communities as it is landlocked by the local professional football stadium, light industrial parks, interstate highways, and the South Platte River.

Sun Valley Homes and its surrounding community hold enormous potential for redevelopment. Of note, the neighborhood will be the first stop on the proposed Denver FasTracks West Corridor light rail line, linking Denver and its western suburbs with the downtown urban core. City departments are including funding for several Sun Valley initiatives in their respective capital improvement plans, including the design of a new thoroughfare in the heart of the neighborhood, public infrastructure design for a neighborhood based regional water quality and retention approach, and a public riverfront park. This potential is strengthened by committed partnerships with a neighborhood school and youth center, a neighborhood health clinic, and a regional recreation center. Partnerships have also been established with the local professional stadium.

The Choice Neighborhoods Planning Grant will allow the DHA and its key partners to build on this potential and collaborate in a planning and decision-making process with both residents and stakeholders. Throughout the transformation planning process, stakeholders and established working groups will work to ensure that the substantial investment in the Denver FasTracks West Corridor is paired with the development practices necessary to transform the Sun Valley neighborhood into a vibrant, successful model of sustainability, providing access and choice for high quality education, training and employment opportunities, healthy living initiatives, and quality housing to better benefit the existing residents while providing a spectrum of housing options.



## Los Angeles, CA

**Choice Neighborhoods Lead Grantee:** Youth Policy Institute  
**Target Housing Project:** Las Palmas Gardens and Castle Argyle Apartments  
**Target Neighborhood:** Los Angeles Choice Neighborhood  
**Choice Neighborhoods Grant Amount:** \$500,000

**Key Partners:** McCormack Baron Salazar, City of Los Angeles, Los Angeles Unified School District, Children's Hospital of Los Angeles, California Emerging Technology Fund, Hollywood Police Activities League, Korean Churches for Community Development, Thai Community Development Center, Local Initiative Support Coalition, Hollywood WorkSource Center, Los Angeles Chamber of

Commerce, Hollywood Choice Neighborhood Coalition, Annenberg Foundation, Weingart Foundation, Ralph M. Parsons Foundation, California Wellness Foundation, and the California Endowment

### Project Summary:

While Hollywood is often associated with fame and fortune, neighborhood residents know that their community is riddled with poverty, violent crime, and homelessness. The Hollywood community that the Los Angeles Choice Neighborhood encompasses has a the poverty rate of 36%, the violent crime rate is triple the city as a whole, the local middle school is low performing, and nearly 1 in 3 residents lack a high school diploma. The neighborhood also contains two severely distressed HUD-assisted housing developments with a total of 171 units.

However, the Los Angeles Choice Neighborhood (LA Choice) is ready for change. The Youth Policy Institute (YPI), a Los Angeles-based nonprofit, used a 2010 Promise Neighborhoods Planning Grant to engage LA Choice residents and stakeholders in creating a community vision for education. Through this process, they built a collaborative partnership of over 60 public and private organizations, surveyed over 1,000 residents, and held a series of working groups to assess strengths and needs. In 2012, the community's plan to develop a cradle to career education pipeline resulted in winning a highly competitive \$30 million Promise Neighborhoods Implementation Grant from the U.S. Department of Education.

Today YPI has partnered with McCormack Baron Salazar (MBS), a nationally recognized private developer, to build off of their Promise Neighborhoods work and create a plan to transform LA Choice into a vibrant, mixed-income community. Through the Choice Neighborhoods planning grant, the applicants and their partners will assess economic and housing drivers in the neighborhood, complete a formal market study, identify neighborhood needs, assets, and service gaps, and build the engagement and capacity of the residents and stakeholders. This plan will build off of existing neighborhood assets, including nearby Los Angeles City College and major commercial anchors such as Paramount Pictures. Through this planning process, the community will create a roadmap to transfer the Los Angeles Choice Neighborhood to a place where high quality mixed-income housing is prevalent, children graduate from high school ready for college and careers, families are economically stable, and the neighborhood is safe and thriving.



## Meriden, Connecticut

**Choice Neighborhoods Lead Grantee:** Housing Authority of the City of Meriden

**Choice Neighborhoods Co-Grantee:** City of Meriden

**Target Public Housing Project:** Mills Memorial Apartments

**Target Neighborhood:** Mills Memorial/Central Business Neighborhood

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

**Key Partners:** Wallace, Roberts & Todd, LLC (Planning Coordinator), Meriden Children First, Maynard Road Corp., Meriden Economic Development Corp., Penrose Properties, LLC, Greater Meriden Chamber, Community Health Centers Inc., University of Connecticut, and the Center for Advanced Technology

### Project Summary

The City of Meriden is transitioning from a post-industrial, working class community with brownfields, underutilized commercial properties and an aging housing stock into a modern mid-sized city with a dynamic city center. Developing a Transformation Plan for the redevelopment of the Mills Memorial public housing site and the surrounding central business district is critical to this community transformation. Coupled with other initiatives already underway in Meriden, including the Meriden Family Zone Promise Neighborhood, HUB Park, Transit Oriented Development District master plan, New Haven-Hartford-Springfield High Speed Intercity Passenger Rail Corridor Program, and focus on crime reduction strategies, Meriden is poised to transform its city center neighborhood.

Physical and social conditions at the Mills Memorial Apartments and the surrounding neighborhood demonstrate the need for redevelopment. “The Mills” demonstrates severe structural and design deficiencies that require redevelopment. The neighborhood demonstrates severe distress with long-term housing vacancy and violent crime rates significantly higher than the overall City of Meriden. Approximately 45 percent of households in the neighborhood live at or below the poverty level.

The Choice Neighborhoods Planning Grant will allow the Housing Authority of the City of Meriden along with co-grantee the City of Meriden and its experienced team of community stakeholders and professionals to engage in a planning process to bring about this transformation. Combined with the public safety, education, infrastructure, recreation, health, transportation and housing investments already taking place in the community, Meriden will be poised to transform its city center into a neighborhood of Choice for all residents of Meriden and the surrounding region.



## New Bern, North Carolina

**Choice Neighborhoods Lead Grantee:** New Bern Housing Authority

**Choice Neighborhoods Co-Grantee:** City of New Bern, NC

**Target Public Housing Project:** Trent Court and Craven Terrace

**Target Neighborhood:** Greater Five Points

**Choice Neighborhoods Grant Amount:** \$400,000

**Key Partners:** TCG Development Advisors, LLC (Planning Coordinator), Craven Community College, Craven County Schools, Craven County Government, Swiss Bear Downtown Development Corp., Neuse River Community Development Corporation

### Project Summary

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

The Choice Neighborhoods Planning Grant will allow the New Bern Housing Authority along with co-grantee the City of New Bern to develop a comprehensive approach to transform the neighborhood, redevelop its distressed housing including the Craven Terrace and Trent Court public housing, and serve the needs of the Greater Five Points residents for education, employment, better health outcomes, community services, and recreation. The proposed plan will build on the target neighborhood's assets, including the neighborhood's proximity to the waterfront and its amenities, two parks, anchor institution Carolina East Medical Center, and other neighborhood stakeholders.

The Greater Five Points planning process intends to develop a financing plan and phasing model so that replacement assisted housing units are integrated throughout the neighborhood; reconnect the neighborhood to the downtown, physically and psychologically; devise strategies to make available community and supportive services to residents thought the area; create momentum for the private sector to revitalize and rebuild retail businesses; and establish a strong education coalition that provides a high-quality education to local children with services from pre-natal care through college and career.



## Philadelphia, PA

**Choice Neighborhoods Grantee:** Philadelphia Housing Authority

**Target Public Housing Project:** Norman Blumberg Apartments

**Target Neighborhood:** Sharswood/Blumberg

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

### Key Partners:

WRT-Wallace Roberts & Todd, LLC (Planning Coordinator), City of Philadelphia Office of Housing and Community Development, City of Philadelphia Office of the Mayor, Girard College, Project HOME, Philadelphia Police Department, the Enterprise Center Community Development Corporation, Public Health Management Corporation, the Pennsylvania Horticultural Society, Philadelphia

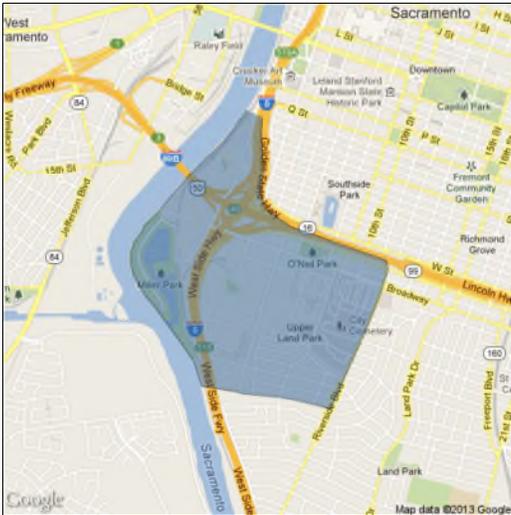
Commerce Department, Philadelphia Youth Network, and Philadelphia Works

### Project Summary

The Sharswood/Blumberg neighborhood, located in North Philadelphia, is home to approximately 5,800 individuals. Poverty, unemployment, crime, and home vacancy rates for this neighborhood far exceed citywide averages. The Norman Blumberg Apartments—the Philadelphia Housing Authority’s most distressed high-rise property—are located within this neighborhood. The dense 8-acre site consists of 510 units in three high-rise towers and 15 adjacent barracks style low-rise buildings. The existing site has little connectivity to the surrounding community by design, with minimal shared space and no parks in which children can play. The surrounding blocks are almost entirely vacant, exacerbating both perceived and actual crime.

While the neighborhood is distressed, its proximity to Philadelphia’s Center City enhances its market potential and offers opportunity for revitalization and development. Homeownership Zones have been established just east of the neighborhood, and additional units have been constructed adjacent to the target area. Subsequently, the area has substantial commercial and residential market potential. Project HOME, a local housing, healthcare, and educational provider, has secured financing for a new 28,000 square foot wellness center in the target area that will provide comprehensive health care and social services. Girard College, a neighborhood anchor institution, is evaluating strategies to enhance its existing 43-acre site and the surrounding neighborhood. Additionally, the City is implementing a Commercial Corridor Improvement Project along the main thoroughfares. The Choice Neighborhoods Planning Grant transformation planning process will provide the tools necessary to strategically build around these emerging resources, as well as those already in place.

The Choice Neighborhoods Planning Grant will provide the Philadelphia Housing Authority with the opportunity to plan for the redevelopment of the blighted public housing at Norman Blumberg. The redevelopment plan for the site will be created with meaningful public engagement and visioning processes, addressing the local community and public housing residents’ input. The goals of the plan include the development of affordable and sustainable housing as well as the encouragement of new investment in private and public housing, retail, and commercial properties on the large swaths of vacant land. The process for applying for the Choice Neighborhoods grant has already attracted significant momentum and support through the application process; twenty-three partner agencies have committed to actively engage in the planning and implementation processes. In developing a Transformation Plan, the planning team will create an Advisory Committee composed of public housing and community residents, City and PHA officials, and other community partners. The plan will include a framework for sustainable land use and design and address housing, transportation and mobility, and neighborhood economic development. The plan will leverage significant community input, strongly committed partner agencies, and a grass-roots approach to improve neighborhood outcomes such as educational attainment, job skill development, public health, and income self-sufficiency.



## Sacramento, CA

**Choice Neighborhoods Grantee:** Housing Authority of the City of Sacramento

**Choice Neighborhoods Co-Grantees:** The Related Companies of California/Mercy Housing California

**Target Public Housing Project:** Alder Grove and Marina Vista

**Target Neighborhood:** Upper Land Park - Broadway

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

### Key Partners:

EJP Consulting Group (Planning Coordinator), City of Sacramento, Sacramento Housing and Redevelopment Agency, Enterprise Community Partners, Sacramento Housing Alliance, Leataata Floyd Elementary, Sacramento Education and Training Agency, Sacramento Regional Transit, Greater Broadway Partnership, Roberts Family Development Center, Kaiser Permanente, WellSpace Health, Dignity Health, Upper Land Park Neighbors, and the Land Park Community Association.

### Project Summary

Located on the Sacramento River, the Upper Land Park-Broadway (ULP-Broadway) neighborhood consists of four sub-areas that are disconnected from the rest of Sacramento: a 29-acre underutilized former industrial riverfront property, a 32-acre former lumber processing and produce distribution hub, the 40-acre Sacramento Marina/Miller Regional Park, and the 68-acre Alder Grove and Marina Vista public housing sites. The Upper Land Park-Broadway target neighborhood is isolated and disconnected from the rest of Sacramento. Limited physical connections, incompatible industrial land uses, and the two sprawling public housing developments with 751 units contribute to the disinvestment and isolation. Further, approximately 38 percent of residents in the ULP-Broadway neighborhood live at or below the poverty level.

Despite physical design challenges, recent planning and policy efforts are paving way to redevelopment throughout the ULP-Broadway neighborhood. Located within one mile of downtown Sacramento and its employment base, the neighborhood is easily accessible via walking, biking, or bus transit. Encompassing 128 acres of developable land, the area has the potential to generate thousands of residential units, furthering the City's Smart Growth objectives, impacting the demand for goods and services, and spurring commercial and retail investment. Recently, a private developer purchased the 32-acre site of the former lumber processing site in the heart of ULP-Broadway to develop an infill residential community. The plan calls for approximately 800 housing units, public parks, open space, and a neighborhood resource center.

Given development opportunities within ULP-Broadway and the neighborhood's proximity to the downtown core, the Choice Neighborhoods Planning Grant will integrate the redevelopment proposal for the Alder Grove and Marina Vista sites with other neighborhood plans, ensuring opportunities for mixed-use and mixed-income communities. The plan will also establish a supportive services framework for residents to succeed in their new community, providing case management with wraparound services and improved educational opportunities. Perhaps most important, the Planning Grant will facilitate a thoughtful, inclusive, and comprehensive community engagement process to guide the creation of a visionary but realistic Transformation Plan that addresses the needs of the neighborhood residents and stakeholders.



## Wellston, MO

**Choice Neighborhoods Lead Grantee:** St. Louis County Department of Planning

**Target Public Housing Project:** Wellston Public Housing

**Target Neighborhood:** North Wellston Choice Neighborhood

**Choice Neighborhoods Grant Amount:** \$474,000

### Key Partners:

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

### Project Summary:

In the mid-1900s, Wellston had a booming manufacturing base. After factories closed workers were laid off, environmentally contaminated land lay abandoned, and vacant homes and lots pockmarked the area. The North Wellston neighborhood continues to suffer from the impact of this downturn and the disinvestment that followed. The neighborhood has a vacancy rate of 29 percent, poverty is at 43 percent, and violent crime is prevalent. North Wellston also contains 201 scattered-site public housing units, which under past leadership in the 1990's became some of the poorest performing public housing stock in the country. Today these units are improving under better management but have severe structural problems, including cracking and bulging foundations and aged mechanical systems in need of replacement.

In spite of these challenges, the area has key assets and is beginning to benefit from recent investments. The St. Louis County Economic Council has invested millions of dollars into industrial clean up, resulting in two new industrial parks that are seeking modern industries. The council also plans to construct a \$5.1 million Wellston child care facility. Beyond Housing, a key partner, has secured \$3 million in funding to carry out local grass roots community engagement and visioning process. To date, they have held over 50 community meetings and involved over 400 stakeholders. Additionally, North Wellston residents have easy access to regional light metro rail stops. The neighborhood is also in close proximity to Washington University in St. Louis, which is one of the largest employers in the metro area.

The St. Louis County Department of Planning and co-grantee Wellston Housing Authority will work closely with H3 studios and other partners to execute a robust, neighborhood planning process. They will engage the community through a neighborhood advisory group, public workshops, focused work sessions, one-on-one interviews, and a needs assessment. They will also collect neighborhood, housing, and services data, conduct market analysis, develop a reporting and data management system, identify best practices, and lead residents and stakeholders through the process of creating a collective vision and actionable strategies. The result of their work will be a plan to make North Wellston a sustainable, mixed-income, healthy, and safe neighborhood where residents are actively engaged and where families choose to live.



## Winston-Salem, NC

**Choice Neighborhoods Lead Grantee:** Housing Authority of the City of Winston-Salem

**Choice Neighborhoods Co-Grantees:** Pennrose Development, LLC

**Target Public Housing Project:** Cleveland Avenue Homes

**Target Neighborhood:** Cleveland Avenue Neighborhood

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

### Key Partners:

Wienczek + Associates (Planning Coordinator), Wake Forest Baptist Medical Center, Wake Forest University Community Law and Business Clinic, Winston-Salem City Manager's Office, Winston-Salem City Council, Winston-Salem Business and Community Development Department, Winston-Salem Police Department,

Northwest Piedmont Workforce Development Board, and Forsyth Technical Community College

### Project Summary

Located in northern Winston-Salem, the Cleveland Avenue Neighborhood (CAN) is an underdeveloped and severely distressed neighborhood in an otherwise thriving city. Within CAN is the Cleveland Avenue Homes Community, a 244-unit isolated and functionally obsolete public housing site. It is constructed in a superblock configuration that lacks through streets and connection to the adjacent community. There are severe socioeconomic challenges within CAN, such as high unemployment and a violent crime rate that is 8.03 times greater than the city average. Further, the neighborhood has a poverty rate of 78.97 percent.

The Cleveland Avenue Neighborhood is within a 10-minute walking distance from vibrant downtown Winston-Salem and the new Wake Forest Innovation Quarter (WFIQ). The WFIQ project aims to develop the area as a leading hub for innovation in biomedical science and information technology. This 200-acre biomedical/technology research park is expected to generate an estimated 27,000 new jobs. Given its proximity to this developing research park, CAN is a natural location for housing, retail, and the services necessary to support this rapidly growing economic engine. Entities within the Wake Forest Innovation Quarter have already expressed interest in strengthening the health and well-being of the community and its residents. Wake Forest Baptist Medical Center, the lead force behind the WFIQ, has provided approximately \$2.5 million in free medical care to 1,280 patients in the CAN zip code in fiscal year 2012 and will work to help create programs to improve health outcomes and provide access to health care for residents. Further, the City of Winston-Salem is investing \$3 million in street and pedestrian improvements along the main thoroughfare of the target neighborhood connecting to downtown and the Wake Forest Innovation Quarter. The City, county schools, and local universities have also made significant investments within and adjacent to the neighborhood focused on providing educational opportunities, medical services, and other services to the Cleveland Avenue neighborhood.

Building on the current reinvestment initiatives and the development of the Wake Forest Innovation Quarter, the Choice Neighborhoods Planning Grant will help to establish a vision of transformation for a vibrant mixed-use and mixed-income neighborhood in the Cleveland Avenue community. The planning process will take advantage of the educational, employment, economic and cultural opportunities now surrounding the site in order to develop a plan which will improve the lives of the residents living in the target area. The Housing Authority of the City of Winston-Salem and its partners will actively engage the community in a comprehensive planning process, ensuring the meaningful participation of affected residents and stakeholders, including surrounding communities, local/county/state governments, healthcare providers, business, developers, philanthropic leaders, nonprofits, and universities.