

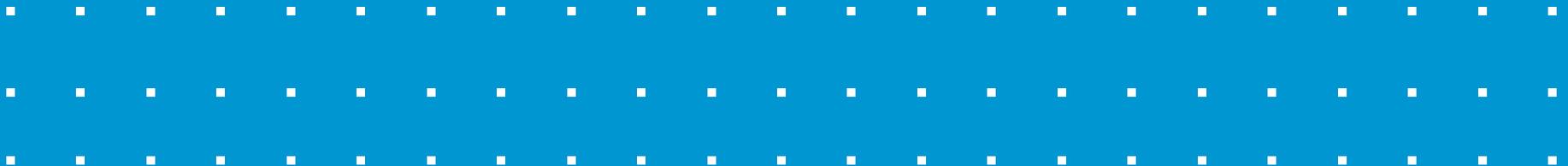


Early Successes and Challenges in Choice Neighborhoods

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Goals of Choice Neighborhoods (FY 2010-11)

Overarching goal: Transform neighborhoods of poverty into viable mixed-income neighborhoods with access to economic opportunities

Housing Goal

- Transform distressed public and assisted housing into energy-efficient, mixed-income housing that is physically and financially viable over the long term.

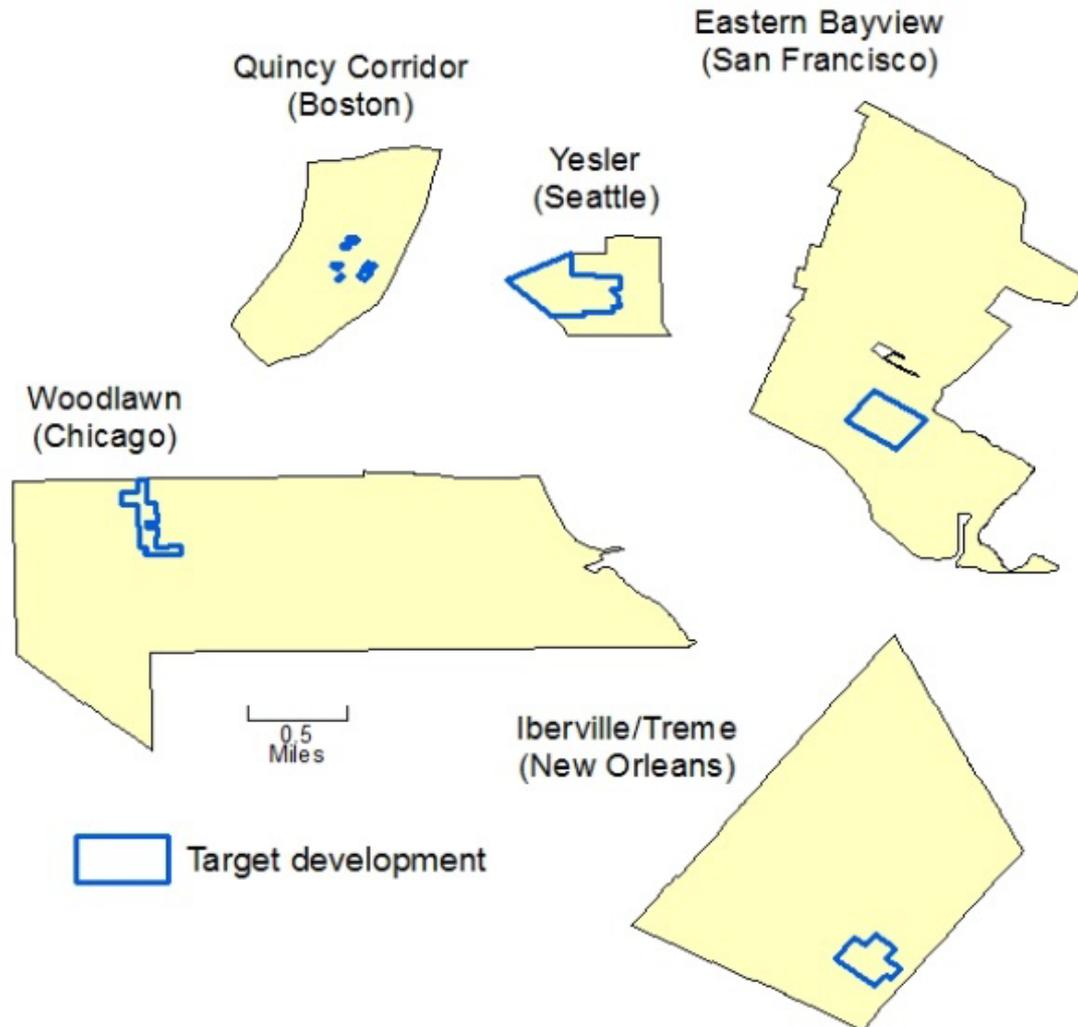
People Goal

- Support positive outcomes for families who live in the target development and the surrounding neighborhood, particularly outcomes related to residents' health, safety, employment, and education.

Neighborhoods Goal

- Transform neighborhoods of poverty into viable, mixed-income neighborhoods with access to well-functioning services, effective schools and educational programs, public assets, public transportation, and improved access to jobs.

A wide assortment of neighborhood shapes and sizes—but all high-poverty and mostly high-crime



The study: A baseline look at first five implementation neighborhoods

in partnership with MDRC

Data collection

- Grantee documents
- Interviews
- Focus groups
- Physical condition surveys
- Secondary data
- Household survey, with support from the Annie E. Casey Foundation

Potential future evaluation of long-term progress and impact

Implementation evaluation

- Plans for
 - *Rebuilding housing*
 - *Supporting residents*
 - *Transforming neighborhoods*
- Activities, 9/2011-9/2013
 - *In each domain*
 - *Overall coordination*
 - *Federal level*
- Interim report issued by HUD 9/2013
- Final report submitted to HUD 1/20/2015

Housing underway by 9/2013

Target Development	Demolition	Construction	Units Reoccupied
Woodledge/Morrant Bay (Boston)	●	⊙	0
Grove Parc (Chicago)	⊙	⊙	197
Iberville (New Orleans)	⊙	○	0
Alice Griffith (San Francisco)	○	○	0
Yesler Terrace (Seattle)	●	○	0

○ Not started ⊙ Underway ● Complete

Ambitious off-site housing more challenging

Site control

- New Orleans grantee demonstrated site control but lost it on the critical Eastern Adjacent property

Market conditions

- Tremé: Hot market contributed to increase in prices, bidding wars over properties, and loss of the Eastern Adjacent option
- Woodlawn: Foreclosures and limited demand for owner-occupied housing require recalibration of off-site plan

NIMBY

- Some resident opposition in both Tremé and Woodlawn to affordable housing (but support too, in Tremé)

HOPE VI experience provided advantages for resident supports (New Orleans, San Francisco, Seattle)

Understanding of how to design and lead a team

- Strong, experienced people leads with good connections to the grantee and housing leads

Expertise in case management for assisted residents

- Ability and commitment to immediate start-up of case management

Clear priorities for service coordination and connection

- Knowledge of tenants and early case management heightened teams' ability to enroll tenants with services

Established mechanisms for tenant engagement

Case management lagged in HUD-assisted sites

Supportive services: Critical for established residents

- “Hard to House” and other vulnerable households need additional supports before, during, and after relocation
- Commencement of relocation before case management is initiated may have negative consequences
- Grant agreement specifies that case management must be initiated within first 30 days of award

Priority not fully met in the first round of grantees

- HUD-assisted sites began relocation before case management initiated (one year to 18 months)

Progress in Critical Community Improvements (CCIs)

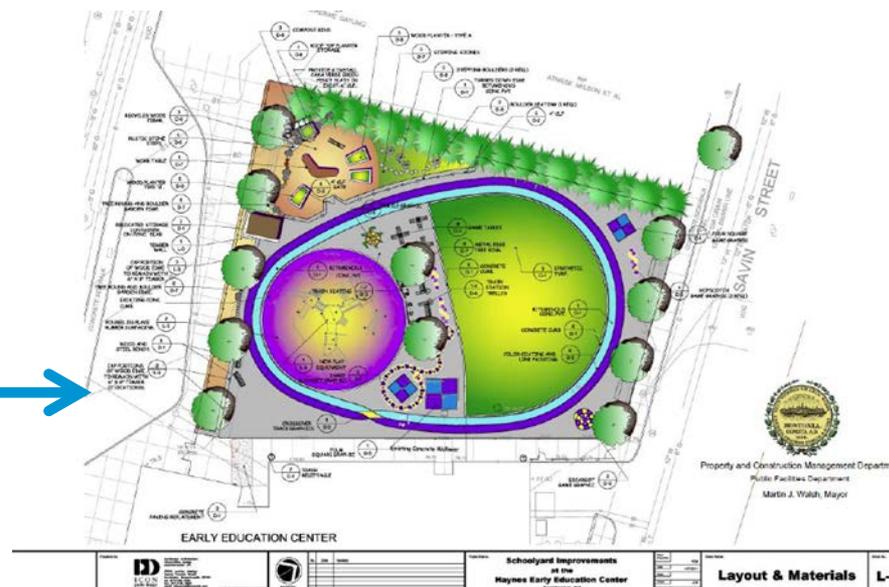
Yesler (Seattle)

- 10th Ave. South Hill Climb
- Community garden at existing Horiuchi park
- “Green Street”
- Pedestrian Connections



Quincy Corridor (Boston)

- Pearl Meats renovation for food production & small business incubator
- Wicked Free WiFi
- Playground improvements



Early initiatives aim to address violent crime

- Woodlawn: New Woodlawn Public Safety Alliance
 - Safe Passages, Incident Response Plan, and increased police patrols
- Quincy Corridor: Project RIGHT
 - Trauma coordinator for the Grove Hall Violence Intervention Program
- Eastern Bayview: Man-Up Safety and Green Streets initiatives

Key Findings on Coordination

1. Mayoral or political leadership is critical
 - Mayors and city councils bolstered internal and external coordination
2. Active, dedicated manager necessary for coordination
 - Previous collaboration among grantee partners very helpful
3. External coordination strongest with housing
 - Early stages: Opportunities for learning in other domains

Emergent signs of new leverage

Neighborhood	Description of Leverage	Domain*	Amount
Quincy Corridor	Pearl Meats community business incubator	N	~\$14.5M
Woodlawn	Grant to acquire foreclosed/abandoned property from the state of Illinois	N, H	\$750K
Iberville/ Tremé	Early childhood services committed to the Iberville after redevelopment	P	In-kind
Eastern Bayview	Infill infrastructure grant	N, H	\$5.6M
	Acceleration of bus rapid transit line to Alice Griffith	N	NA
Yesler	Funding for economic development study	N	\$60K
	Summer youth employment grant	N	\$70K

*H: Housing; P: People; N: Neighborhood

Near-Term Issues and Opportunities

- Most serious stress point: Household support before, during, and after relocation
- More information needed: Attrition from housing assistance
- Successive phases of housing offer opportunities for learning and improvement in unit design, site design, and program innovation
- Completed CCIs offer opportunities to learn more about creating synergy among housing, neighborhood, and people domains
- Promising collaboration on Public Safety Enhancement (PSE) Grants

Medium to Long Term Issues and Opportunities

- In the target developments: Establishing management practices that build trust and understanding among residents
- In the neighborhoods
 - Bringing down violent crime through PSE measures and other work
 - Maximizing leverage
- In the cities: Promoting system change in interagency functioning
- Federal level: Continued interagency learning and coordination

Thank you!

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