Overview of the University Choice Neighborhood Transformation Plan

HUD Site Visit
December 8, 2015
UNIVERSITY CHOICE NEIGHBORHOOD CONTEXT FRAMEWORK VISION / IMPLEMENTATION

Terri Lee, Deputy Commissioner, Planning and Community Development City of Atlanta

Trish O’Connell, VP Real Estate Development and Acquisitions, AHA
City Vision and Priority to Revitalize the Westside

City of Atlanta Model for Transformation of Westside: demonstrating how a distressed community can be transformed with an alliance of committed partners, focused coordination of leveraged resources and strong community engagement, based on key transformational activities currently underway in the area.

Current investments and initiatives:

- **$27M**: City infrastructure commitments
  - **$20M** existing
  - **$7M** in new commitments since February 2015
- **$15M**: Invest Atlanta’s Westside TAD
- **$15M**: Blank Foundation Prosperity Fund
- **$30M**: Revitalization of University Homes as part of Choice Neighborhoods Transformation Initiative.
  - **$15M** for 100 affordable senior rental units (completed)
  - **$15M** for 60 affordable assisted living rental units (completed)
- **$1.4B**: Atlanta Falcons new football stadium
- Atlanta Promise Neighborhood Alliance
- Westside Future Fund organized to attract corporate investment
- Promise Zone Second Round Finalist
Added Momentum Furthers Transformation on Westside

- $4.8B Atlanta Beltline with $8.4M Investment in CN
- Friendship Baptist Investment of $83M
- MARTA Rail Stations Upgrades of $30M
- GA Tech Innovation District
CN Transformation Plan Context – University Choice Neighborhood

**Target Public Housing**
- Former University Homes Site (now Scholars Landing)
- Residents successfully relocated in 2007
- Site demolished in 2009

**Target Neighborhoods:**
- Ashview Heights
- Atlanta University Center
- Vine City
- Three neighborhoods collectively referred to as “University Choice Neighborhood”

**Boundaries:**
- **North:** Joseph E. Boone Blvd./Simpson Road
- **South:** Interstate 20
- **East:** Northside Drive
- **West:** Portion of Atlanta BeltLine, MLK Drive and Joseph E. Lowery Blvd.
Neighborhood Assets

- Location
- History
- Anchor Institution Commitment
  - Clark Atlanta University
  - Morehouse College
  - Morehouse School of Medicine
  - Spelman College
  - Atlanta Falcons Football Franchise
- Committed Community
- Momentum
# Neighborhood Challenges

## A Population In Decline

### Resident Demographics

<table>
<thead>
<tr>
<th>Indicator</th>
<th>University CN</th>
<th>City of Atlanta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Growth Since 1990</td>
<td>-22%</td>
<td>7%</td>
</tr>
<tr>
<td>Population</td>
<td>11,619</td>
<td></td>
</tr>
<tr>
<td>Households</td>
<td>3,130</td>
<td></td>
</tr>
<tr>
<td>Age Under 35</td>
<td>73%</td>
<td>54%</td>
</tr>
<tr>
<td>Racial: African American</td>
<td>98%</td>
<td>54%</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$18,674</td>
<td>$42,446</td>
</tr>
<tr>
<td>Below Poverty rate</td>
<td>49%</td>
<td>24%</td>
</tr>
<tr>
<td>In Labor Force Fulltime</td>
<td>31%</td>
<td></td>
</tr>
<tr>
<td>In Labor Force Part-time</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>20%</td>
<td>12%</td>
</tr>
<tr>
<td>No high school Education</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>High School-only Education</td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>

### Public Safety

<table>
<thead>
<tr>
<th>Indicator</th>
<th>University CN</th>
<th>City of Atlanta</th>
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</table>

## A Neighborhood In Decline

### Neighborhood Indicators: Physical Distress

<table>
<thead>
<tr>
<th>Indicator</th>
<th>University Neighborhood</th>
<th>City of Atlanta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Stock: value less than $100,000</td>
<td>74%</td>
<td>26%</td>
</tr>
<tr>
<td>Median Price</td>
<td>$74,252</td>
<td>$204,163</td>
</tr>
<tr>
<td>Renter Occupied</td>
<td>74%</td>
<td>51%</td>
</tr>
<tr>
<td>Vacant Housing (1401 structures)</td>
<td>30%</td>
<td>17%</td>
</tr>
<tr>
<td>Vacant Land (2250 parcels)</td>
<td>29% (18% of land area)</td>
<td></td>
</tr>
<tr>
<td>Land for Greenspace</td>
<td>2%</td>
<td></td>
</tr>
</tbody>
</table>

**Infrastructure Survey**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>University Neighborhood</th>
<th>City of Atlanta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sidewalks Needing Repair</td>
<td>37,000 LF</td>
<td></td>
</tr>
<tr>
<td>Sidewalks Need to Be Installed</td>
<td>3,000 LF</td>
<td></td>
</tr>
</tbody>
</table>

## Neighborhood Challenges

- Declining population is transient with limited resources
- Significant crime and crime perception drives away current and future residents
- Struggling public schools limits opportunity for residents and marketability of neighborhood
- Middle Class Flight
- Businesses/Services Exit
- Foreclosure Crisis Led to an excess of vacant and abandoned housing
Neighborhood Challenges: Neighborhood Context

- Area has not been subject to growth or significant development
- Transformational change needed to address magnitude of problems
- Existing conditions require significant public intervention/investment to improve
- Significant plans completed over years; limited impactful implementation
- Resident distrust
Neighborhood Challenges: Historic Patterns and Planning

**Historic Patterns of Development**
- Historic segregation led to isolation
- Historically limited city planning / code enforcement
- Urban Renewal Program

**Historic Planning Process**
- Over the last 15 years the area has been the focus of 17 neighborhood and regional planning efforts
- Involved many of the same long standing community residents, the City, Atlanta Housing Authority, Anchor Institutions, planning organizations, and various community organizations
- Planning efforts produced similar community goals:
  - Develop high quality mixed-income housing while addressing gentrification concerns
  - Provide job training and access to jobs
  - Enhance public safety
  - Improve infrastructure, streetscapes, lighting, and sidewalks
  - Provide access to quality retail, greenspace and parks
Mayor’s commitment and three major planning efforts in last 4 years have aligned plans and investments in the Westside.
Community Driven Planning: Community Benefits Plan

Invest Atlanta convened the initial meeting of the 17-member Community Benefits Plan Committee. The components of the CBP, established a decision-making process and informed the Committee about the parameters of the implementation resources. A number of people in the audience expressed concern about the CBP being presented as a plan instead of a binding agreement.

July 24: Meeting 2
Invest Atlanta discussed the governance structure and the scope of work, which was established based on the categories identified in legislation, then further categorized into public and private components and twelve subcategories. Invest Atlanta created an exercise that allowed the Committee to suggest project concepts. Over eighty ideas emerged and additional concepts were requested from the community. Again, members of the audience expressed concern about the plan vs. agreement issue.

August 21: Meeting 4
Councilmember Michael Bond was elected chair of the Committee. Based on guidance from the Law Department, the Mayor’s office clarified that the intent of the legislation was to create a plan. The Committee and the audience were given an opportunity to add additional project ideas, which were incorporated into the scope of work document.

September 4: Meeting 5
APD Urban Planning and Management presented the Westside TAD Neighborhoods Strategic Implementation Plan Summary Report for Vine City and English Avenue. Castleberry Hill representatives sought assurances that their community’s needs would be addressed in the CBP.

October 23: Meeting 7
Invest Atlanta presented the results of an electronic survey through which the Committee prioritized the project concepts. Penny McPhee, from Arthur M. Blank Family Foundation, discussed the application process for the Neighborhood Prosperity Fund and engaged in a question and answer session. Castleberry Hill representatives also made a presentation about their neighborhood’s priorities.

November 20: Meeting 9
Invest Atlanta presented a draft of the CBP to the Committee. Committee members reviewed the draft and were asked to solicit feedback from their communities.

November 25: Meeting 10
The Committee deliberated on the CBP and amended the document based on feedback from the community. The Plan was voted on and passed 9-3 with one abstention by the Committee, then forwarded to the Atlanta City Council for final approval.

\[\text{Image of Atlanta City Council members and stakeholders discussing the Community Benefits Plan.}\]

\[\text{Community Benefits Plan Inputs:}\]
- Community Engagement Presentations
- Community Benefits Plan Presentation
- Westside TAD Neighborhoods Implementation Plan
- City Development Presentations
- Community Benefits Plan
- Community

\[\text{Community Benefits Plan Process:}\]
- March 18: Workshops
  - Atlanta City Council approved a resolution authorizing an extension of the Hot Pot Tax to fund a purpose-specific capital project for the new Georgia Dome. The extension provided for the creation of a Community Benefits Plan for the administration of the Westside TAD Community Improvement Fund and make recommendations regarding the NSP Neighborhood Prosperity Fund.

- September 18: Site Selection
  - The Atlanta Falcons Big City announced their choice of a site for the new $1 billion stadium. The spot just south of the Georgia Dome long preferred by the city and state. The Falcons’ declaration came on the eve of the contractual deadline for determining the site and more than a week after the choice became apparent when two churches agreed to sell their properties to make room for the stadium on the south-of-the-Dome location.
2010 CN Planning Grant supported converging previous planning documents and current thinking of residents and partners to create a Strategic Action Plan (i.e. Neighborhood Transformation Plan) for the University Choice Neighborhood.
Community Driven Planning: Choice Neighborhoods
University Choice Neighborhood Transformation Plan built on 4 years of community engagement and development of neighborhood-drive strategies:

- Builds on momentum from development of new Falcons stadium and convergence of major catalytic development areas
- Aligns with other public investments
- Creates new housing/retail for a mix of incomes: attract new population while retaining existing
- Supports neighborhood-driven community development strategies
- Develops capacity of neighborhood residents to prepare for future
University Choice Neighborhoods Framework

Vision / Leadership
- City vision to revitalize Westside / City Driven Priority of Mayor Reed
- Community-driven
- Alignment of Resources
  - Housing SubCabinet
  - Westside SubCabinet
  - CN Advisory Committee
- Collaborative
- Transformational Community Development Model
- Place-Based Investments

Partnership / Leverage
- Atlanta University Center Schools
- Atlanta Falcons / Blank Foundation
- Neighborhood: City / Invest Atlanta
- Housing: MBS + Integral Development
- People: Over 18 Committed Partners
- Education: United Way / Atlanta Public Schools

Momentum
- $1.4B Falcons Stadium + $15M Blank Foundation Investments
- $4.8B Atlanta Beltline with $8.4M Investment in CN
- Friendship Baptist Investment of $83M
- COA CN Leverage of $20M + $7.5M New Investment
- Invest Atlanta Leverage of $48M + $3.5M New Investment
- MARTA $30M Station Upgrades
- AHA Redevelop University Homes
- Ga Tech Innovation District

Measurable Long-Term Success
- Data Driven / Performance Measurement
- Governance Structure
- Sustainability / Westside Future Fund
Choice Neighborhoods Implementation Grant

- 
  - December 8-9, 2015
  - Post-Award HUD Site Visit

- September 28, 2015
  - $30M CN Implementation Grant Awarded!!

- August 6, 2015
  - CN Implementation Grant
  - HUD Site Visit

- February 7, 2015
  - CN Implementation Grant Application Submitted
## Choice Neighborhoods Total Investment

<table>
<thead>
<tr>
<th>Source</th>
<th>Funding</th>
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<tbody>
<tr>
<td>Choice Neighborhoods Grant</td>
<td>30,000,000</td>
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<tr>
<td>AHA Funding (Including MTW Reserves, RHF &amp; Program Income)</td>
<td>37,500,000</td>
</tr>
<tr>
<td>Total Leverage (See Leverage Summary below)</td>
<td>358,366,910</td>
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<tr>
<td><strong>Total Choice Neighborhoods Funding</strong></td>
<td><strong>425,866,910</strong></td>
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## Leverage Summary

<table>
<thead>
<tr>
<th>Leverage Source</th>
<th>Committed</th>
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<tbody>
<tr>
<td>City of Atlanta - (Watershed, Parks, Public Works, Housing and Community Development)</td>
<td>19,052,007</td>
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<tr>
<td>City of Atlanta (CDBG)</td>
<td>1,000,000</td>
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<tr>
<td>Invest Atlanta - Critical Community Improvements</td>
<td>23,493,000</td>
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<tr>
<td>Invest Atlanta - Neighborhood Investment</td>
<td>18,548,383</td>
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<tr>
<td>Other Neighborhood Investments</td>
<td>186,546,135</td>
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<tr>
<td>Housing Leverage</td>
<td>63,131,267</td>
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<tr>
<td>People Leverage - Atlanta Workforce Development</td>
<td>10,340,725</td>
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<tr>
<td>People Leverage - New</td>
<td>24,553,764</td>
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<tr>
<td>People Leverage - Existing</td>
<td>11,701,629</td>
</tr>
<tr>
<td><strong>Total Leveraged Funds</strong></td>
<td><strong>358,366,910</strong></td>
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</table>
Transformational Community Development Model: Aligned, Collaborative, Catalytic, Impactful, Measurable

City CN Role: Co-Applicant
- Leadership
- Neighborhood Vision
- Community Planning / Accountability
- Zoning / Land Use
- Funding
  - Infrastructure
  - Transportation
  - Parks
  - Neighborhood Stabilization
- Public Safety
- Code Enforcement
- Demolition
- Sustainability
- Data Collection / Reporting

City of Atlanta: Co-Applicant

Invest Atlanta Role: Neighborhood Lead
- Planning / Funding
  - Community Facilities
  - Stabilization
    - Land Acquisition
    - Owner-occupied Rehab
  - Housing Development
  - Retail Development
  - Homeownership
- Positioning Sites For Redevelopment
- Facilities to Provide Access to Community Services, Education and Job Training
- Economic Development Incentives
- Community Benefits Plan Delivery
- Data Collection / Reporting

Invest Atlanta: Neighborhood Lead

AHA CN Role: Applicant and People Lead
- Planning
- CN Funds Support: Neighborhood Stabilization, Land Acquisition, Development, Community Facilities, Resident Capacity Building
- Housing Development: Mixed-use, Mixed-income
- Human Development Programs: Workforce Development, Jobs, Education, Health
- Community Engagement, Resident Capacity Building, Stakeholder Collaboration
- Homeownership
- Land Owner/Sponsor of 4 Mixed-income Developments
- Data Collection / Reporting

AHA: Neighborhood Lead

City of Atlanta Housing Sub-Cabinet

City of Atlanta Westside Sub-Cabinet
Choice Neighborhoods Implementation Team

- Atlanta Housing Authority Applicant
  - MBS-Integral UCNI, LLC Housing Implementation Lead
  - Invest Atlanta Neighborhood Implementation Lead
- City of Atlanta Co-Applicant
  - Atlanta Housing Authority People Implementation Lead
  - United Way of Greater Atlanta Principal Education Partner
- Clark Atlanta University Anchor Institution
- Spelman College Anchor Institution
- Morehouse School of Medicine Anchor Institution
- Morehouse College Anchor Institution
- Atlanta Falcons Anchor Institution
## Partners: Working in Collaboration

<table>
<thead>
<tr>
<th>HOUSING LEVERAGE: $63,131,267</th>
<th>NEIGHBORHOOD LEVERAGE: $247,639,525</th>
<th>PEOPLE LEVERAGE: $46,596,119</th>
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</thead>
<tbody>
<tr>
<td>Integral Development</td>
<td>City of Atlanta</td>
<td>Atlanta Community Food Bank</td>
</tr>
<tr>
<td>McCormack Baron Salazar</td>
<td>Invest Atlanta</td>
<td>Atlanta Public Schools</td>
</tr>
<tr>
<td>Invest Atlanta</td>
<td>Atlanta BeltLine</td>
<td>AUCC, Inc./ UCDC</td>
</tr>
<tr>
<td>Department of Community Affairs</td>
<td>Friendship Baptist/McCormack Baron Salazar</td>
<td>Atlanta Workforce Development Agency</td>
</tr>
<tr>
<td>Enterprise Communities</td>
<td>Quest Community Development Org.</td>
<td>Blank Family Foundation</td>
</tr>
<tr>
<td>Bellwether Capitol</td>
<td>Atlanta Emerging Markets, Inc.</td>
<td>Boys and Girls Club of Metro Atlanta</td>
</tr>
<tr>
<td>Atlanta Emerging Markets, Inc.</td>
<td>MBS Urban Initiatives CDE</td>
<td>Clark Atlanta University</td>
</tr>
<tr>
<td>Fifth Third CDC</td>
<td>U.S. Bancorp</td>
<td>Communities in Schools</td>
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<tr>
<td>Atlanta Housing Authority</td>
<td>Clark Atlanta University</td>
<td>Families First</td>
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<tr>
<td></td>
<td>Morehouse College</td>
<td>Family Health Centers of Georgia</td>
</tr>
<tr>
<td></td>
<td>Morehouse School of Medicine</td>
<td>Georgia Pacific</td>
</tr>
<tr>
<td></td>
<td>Spelman College</td>
<td>Literacy Action</td>
</tr>
<tr>
<td></td>
<td>BrockBuilt Homes</td>
<td>Morehouse School of Medicine</td>
</tr>
<tr>
<td></td>
<td>Boys and Girls Club of Metro Atlanta</td>
<td>National Cares Mentoring Movement</td>
</tr>
<tr>
<td></td>
<td>Atlanta Regional Commission</td>
<td>Smart and Secure Children (MSM Satcher Institute)</td>
</tr>
<tr>
<td></td>
<td>MARTA</td>
<td>Spelman College</td>
</tr>
<tr>
<td></td>
<td></td>
<td>United Way of Greater Atlanta</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Urban League of Greater Atlanta</td>
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</tbody>
</table>

**COMMUNITY**

| Integral Development          | City of Atlanta                  | Atlanta Community Food Bank   |
| McCORMACK BARON SALAZAR       | Invest Atlanta                   | Atlanta Public Schools        |
| Invest Atlanta                | Atlanta BeltLine                 | AUCC, Inc./ UCDC              |
| Department of Community Affairs | Friendship Baptist/McCormack Baron Salazar | Atlanta Workforce Development Agency |
| Enterprise Communities        | Quest Community Development Org. | Blank Family Foundation       |
| Bellwether Capitol            | Atlanta Emerging Markets, Inc.   | Boys and Girls Club of Metro Atlanta |
| Atlanta Emerging Markets, Inc.| MBS Urban Initiatives CDE        | Clark Atlanta University      |
| Fifth Third CDC               | U.S. Bancorp                     | Communities in Schools       |
| Atlanta Housing Authority     | Clark Atlanta University         | Families First                |
|                               | Morehouse College                | Family Health Centers of Georgia |
|                               | Morehouse School of Medicine     | Georgia Pacific               |
|                               | Spelman College                  | Literacy Action               |
|                               | BrockBuilt Homes                 | Morehouse School of Medicine  |
|                               | Boys and Girls Club of Metro Atlanta | National Cares Mentoring Movement |
|                               | Atlanta Regional Commission      | Smart and Secure Children (MSM Satcher Institute) |
|                               | MARTA                            | Spelman College               |
|                               |                                  | United Way of Greater Atlanta |
|                               |                                  | Urban League of Greater Atlanta |
### Transformation Plan Strategies

#### Neighborhood Strategies
- CRITICAL COMMUNITY IMPROVEMENTS
  - Community Centers
  - Neighborhood Stabilization
  - Economic Development
  - Community Engagement/Capacity Building
  - Public Safety
- NEIGHBORHOOD INFRASTRUCTURE
  - Connectivity / Access
  - Parks / Greenspace
  - Infrastructure
- NEIGHBORHOOD DEVELOPMENT
  - Housing
  - Retail

#### Housing Strategies
- SCHOLARS LANDING
  - MASTERPLAN: 566 Total units - 229 Replacement Units; Mixed-use, Mixed-Income Development
    - PHASE I
      - Veranda at Scholars Landing (Independent senior)
    - PHASE II
      - Oasis at Scholars Landing (Assisted Living)
    - PHASE III
      - Ashley Scholars Landing I (multifamily rental)
    - PHASE IV
      - Ashley Scholars Landing II (multifamily rental)
    - PHASE V
      - For Sale Townhomes
    - ROOSEVELT HALL REHAB

#### People Strategies
- HUMAN DEVELOPMENT/CASE MANAGEMENT
- WORKFORCE DEVELOPMENT & JOB PLACEMENT
- EDUCATION
- HEALTH
- CASE MANAGEMENT: WRAP AROUND SERVICES
- OUTREACH STRATEGIES
- RESIDENT CAPACITY BUILDING
Updates Since Grant Application

- $7.5M additional leverage from City of Atlanta
- $3.5 additional leverage from Invest Atlanta
- Oasis at Scholars Landing: first phase of CN housing development is complete and in lease-up: 60 replacement housing units produced
- Roosevelt Administration Building: Design underway
- Public Improvements for next phase of development underway (Ashley I at Scholars Landing)
- CN Community Offices will be open January 2016
- Outreach to establish case load for Case Management for former residents is underway
- Efforts to Outcome has been procured and will be operational December 2015
- Partner Agreements drafted and under review
- Critical Community Improvements: Westside Works community facility transaction closed and work has begun
- Public Safety Initiatives underway: security cameras installation in process and Cop on the Block Program underway
Remarks by:
Dr. Sherri Turner
Executive Director, Atlanta University Center Consortium Inc.

Partners: Anchor Institution Engagement
Partners: Atlanta Public Schools

Remarks by
Dr. Meria Carstarphen
Superintendent, Atlanta Public Schools
Accountability

Data-Driven / Performance Measures

- Efforts to Outcome Software Procured and In Design With AHA Information Technology Department
- Data Sharing Agreements with Atlanta Public Schools In Place

CN Implementation Team

- AHA, City of Atlanta (Applicant/Co-Applicant)
- Invest Atlanta (Neighborhood Lead)
- United Way of Greater Atlanta (Principal Ed. Partner)
- University Choice Neighborhood Partners

On-Going Community Involvement
Sustainability

- Westside Future Fund
- Atlanta Workforce Development Agency
- Anchor Institutions Presence
- Community
Imagine the new community

Choice Neighborhoods:
Transformational Community Development
Improving Lives and Creating Opportunity for Existing Residents and New Residents