

Choice Neighborhoods Initiative
**TRANSFORMATION
PLAN**

UNIVERSITY AREA

U.S. Department of Housing and Urban Development

ATLANTA HOUSING AUTHORITY



DRAWN BY: URBAN COLLAGE



ATLANTA, GEORGIA • 09.29.13



Atlanta Housing Authority

September 27, 2013

Letter from the Interim President and Chief Executive Officer

To the readers of the University Choice Neighborhoods Transformation Plan:

With the award of a CN Planning Grant from the U.S. Department of Housing and Urban Development in 2010, AHA began a journey to develop a comprehensive neighborhood revitalization strategy for the struggling community in west Atlanta where a distressed public housing site, University Homes, was located.

On the surface, these neighborhoods appeared to be some of the most distressed in the City of Atlanta with struggling schools, little access to capital, low-income families, high unemployment, persistent crime, shuttered businesses, and a large inventory of vacant and boarded houses. What we discovered is - a neighborhood with a rich heritage and history in advancing the cause of civil rights and national equality; an opportunity in the form of an unprecedented number of anchor institutions comprised of six Historically Black Colleges and Universities; future partners who had already rolled their sleeves up and were working for positive change in the community; and capable residents with an abundance of spirit, willing to work for change.

We quickly learned that Choice Neighborhoods is not just a public housing revitalization program; it is a comprehensive and integrated strategy for neighborhood transformation to improve the fundamental building blocks of a neighborhood: educational, commercial, recreational, physical and social. As such, Choice Neighborhoods required a different approach that would allow for many conversations in order to build a unified plan that represented the many voices. These voices included former University Homes' residents, members of the community, students, businesses, stakeholders and anchor institutions. These conversations made all the difference, evolving a process that resulted in a truly inclusive neighborhood revitalization plan that united three neighborhoods with a vision and hope for transformation.

We began with defined notions of the people, the plan, the process and the partners. Over the 24-month planning period, we shed our preconceptions as we learned to listen to a community that cried out "we've been planned to death"; to children who could point to a spot on the planning map where the sidewalks were so torn up they couldn't ride their bicycle or identified a street so dark they were afraid at night, or while waiting for the school bus in the early morning hours; and to former University Homes' residents whose faces lit up in meetings when they realized that they might be able to return to their beloved neighborhood in the near future.

These conversations and many long hours of meetings, planning, analysis and writing by AHA staff, partners and residents resulted in this Choice Neighborhoods Transformation Plan. In alignment with city plans and resources, we believe the Plan represents the best ideas of this community and its potential. As we told the community at our most recent meeting, the submission of the NTP is not the end of our journey together but a stop along the way to achieving true neighborhood transformation as long-term partners.

I want to first thank HUD for providing the funding that gave AHA, our partners and residents the time and opportunity to develop an intentional and thoughtful plan. Finally, I want to thank the AHA staff, residents, stakeholders and partners who have given tirelessly of their time and energy in the hope that this planning effort would be different. We believe that it is and we invite you to follow our journey of discovery and vision as you read through our Transformation Plan.

With best regards,

Joy W. Fitzgerald
Interim President and CEO

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- M. Agnes Jones Elementary School
- Kennedy Middle School – Parents As Partners Academic Center
- Booker T. Washington High School

Level Blend

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Atlanta Regional Commission

Atlanta Community Food Bank

Central Atlanta Progress

Georgia Pacific Foundation

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Georgia Institute of Technology

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Metropolitan Atlanta Rapid Transit Authority

Pittsburgh Community Improvement Association

Purpose Built Communities, Inc.

Urban League of Greater Atlanta

Special thanks to the former residents of University Homes and the entire Choice Neighborhoods Community, particularly the leadership of Neighborhood Planning Units L and T and the neighborhood associations who have supported the initiative from its inception.

Special thanks to the many AHA staff members who volunteered and supported the Choice Neighborhoods Initiative, particularly the Distribution team of Olisa Rainey, Fabius Grant, Pamela Grant and Karen Mobley who tirelessly turned out hundreds of presentations, flyers, and marketing material for all the Choice Neighborhoods meetings and events.

A very special thanks to Renée Lewis Glover for her vision and leadership as AHA's President and CEO, 1994-2013.





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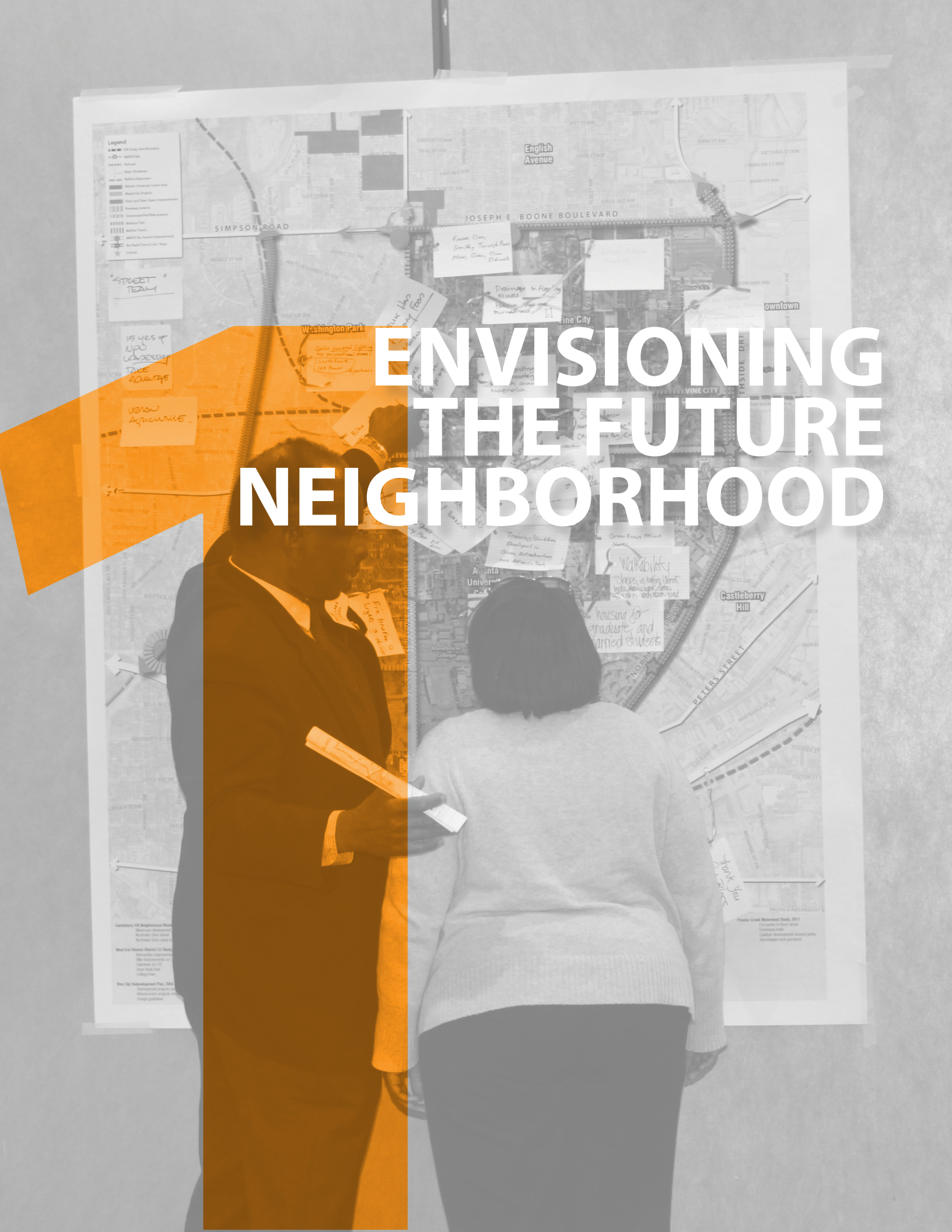
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ENVISIONING THE FUTURE NEIGHBORHOOD



INTRODUCTION

More than 5.3 million people and nearly 150,000 businesses call Atlanta, Georgia home – with a world-class airport, abundant green space, and numerous entertainment and sports venues. Today Atlanta is a vibrant metropolis with a reputation for diversity and opportunity that is in stark contrast to the racially segregated and divided city of the past. As home to many great African American leaders such as Dr. Martin Luther King, Jr., former Mayors Andrew Young and Maynard Jackson and Congressman John Lewis, and to a cluster of Historically Black Colleges and Universities (“HBCUs”) that played a vital role in the national struggle for desegregation and equal opportunity, Atlanta proudly enjoys its reputation as the “cradle of the civil rights movement.”

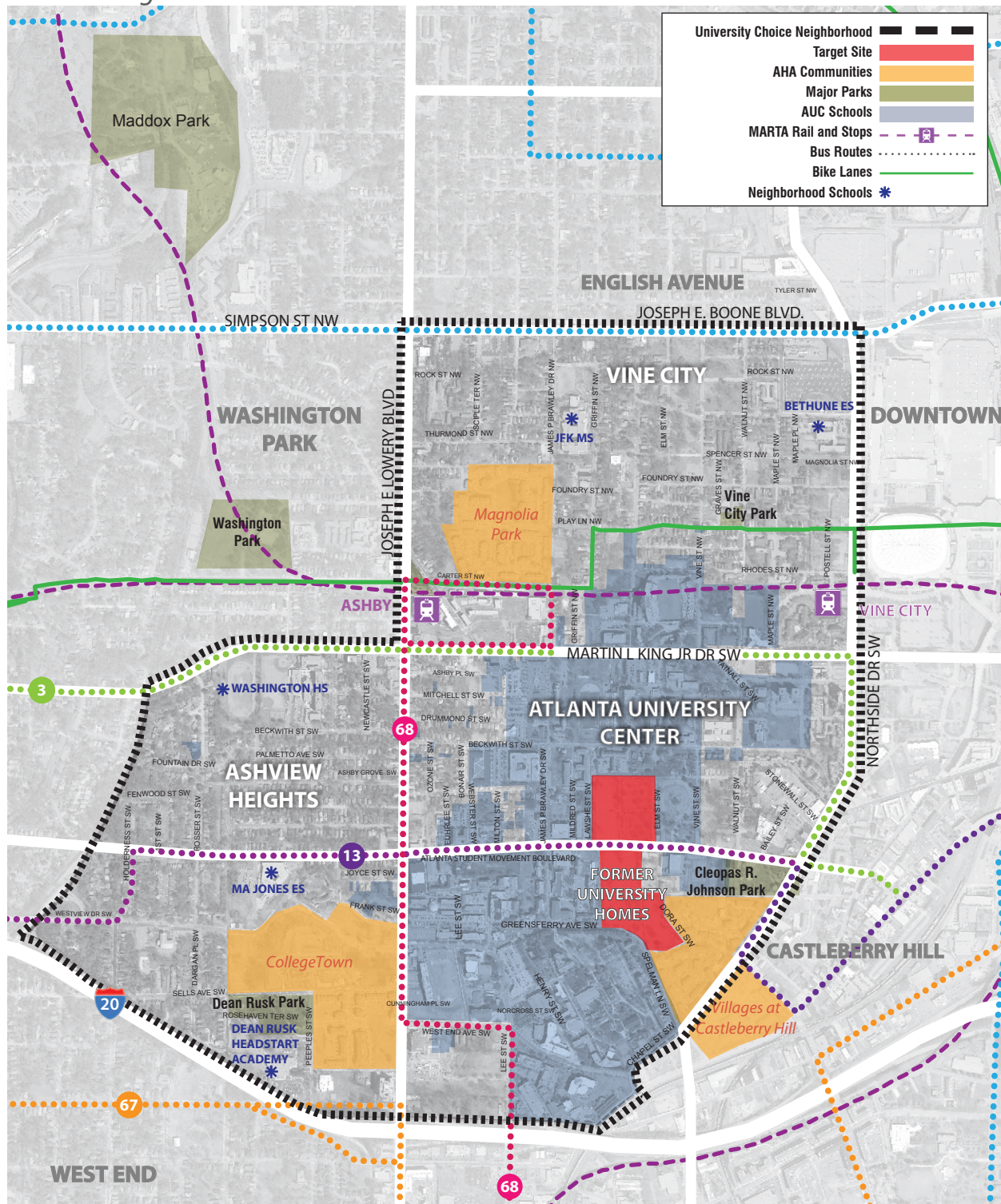
West of the central business district, a cluster of six HBCU’s are located in an area referred to as the Atlanta University Center (“AUC”). The presence of these education anchor institutions clustered together in a central location is unique. Four of these HBCUs are members of the Atlanta University Center Consortium (“AUCC”), which is comprised of Clark Atlanta University, Morehouse College, Morehouse School of Medicine, and Spelman College.

By incubating African American leadership and talent, these renowned HBCUs created much of the infrastructure and discourse that gave birth to the civil rights movement of the 1960s,

which transformed American society, culture and politics. By virtue of its location and relationship with the AUC, the surrounding residential area is inextricably linked to the civil rights movement. While Atlanta flourished in the aftermath of the civil rights movement, this neighborhood, once a thriving center for African American commerce and intellectual discourse, has been largely abandoned, visible in vacant storefronts and boarded homes, failed schools, a high crime rate and concentrations of poverty. Given its significance to the history and achievements of the civil rights movement, the heritage must be secured and preserved.

With funding from a 2010 Choice Neighborhoods Planning Grant (“CNPG”), AHA and its master developer, Integral Development, LLC (“Integral”), worked with the City of Atlanta (“COA”), the AUCC schools, the former residents of University Homes, the community, and other stakeholders from 2010 – 2013 to develop a Choice Neighborhoods Transformation Plan (“Transformation Plan”) to revitalize University Homes and the surrounding residential area. Built in 1938, University Homes was constructed adjacent to the AUCC schools as the African American counterpart to the white-only Techwood Homes, the first public housing project in the country developed in Atlanta in 1936. Due to the severe distress and environmental condition of the property, residents of University Homes were successfully relocated in 2006, and the development was demolished in 2009.

Choice Neighborhood Area



NEIGHBORHOOD BOUNDARIES

The boundaries for the Choice Neighborhoods area are Northside Drive (E), Interstate 20 (S), Atlanta BeltLine/Joseph E. Lowery Boulevard (W) and MLK Jr. Drive/Joseph E. Boone Boulevard (N). Located no more than 1.5 miles from Atlanta's downtown business district, the CN area is comprised of three residential areas that surround the HBCUs: Vine City to the north, Atlanta University Center neighborhood to the east and south, and Ashview Heights to the west.

The area is primarily residential and uniquely joined together by a shared history of place, where African Americans looking for quality housing in a racially divided Atlanta were drawn by the prominence of the HBCUs. These boundaries were chosen intentionally based on their proximity to the targeted public housing development and to include residential areas that share a unique heritage and history, so that residents and stakeholders would be invested in working together to achieve the Transformation Plan goals. Along with University Homes, the area includes three former public housing sites which have been redeveloped into mixed-income communities by AHA and its private sector partners. Within the boundaries are two elementary schools and one high school, which, with the HBCUs, allows for a cradle-to-career educational continuum within the neighborhood. The area is within the boundaries developed as a part of a 2010 Promise Neighborhoods grant from the Department of Education that was awarded to the United Way of Greater Atlanta / Morehouse School of Medicine. This area is known as the Atlanta Promise Neighborhoods Alliance Zone.

It is notable that it is the collective history centered around the HBCU schools and the need to join together to attract resources that is unique and identifies these three residential areas as one community. In recognition of this shared history and alignment of interests, the CN area is referred to as the *"University neighborhood"* throughout this document.

A COMMUNITY OF ASSETS NOT DEFICITS

As the Transformation Plan will reveal, on the surface the condition of this community appears unpromising and deficient in resources. The demographics of the community are characterized by a declining population that includes a high percentage of residents ill-prepared for the 21st century economy and lacking access to "living wage" jobs. The neighborhood itself is limited by the presence of marginally performing public schools, as well as a lack of access to quality food and retail services, greenspace and other quality-of-life amenities. There has been limited investment in the built environment, which today is characterized by an excess amount of vacant land and vacant/deteriorated housing stock, situated in a declining real estate market with considerable crime and public safety concerns.

However, as learned through data analysis and an extensive community engagement process, this is not a community of deficiencies. It is a community of tremendous assets – in the capacity, resiliency and fortitude of its residents, businesses, and religious institutions; in the HBCUs with their students, faculty and staff; in the rich fabric of the neighborhood's history and connection with the Civil Rights movement; in the presence of two public transit (MARTA) rail stops within the neighborhood and linkages with the transit-oriented Atlanta BeltLine; and in the neighborhood's location at the periphery of the City of Atlanta's downtown business district. Additionally, several large-scale, public-private initiatives are planned just outside the neighborhood, including the new \$1B Atlanta Falcons' football stadium, the \$4B Multi-Modal Passenger Terminal transit hub, and portions of the \$2.8B Atlanta BeltLine. The implementation of the Transformation Plan will ensure that the "University neighborhood" is equitably incorporated into these transformational initiatives and not left behind.



PLANNING PROCESS AND PARTICIPANTS

For the past 15 years, a number of neighborhood and regional planning efforts have been undertaken by the various departments of the City of Atlanta, Invest Atlanta, the Atlanta Regional Commission (“ARC”), neighborhood groups, and the AUC schools. These plans have identified problems and offered solutions, working within a prescribed public process. The recommendations of all the plans have been remarkably similar: develop mixed-income housing while addressing gentrification concerns and recognizing and building upon the historic character of the neighborhood; provide job training and access to jobs and transportation; enhance public safety; improve infrastructure with streetscapes, lighting and sidewalks; and provide access to greenspace, parks and quality retail in the neighborhood. While there has been some implementation of the recommendations, it has been isolated at best, and lacking in a comprehensive redevelopment vision for the area. As part of the dialogue during the Choice Neighborhoods (“CN”) community engagement activities, the residents revealed their distrust in the planning process because “they had been planned to death” with inclusion in over 17 planning efforts in the last 15 years. They believed that the recommendations they developed were still valid and were more interested in implementation. As a result, rather than creating a new plan, the CN planning team “listened” and benchmarked the Transformation Plan strategies against the existing planning documents and updated them to reflect challenges, assets and new opportunities.

AHA’s approach to planning through the CNPG

was to first build social capital and connections with the former residents of University Homes and the neighborhood residents and stakeholders in order to develop ongoing and permanent relationships that would sustain the revitalization strategies over time. Over the two-year CNPG period, AHA held 25 community meetings to include six initial focus group conversations with residents, students, businesses, and social services, 12 community meetings/workshops, four meetings with the former residents of University Homes, two community cafés with community leaders, and a healthy living festival for the entire community. Meetings were held at a variety of locations in the community to include three of the public schools, a church, two of the AUCC schools and other locations. The efforts and on-going support of a number of organizations and groups were instrumental in rallying participation and engagement from the community. This includes neighborhood organizations such as Vine City Civic Association, Atlanta University Center Neighborhood Association, Neighborhood Planning Units L and T, and the CN e-mail group comprised of local businesses, residents, stakeholders and past meeting participants. [See Appendix 16: CN Community Engagement Process]

Not only did the stakeholder outreach involve a remarkable cross-section of the community that included the City Council representatives for Districts 3 and 4 and the Atlanta Board of Education Vice-Chair and representative for District 2 for the Atlanta Public Schools, as well as civic leaders and dignitaries such as Congressman John Lewis. The COA has been a collaborative partner in this process, including the Mayor’s Office, Invest Atlanta, Atlanta Police Department and the Departments of Planning and Community Development, Parks and Recreation, Watershed Management and Public

Works. This involvement of the COA at all levels of government ensured that the Transformation Plan was aligned with broader planning efforts and strategic goals of the City of Atlanta.

Other major stakeholders include the ARC, Arthur M. Blank Family Foundation, Annie E. Casey Foundation, the Atlanta Police Foundation, United Way, Georgia Pacific Foundation, members of AHA's Service Provider Network and the Atlanta Promise Neighborhood Alliance partners. With over a 10-year strategic partnership to redevelop the "University neighborhood," the AUCC schools played a vital part in developing the Transformation Plan - with the goal of creating a vibrant college town community that captures the history and heritage of the neighborhood and its connection with these historic educational anchor institutions.

TRANSFORMATION PLAN PARTNERS

AHA will facilitate the implementation of the Transformation Plan in partnership with the City of Atlanta, Invest Atlanta, Integral, the United Way of Greater Atlanta, AUCC schools, Atlanta Neighborhood Development Partnership, University Community Development Corporation, Vine City Health and Housing Ministries, the former residents of University Homes, neighborhood residents and a committed corps of community partners and stakeholders.

The principal team members to drive the implementation of the Transformation Plan have been identified because of a history of working together to successfully transform neighborhoods, housing and people, as well as their ongoing work in the "University neighborhood." As a show of commitment, each have executed a Choice Neighborhoods Implementation Agreement between the parties that addresses the parties' collaboration, roles and responsibilities, and intention to participate in the implementation of the Transformation Plan. The agreement was developed as a part of AHA's 2013 Choice

Neighborhoods Implementation Grant proposal submitted in September 2013, and the team members are vested in the implementation and sustainability of the Transformation Plan as part of their ongoing work in the neighborhood, whether or not there is a Choice Neighborhoods Implementation Grant award. [See Appendix 13 for a copy of the Implementation Agreement.]

HOUSING IMPLEMENTATION ENTITY

As the master developer for Scholars Landing on the site of the former University Homes and Colletown at West end on the site of the former Harris Homes also located in the "University neighborhood", Integral will serve as the Housing Implementation Entity for the revitalization of the former University Homes. Integral is nationally recognized for its exceptional leadership and success in transforming underserved urban communities in Atlanta and across the nation.

PEOPLE IMPLEMENTATION ENTITY

To implement AHA's holistic vision of "Healthy Mixed-Income Communities; Healthy Self-Sufficient Families" that is at the core of its community building efforts to support excellent family outcomes, AHA will serve as the People Implementation Entity, working collaboratively with the City of Atlanta's Workforce Development Agency, Urban League of Greater Atlanta, Atlanta Community Food Bank, Family Health Centers of Georgia Inc. (formerly West End Medical Center), Literacy Action, Satcher Leadership Institute, AUCC, Inc. (the AUCC schools non-profit arm), and AHA's Service Provider Network.

PRINCIPAL EDUCATION PARTNER

Working directly with AHA, the United Way of Greater Atlanta ("United Way") will serve as the Principal Education Partner. United Way's vision is to provide opportunities, services and support that residents need to thrive, regardless of their neighborhood or zip code. United Way was the co-applicant with Morehouse School of Medicine

on a 2010 Promise Neighborhoods Planning Grant which encompassed the “University neighborhood”. Under that grant, United Way developed and has been implementing holistic strategies for a cradle-to-career education pipeline included in the People Plan of this document. United Way will work in partnership with Atlanta Public Schools, Georgia Pacific Foundation, the Atlanta Promise Neighborhood Alliance partners, early childhood development centers and daycare providers, parents, students and other vested educational partners in executing a results-driven and enriched pipeline for children and their families. See Appendix 10 for the MOU which provides a number of the Atlanta Promise Neighborhood Alliance partners.

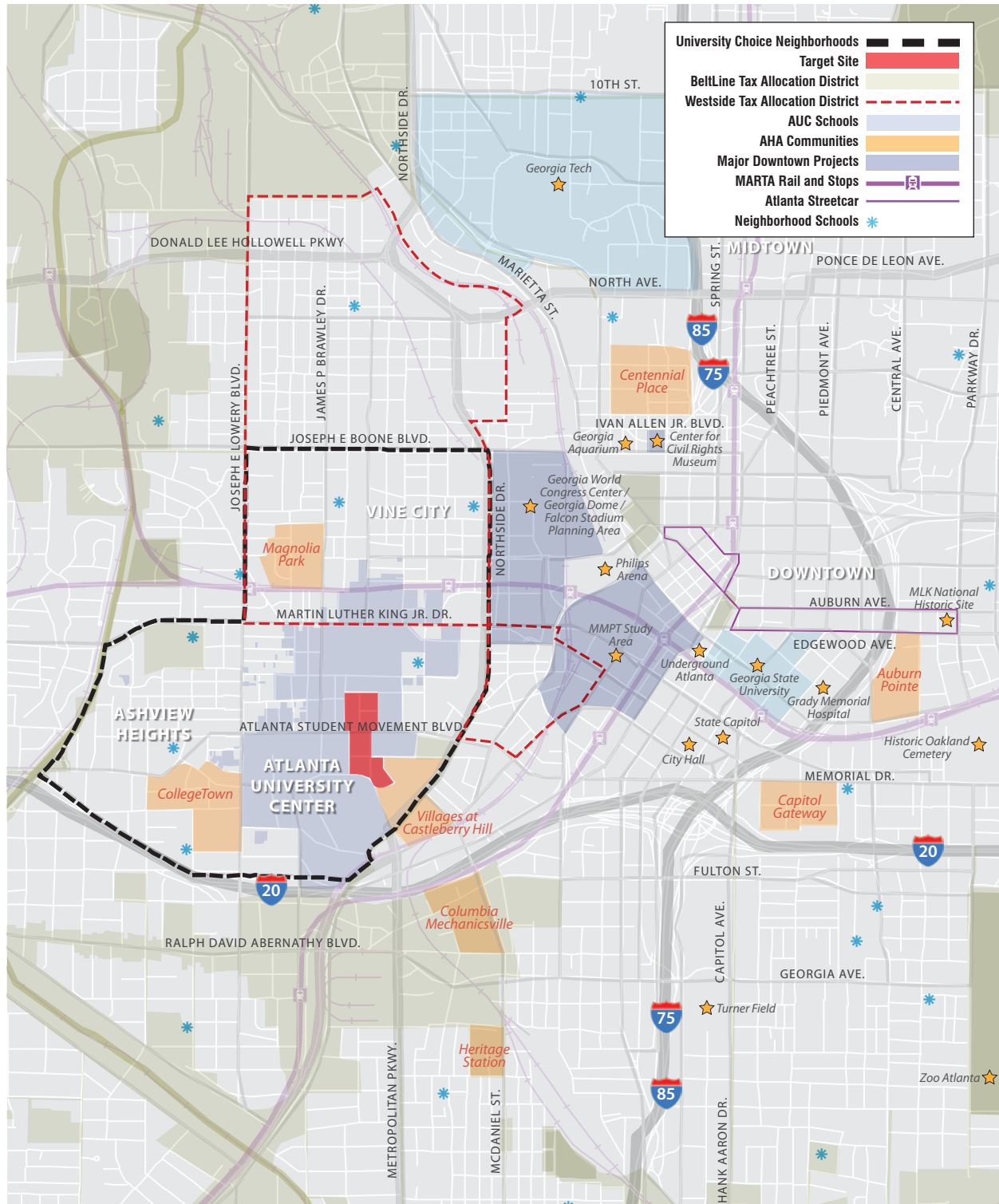
NEIGHBORHOOD IMPLEMENTATION ENTITY

The City of Atlanta (“COA”) will serve as the Neighborhood Implementation Entity to coordinate and align city functions needed for the neighborhood transformation, such as: planning and development of parks, green space, and recreational facilities; sustainable infrastructure, sidewalks, corridors and gateways; streetscapes and public improvements; transportation access; neighborhood stabilization; public safety measures; and deployment of public resources committed by the COA in support of critical community improvements and neighborhood revitalization. The COA has been actively involved in the development of the Transformation Plan which is aligned with city redevelopment plans and strategies for investment. AHA and the COA will work together to implement neighborhood stabilization efforts related to vacant and foreclosed housing, in partnership with three non-profits: Vine City Health and Housing Ministries, University Community Development Partnership (“UCDC”) and Atlanta Neighborhood Development Partnership (“ANDP”), as well as other developers that may be procured.

ANCHOR INSTITUTION INVOLVEMENT: AUCC SCHOOLS AS STRATEGIC PARTNERS

The AUCC schools are actively engaged with the Choice Neighborhoods (“CN”) initiative and view it as a “game changer” for their strategic, long-term success. The partnership between AHA and the members of the AUCC is built on a long-standing relationship and vision for the area. This relationship began with the development of University Homes, spearheaded by Dr. John Hope, the first African American President of Morehouse College in 1906. The relationship has continued and evolved over time to a strategic partnership between the current presidents of the AUCC, AHA and Integral. Recent efforts of the strategic partnership are evidenced by a joint master plan and related land swaps for the area developed as part of the HOPE VI revitalization of Harris Homes (now known as Collegetown at West End which is also located in the Choice Neighborhoods area), and Scholars Landing; proposed partnership with Morehouse School of Medicine to provide health and wellness services to residents of future senior rental phases of Scholars Landing, partnership with MSM’s Satcher Leadership Institute’s Smart and Secure Children Initiative; and, aligning the Choice Neighborhoods’ education and health strategies and outcomes with the Atlanta Promise Neighborhood Alliance. As a consequence, the AUCC schools have agreed to be Strategic Partners in all aspects of the Transformation Plan effort, as memorialized in a Collaboration Agreement included in Appendix 12. In this Agreement, the leadership of the four AUCC schools, AHA and Integral laid out specific strategies that would drive significant transformation of the area by combining their individual efforts and investments to a scale that would create a vibrant and economically sustainable neighborhood of choice, achieving mutually beneficial outcomes and impact and eliminating redundancy.

Downtown Environs



ENVISIONING
THE FUTURE
NEIGHBORHOOD



Conceptual rendering of activity node at Atlanta Student Movement Blvd.

DRAWN BY: URBAN COLLAGE

VISION AND STRATEGIES

The Transformation Plan offers a blueprint for the comprehensive revitalization of an area of west Atlanta that covers 1000 acres, 1.56 square miles and includes at its center point a targeted public housing development, the former University Homes. Through the Choice Neighborhoods Planning Grant process, a shared vision was developed to create a vibrant and thriving college town community built on the historical relationship between the AUCC schools and the surrounding neighborhood, rooted in the unique history of the civil rights movement and its goal of social and economic equality.

The transformed community will enhance and celebrate its historic places, incorporating wonderful gateways, first-class mixed-use, mixed-income housing, retail and green space, quality of life infrastructure and economic development, cultural and recreational amenities, and high-performing neighborhood schools, together which will form a college town second to none. This college town community will serve as a great center for civic engagement, intellectual discourse and a dynamic laboratory for applied learning and will foster the creation of a world-class cradle-to-career educational pipeline within the community.

These implementing strategies are consistent with the best practices and guiding principles established under AHA's successful Revitalization Program, which includes seven successful HOPE VI revitalizations¹. AHA and its master developers, along with the City of Atlanta, other public-sector partners, stakeholders, and residents have created sustainable "communities of opportunity" by working together to address the interrelated problems inherent in distressed communities. The Atlanta model of transformation ("Atlanta Model") is achieved by combining the experience, resources, and investments of tremendous public/private partners to transform both communities and people; by leveraging private capital with public "seed" funding to create diverse and healthy mixed-use, mixed-income communities; and by utilizing private-sector real estate market principles to generate sustainable investments. These revitalizations have eliminated the vestiges of concentrated poverty, created holistic and comprehensive mixed-use, mixed-income communities with a seamless integrated affordable residential component, and supported families with necessary resources and services to promote economic empowerment and self-sufficiency.

¹ HOPE VI is the U.S. Department of Housing and Urban Developments action plan to transform severely distressed public housing in communities across the country

The following represents a summary of the CN Implementation grant strategies, that are employed throughout this document:

12 TRANSFORMATION STRATEGIES

Strategy 1. Neighborhood. *Create memorable places that give the neighborhood identity in mixed-use activity centers that provide places where people can shop, work and gather.* Addresses the need to create a neighborhood identity and provide access to goods and services in the neighborhood.

Strategy 2. Neighborhood. *Create an integrated network of pedestrian, bicycle, vehicular and transit systems that offers safe, accessible and attractive connections within the neighborhood and to city-wide and regional destinations.* Addresses the need to increase connectivity and access, to improve the condition of the existing infrastructure, and to support public safety.

Strategy 3. Neighborhood/Housing. *Stabilize the neighborhood by removing blight and preserving existing housing in areas traumatized by degraded housing stock and foreclosures.* Addresses the need to remove the vacant/abandoned housing stock and the need to preserve the existing serviceable housing stock.

Strategy 4. Neighborhood / Housing. *Create new, mixed-income housing so as to retain existing residents and attract new residents to a multicultural and economically diverse community.* Addresses the need to attract new residents to the area and increase the economic diversity of the neighborhood.

Strategy 5. Neighborhood. *Preserve and celebrate the neighborhood's history and heritage.* Addresses the need for a community identity and a destination for visitors, supporting economic development.

Strategy 6. Neighborhood/Housing/People. *Improve the quality of life for residents by supporting green, sustainable and healthy development via the expansion of park land and greenways, adherence to green building standards, and investment in sustainable urban agriculture and local food production.* Addresses the need for a community identity and to support healthy living for residents via the use of green initiatives and green space, particularly urban agriculture supporting healthy living and job creation.

Strategy 7. Neighborhood/Housing/People. *Create a safe environment for residents, workers, students, business owners and visitors.* Addresses the need to improve public safety, so as to attract businesses, residents, HBCU students, faculty and staff, as well as visitors.

Strategy 8. Neighborhood/People. *Create a strong, diversified neighborhood economy to reduce poverty and build ladders of opportunity to the middle class.* Addresses the need to create jobs and places where residents can spend their money, as well as a destination for non-residents to spend their money.

Strategy 9. Neighborhood/People. *Harness the energy and the economics of the AUCC schools.* Addresses the need to capitalize on the AUCC anchor institutions as the dominant economic engine of the area

Strategy 10. People. *Create a world-class cradle-to-career educational pipeline program that fosters personal growth and student achievement* Addresses the need to improve the failed public school system and improve the neighborhood's marketability

Strategy 11. Neighborhood/People. *Unleash the human potential of neighborhood residents.* Addresses the limited skills, lack of education and under-employment found in this low-income neighborhood.

Strategy 12. Neighborhood/People. *Sustainability through community engagement and participation.* Addresses the limited skills, lack of education and under-employment found in this low-income neighborhood.

THE “UNIVERSITY NEIGHBORHOOD” TRANSFORMATION PLAN

The implementing strategies for this Transformation Plan are organized around the three core goals of HUD’s Choice Neighborhoods Program:

NEIGHBORHOOD-

Create the conditions necessary for public and private investment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families’ choices about their community;

HOUSING-

Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood

PEOPLE-

Improve educational outcomes and intergenerational mobility for youth with services and supports delivered directly to youth and their families.

Using the three core goals noted above, the Transformation Plan is organized in six chapters as follows:

1 ENVISIONING THE FUTURE NEIGHBORHOOD

This section provides an overview of the process and offers a vision for neighborhood transformation.

2 NEIGHBORHOOD CONTEXT

This section details the quantitative data gathered through analysis and the qualitative information gathered throughout the community engagement process to provide a snapshot of the neighborhood conditions to include housing, people and neighborhood. This information set the baseline for the Transformation Plan and served as the basis from which to develop 12 implementing strategies.

3 HOUSING PLAN

This section provides the implementation strategies related to revitalization of the targeted public housing site, University Homes, by the Housing Implementation Entity, Integral. Details are provided regarding the new planned community, Scholars Landing, that will include the creation of a vibrant activity center along Atlanta Student Movement Boulevard (the primary thoroughfare intersecting the development), with 34,000 SF of neighborhood-serving retail and community space, 580 new mixed-income rental and for-sale homes, adjacent to Clark Atlanta University’s proposed new performing arts center.

4 PEOPLE PLAN

This section provides the implementation strategies related to provision of human development services and opportunities that will be made available to residents of the area, with a special focus on the residents of the revitalized public housing community. AHA will serve as the People Implementation Entity, working collaboratively with partners as noted earlier in this section. Strategies will focus on the provision of services related to workforce development, adult education and literacy, health and wellness, and neighborhood capacity building. Working directly with AHA, United Way will facilitate the development of a world-class cradle-to-career education pipeline.

5 NEIGHBORHOOD PLAN

The City of Atlanta (“COA”) will serve as the Neighborhood Implementation Entity to coordinate activities related to planning and development of parks, green space, and recreational facilities; sustainable infrastructure, sidewalks, corridors and gateways; streetscapes and public improvements; transportation access; neighborhood stabilization; and public safety measures. Invest Atlanta will support the private sector in driving economic development initiatives.

6 IMPLEMENTING THE PLAN

The Transformation Plan concludes with details of the sustainability of the plan, governance and on-going resident and community engagement.

WHAT'S NEXT

The implementation of the Transformation Plan will require the ongoing work of a number of partners who are actively engaged in working in the area and have already committed resources, as well as the inclusion of new partners and resources. The COA has identified the area for redevelopment and is aligning resources to support this. There are number of projects located in adjacent areas that will impact the future of the University area. In September 2013, as part of AHA's submission of a Choice Neighborhoods Implementation Grant application to HUD, in-kind pledges and financial leverage were committed that leveraged over \$220M in redevelopment funding for the housing, people and neighborhood - predicated on an award of Choice Neighborhoods Implementation Grant

funding. Absent that award, the work will continue, albeit incrementally.

Implementation of the "University Neighborhood" Transformation Plan will create the conditions necessary for public and private investment that will re-knit the social and cultural fabric of the "University neighborhood," recognizing its heritage and significance in the civil rights movement. With the AUCC schools firmly engaged with a collaborative vision for healthy living and sustainability, targeted investments in the built environment and people to promote economic stability, an educational system that opens doors to a brighter future, and a commitment to economic, social, and environmental well-being, this 21st century college town community will truly become a choice place for families and others to live, work, play, attend school and own a business.

