

Acknowledgements

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University District Development Corporation CDC

Central Arkansas Library System

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Little Rock Workforce Investment Board

Goodwill Industries

ACHANGE

Central Arkansas Transit Authority

Little Rock Community Mental Health Center

Volunteers of America

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12th Street Corridor

Audubon Arkansas

New Futures for Youth

Arkansas State Fair Grounds

Pulaski Technical College

Little Rock Police Department

Emma K. Rhodes Education Center

Viridian

Little Rock School District

A Very Special Thanks to the Residents of Sunset Terrace and Elm Street Community

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Executive Summary

The Metropolitan Housing Alliance (MHA) was one of 13 cities to receive a U. S. Department of Housing and Urban Development (HUD) FY 2011 Choice Neighborhood Planning Grant. The final deliverable is a master plan, or Transformation Plan, to revitalize distressed public and assisted housing through rebuilding and redevelopment, strengthening its surrounding neighborhood by adding amenities, and providing a range of services to its residents.

The Little Rock Choice Neighborhood covers a two square mile area southeast of Downtown Little Rock and includes two severely distressed properties, Sunset Terrace Public Housing property and the Elm St. Community (Elm St.), an SRO recently acquired by MHA from the Volunteers of America National Services. The surrounding neighborhood also exhibits physical distress, has a high crime rate, and a poverty rate of 32.96%. It also has been declared a food and medical desert. Overall, the area is physically disconnected from Downtown Little Rock and northward points needed to help resolve the physical isolation created by Interstate 630 along the northern border of the neighborhood.

Choice Neighborhood focuses on three areas of

development: Housing, People, and Neighborhood. Neighborhood residents, community partners, and other stakeholders have helped create tactics designed to impact housing, people, and neighborhood through four major phases: needs assessment phase; issues identification and strategy development; initial plan development; and development of the Transformation Plan over the course of the Planning process.

The process used to develop this Plan was designed to expand upon existing revitalization efforts to create a Plan that enhances synergy and complements ongoing endeavors such as the Neighborhood Stabilization Program (NSP2), the Sustainable Communities Regional Planning Grant, and the Central Little Rock Promise Neighborhood. One of the over arching goals of the Choice Neighborhood Planning Grant has been to build relationships amongst anchor institutions. Additionally, the Plan details some of the assets of the neighborhood including the Hillary Rodham Clinton Children's Library and Learning Center, the Empowerment Center, the upcoming 12th Street Station, Fourche Creek, and the Central High Museum and Visitor Center.

Under the direction of the Choice Neighborhood Coordinator, Quadel Consulting Corporation and The Communities Group (TCG) with urban planning and design support by Fennell Purifoy Architects, and the

Creating Connectivity

Choice Neighborhood residents a Transformation Plan to meet both social and physical needs for residents in the Little Rock Choice Neighborhood area has been created. The plan includes ways in which the community will be strengthened and empowered civically and socially. From health strategies to improving strategies for supplemental education for the youth, the Transformation Plan endeavors to offer additional support to the Choice Neighborhood residents. While it is a comprehensive document, it is not exhaustive in its scope. The Metropolitan Housing Alliance will continue its commitment to bettering and enhancing the Little Rock Choice Neighborhood. To that end, the Metropolitan Housing Alliance has plans to create additional people, housing, and neighborhood strategies to become more ready and fit to apply for a Choice Neighborhood Implementation Grant to leverage strategies. If awarded, the neighborhood could receive up to \$20 million for revitalization.

Part 1:

INTRODUCTION and OVERVIEW

The following document presents the Metropolitan Housing Alliance's (MHA) Choice Neighborhood Transformation Plan. This Plan offers a holistic vision for the revitalization of the "Choice Neighborhood", located to the Southwest of Downtown Little Rock and anchored by the 12th St. corridor. It is the result of a two year planning process launched by MHA in January 2012 and informed by the input and involvement of a wide range of neighborhood residents, City agencies, partner organizations, community stakeholders and technical advisors. As such, the Plan contains a series of community-based strategies developed through a broad-based, participatory process that addresses the specific redevelopment needs and challenges within the target area.

Overview of Choice Neighborhoods

This Plan was made possible through a Choice Neighborhood Planning Grant from the U.S. Department of Housing and Urban Development (HUD). Through its Choice Neighborhoods (CN) Initiative, HUD provides planning grants for locally designed and community driven efforts to transform distressed neighborhoods and public and assisted projects into viable and sustainable mixed-income neighborhoods. Choice Neighborhoods seeks to achieve these objectives by linking housing improvements with appropriate services, schools, public assets, transportation, and access to jobs.

In addition to grant funds from HUD, this Plan was made possible through the direct financial support, staff time, and in-kind contributions of a number of organizations involved in the planning effort, discussed further in this section.



Goals of the Choice Neighborhoods Planning

MHA, with the support of its planning partners, designed and implemented a comprehensive planning process to redevelop two distressed Public Housing sites within the Choice Neighborhood, while also addressing the specific needs of public housing residents and broader community as a whole. This process involved extensive input and engagement with public housing residents, as well as the broader community to solicit feedback on their priorities and to help shape and inform the planning process.

Based on input from residents, planning participants, and MHA's own understanding of community needs, the planning process was designed to address several core goals in the areas of People, Housing, and Neighborhood.

Through the continued involvement and leadership within the community, this Plan will be used to help secure and guide public and private investments in the revitalization of the Little Rock Choice Neighborhood through redeveloped housing, enhanced provision of services to families, improved infrastructure investment and development of new amenities.

People - *Invest in residents of the target Public Housing sites by:*

- Assisting residents to improve their personal health and well-being
- Improving access to quality and affordable health care and services
- Assisting residents to meet their training, employment and self-sufficiency goals
- Addressing the education needs of school-age children and youth
- Addressing the developmental needs of children under the age of five



Housing – *Redevelop “distressed” Public and Assisted Housing by:*

- Achieving one-for-one replacement of all units to be redeveloped
- Reducing the concentration of poverty through a mix of off-site and in-fill redevelopment
- Incorporating energy-efficient features
- Including a mix of homeownership and rental solutions, as market conditions allow



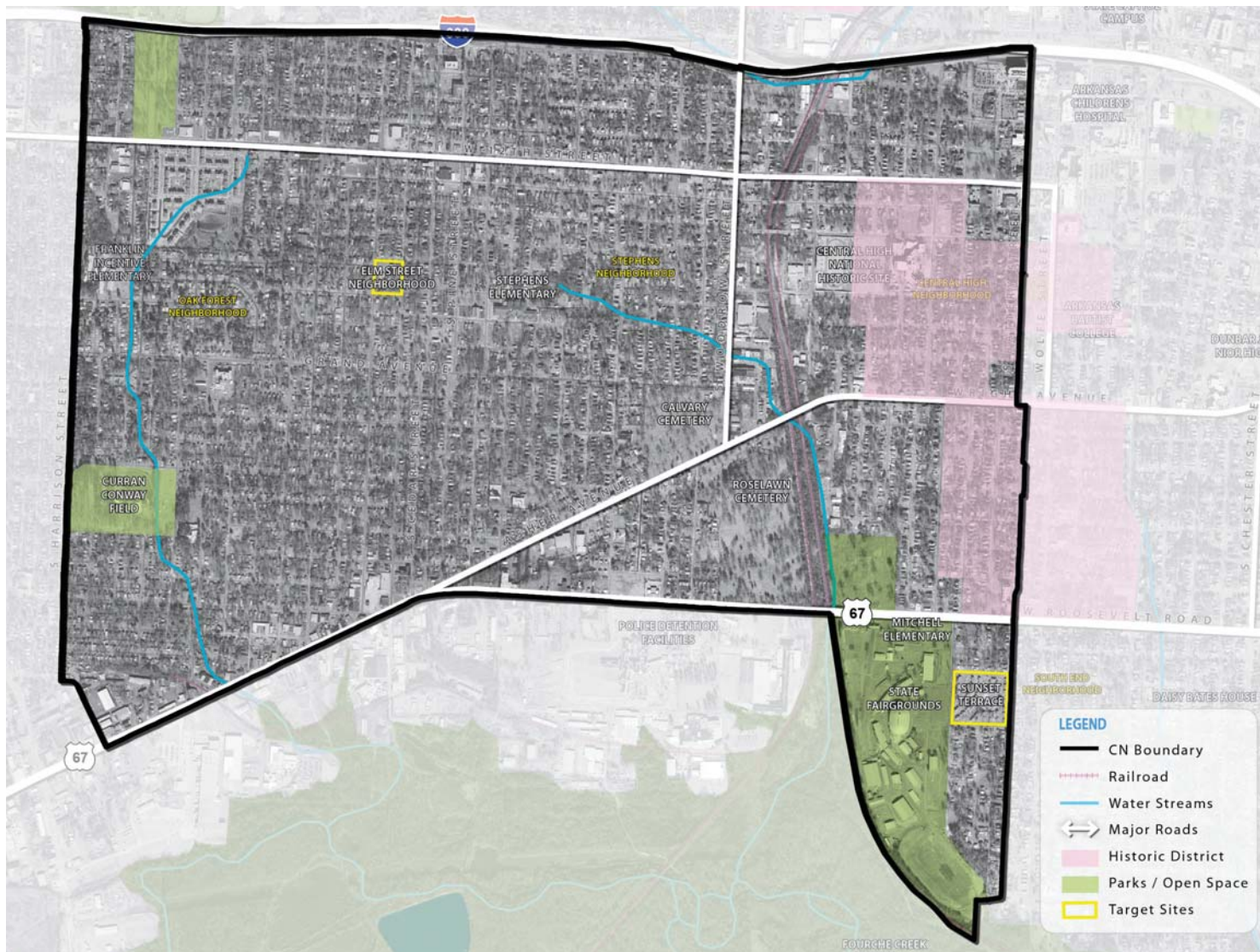
Neighborhood - *Revitalize the selected neighborhood by:*

- Increasing the variety and quality of recreational amenities available to residents
- Reducing the incidence of violent crime
- Enhancing pedestrian and transit mobility options
- Improving the quality and condition of unassisted neighborhood housing
- Promoting economic development to support job creation and increase retail options within the neighborhood



The Little Rock Choice Neighborhood

The Little Rock Choice Neighborhood occupies roughly a two square mile area located adjacent to Downtown Little Rock. As shown in the following map, its boundaries include US I-630 to the North; Asher Ave and W. Roosevelt to the South; Battery St. to the East; and Harrison St. to the West.



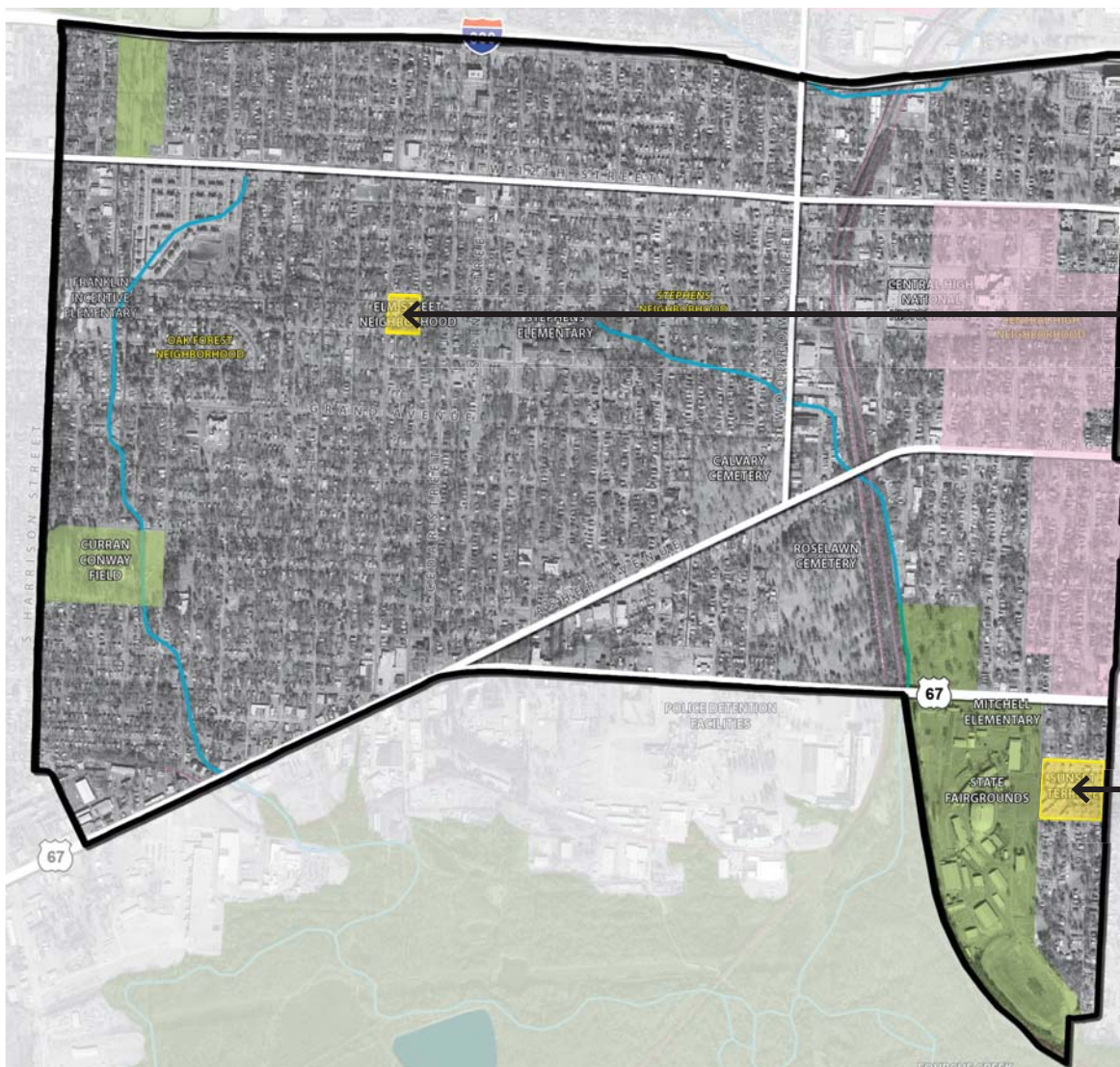
While representing a broad area, the Choice Neighborhood reflects shared geographic, economic and demographic characteristics, in addition to several important and highly visible opportunities for redevelopment and priority investment. The broader geography of the Little Rock Choice Neighborhood was also determined based on the location of the two distressed housing sites targeted for redevelopment in this Plan, including *Sunset Terrace* and *Elm Street Apartments*.

Sunset Terrace is one of MHA's primary traditional public housing sites consisting of 74 family units located in the southeast corner of the CN area adjacent to the State Fairgrounds to the west and Fourche Creek to the South. The site was developed in 1942 as Little Rock's first public housing project, initially called the Battery Street Project and later renamed Sunset Terrace. It was originally constructed to offer affordable housing to veterans returning from World War II and low income families, but has been cited for obsolescence in MHA's physical needs assessments.

Elm Street Apartments is an affordable housing site developed under the US Department of Housing and Urban Development (HUD) Section 8 Moderate Rehabilitation program. Originally built as the Lewis Street Nursing Home, the site is located south of I-630. It was previously acquired by the Volunteers of America and redeveloped as a Single Room Occupancy (SRO) project using low income housing tax credits. The developed portion of the site includes 50 units while half of the site remains undeveloped and is currently vacant. MHA has site control at Elm Street having assumed ownership of the site from the prior owner, Volunteers of America, during the planning process.



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Elm Street Apartments



Sunset Terrace

Creating Connectivity

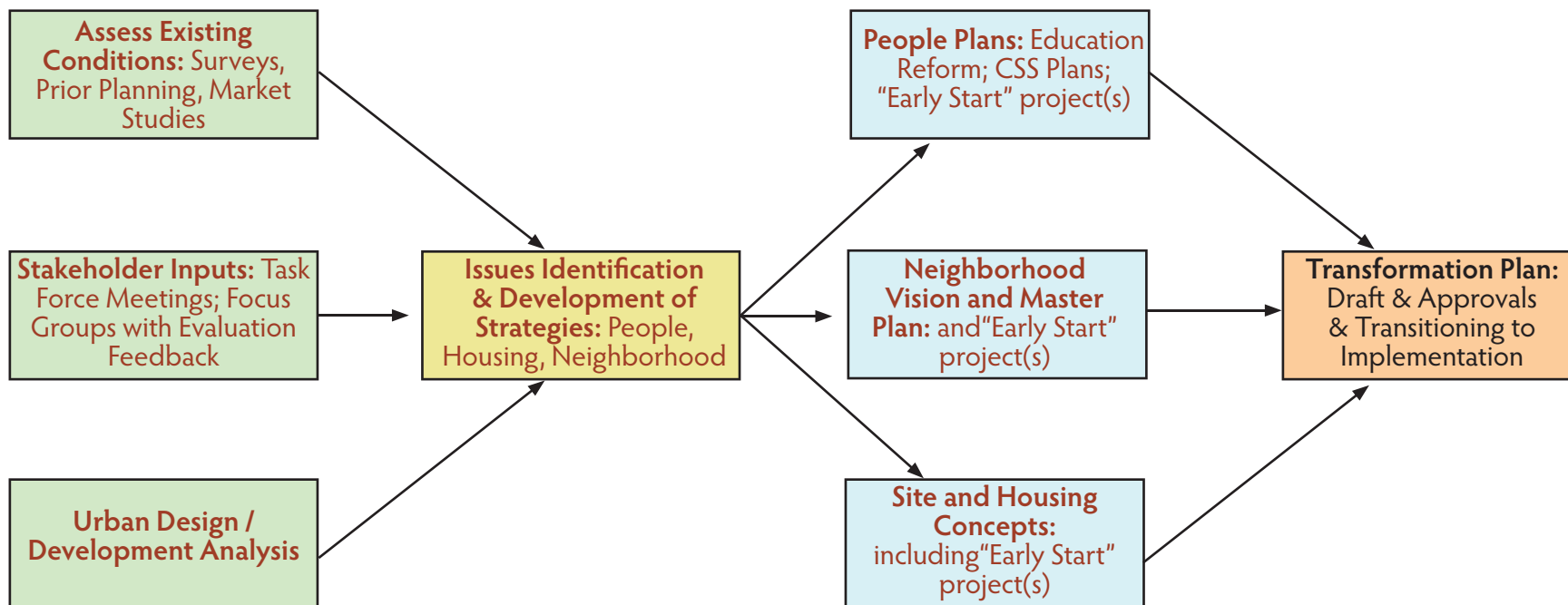
The Plan seeks to redevelop these two properties in the context of a broader revitalization effort that can serve as a catalyst for the development of additional affordable and market rate housing, while more fully connecting the residents of each site to the physical, economic and social fabric of the surrounding community. In a similar sense, the Plan also seeks to connect residents of the broader Choice Neighborhood to the prosperity, resources and opportunities of Little Rock as a whole.

These two central goals extend across the areas of People, Housing and Neighborhood and express the central theme of this Plan: ***Creating Connectivity***. The need to invest in and strengthen the social, economic and physical connections in all parts of the Little Rock Choice Neighborhood exists in several different, yet highly related, contexts, including:

- ***Connecting*** residents to affordable new housing options and affordable housing improvements
- ***Connecting*** public housing residents to relevant educational and employment opportunities to enhance their self-sufficiency
- ***Connecting*** children and youth to sustainable, consistent supplemental education opportunities
- ***Connecting*** residents to new and improved mobility options
- ***Connecting*** residents to better health outcomes
- ***Connecting*** residents to a safer city through public safety improvements

The effort to establish these connections drove the planning process and provides the central impetus for implementation activities and next steps that MHA expects to emerge from this Plan.

Overview of the Planning Process



Supported by the efforts and participation of the site and neighborhood residents, community partners and stakeholders, MHA implemented a multi-staged planning process, including the following major phases:

- ***Needs Assessment*** involving an assessment of existing conditions; collection of stakeholder inputs; and analysis of urban design/development issues
- ***Issues Identification and Strategy Development*** addressing each of the Choice Neighborhood focus areas of People, Neighborhood and Housing
- ***Initial Plan Development*** including identification of "early start" projects in each area that could generate momentum to support the larger transformation effort
- ***Development of the Transformation Plan*** including development, review and approval of the Plan and identification of next steps and implementation activities

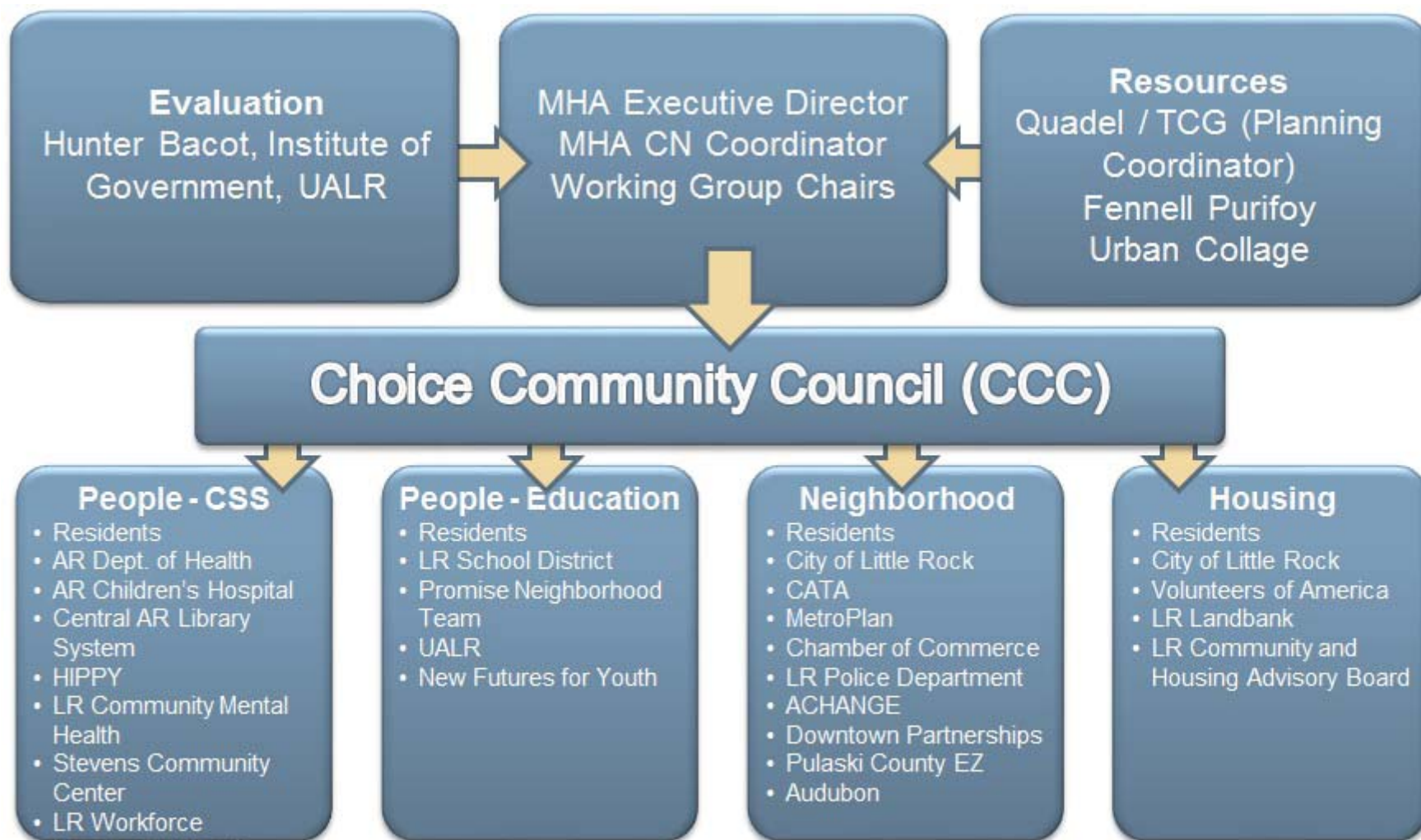
Recognizing that true transformation emerges from the full engagement, input and support of the community, MHA assembled a coordinating entity, the Choice Community Council (CCC), to provide leadership, direction and management of the planning effort. The CCC consisted of a series of task forces for each of the Choice Neighborhood areas of People, Housing, and Neighborhood with the People working group subdivided into separate groups, one addressing CSS and the other Education, as shown in the chart on the next page.

In convening this task force structure, MHA engaged a broad range of elected City officials, public agencies, community leaders, nonprofit organizations, and neighborhood residents.

MHA staff provided guidance for the CCC, with support from the Choice Neighborhood Planning Coordinator team of Quadel Consulting Corporation and The Communities Group (TCG), and urban planning and design support from Fennell Purifoy Architects and Urban Collage. The Institute of Government at the University of Arkansas-Little Rock provided evaluation and oversight of the working group process throughout the period of the grant.

The separate task forces that composed the CCC met on a regular basis during the planning process to coordinate and monitor planning progress, share information, and discuss emerging issues. Supplementing and informing the efforts of the CCC, MHA conducted an extensive outreach and stakeholder effort involving:

- Meetings and outreach with residents of the two target sites
- Community meetings to engage with neighborhood residents
- Individual meetings with partners and stakeholders
- Facilitated working group and community events



Previous and Ongoing Planning Efforts

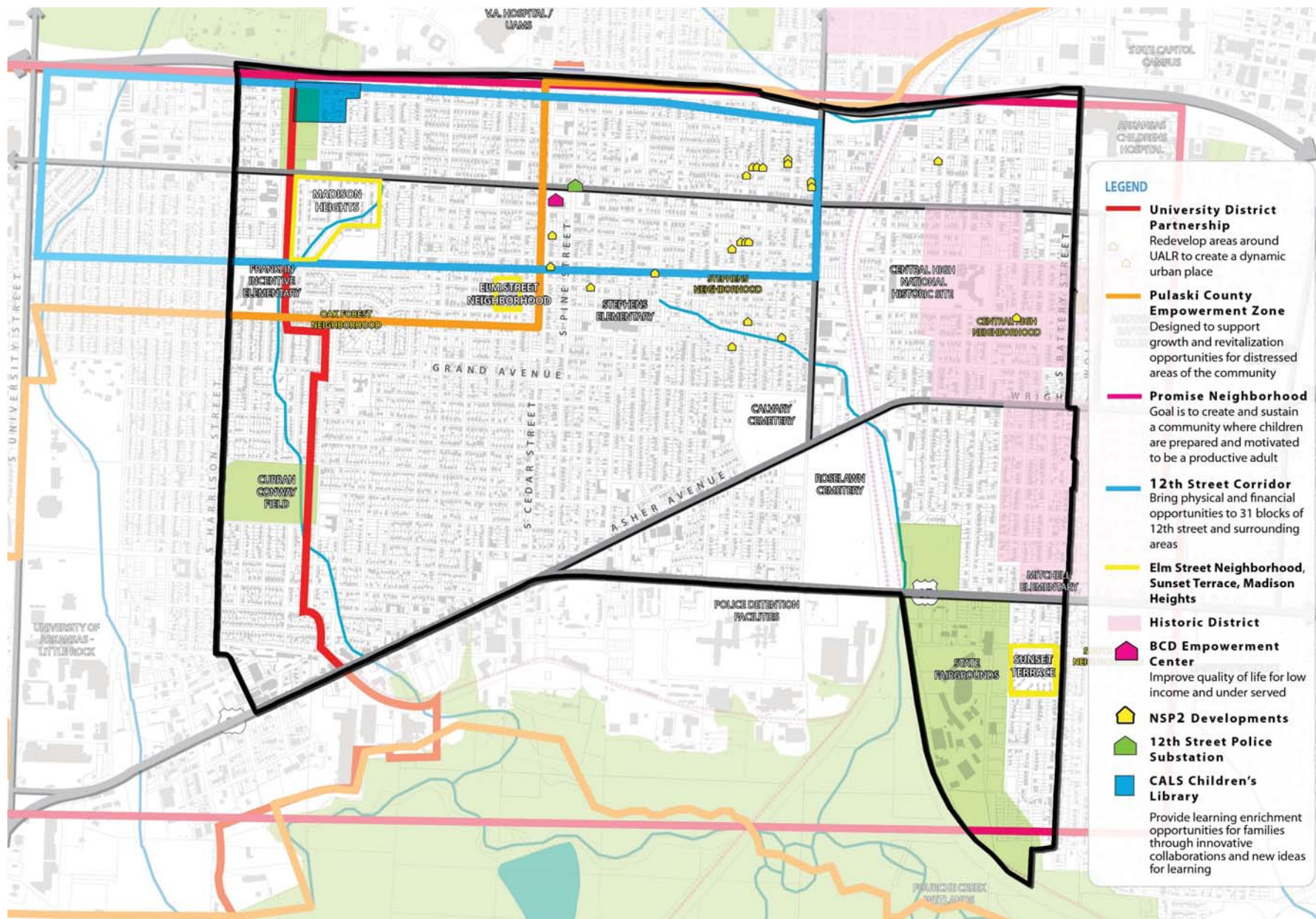
The process used to develop this Plan built off of and expanded upon the numerous previous and ongoing planning efforts that target, or overlap with, the Choice Neighborhood area. These related planning efforts, and the important successes and achievements they have produced, provide a crucial foundation for transformation and revitalization. Wherever possible, MHA has sought to leverage these achievements and create synergies to maximize resources and ensure consistency among the various planning efforts underway. These efforts are described below and represented on the map that follows.

- ***Pulaski Empowerment Zone:*** one of seven urban areas nationwide to receive this designation from HUD to facilitate growth and revitalization opportunities for distressed communities through various tax incentives. The designation period was from January 1, 2002, to December 31, 2009.

- ***Neighborhood Stabilization Program 2 (NSP2):*** an effort led by a consortium, including the City of Little Rock, Habitat for Humanity, Better Community Developers (BCD) and MHA to address foreclosure and blight in an area overlapping the Little Rock Choice Neighborhood through NSP 2 competitive grant funds from HUD. MHA leveraged its relationships with the consortium partners to further develop conversations and planning about additional revitalization needs overlapping with the NSP2 project area.
- ***12th Street Corridor Plan:*** a collaborative planning effort led by the City of Little Rock to create a vision and revitalization plan for the 12th Street corridor covering a 31-block section of the corridor, as well as the adjacent neighborhoods to the north and south. MHA and City officials collaborated with one another to discuss economic development needs in the Choice Neighborhood based on the City's ongoing planning efforts and MHA's own study of potential opportunities. (see appendix #11)

- **Central Little Rock Promise Neighborhood (CLRPN):** a collaborative effort led by a consortium of organizations focused on improving student achievement through a competitive Promise Neighborhood grant from the US Department of Education. MHA engaged with the Promise Neighborhood consortium members to understand their program initiatives and how they could be adapted to address the needs of Sunset Terrace and Elm St. residents, along with children and youth throughout the Choice Neighborhood.
- **The Sustainable Communities Regional Planning Grant:** awarded to Metroplan in 2011 to develop a regional sustainability plan for the Central Arkansas region that addresses transportation, housing, development patterns, health and environmental needs, and economic development. MHA participated in Metroplan's working group process and worked to identify overlapping goals and potential strategies in the shared geography of each planning initiative.
- **University District Partnership Revitalization Plan:** an effort by the University of Arkansas at Little Rock (UALR) to prepare a revitalization plan for the area surrounding the campus. MHA considered the successes of this effort in relation to potential strategies for the Choice Neighborhood.
- **Little Rock Technology Park:** an effort led by a consortium of organizations, including the City of Little Rock and the Chamber of Commerce, to establish a technology research park near Downtown Little Rock that leverages the educational and research activities at UALR, the University of Arkansas for Medical Sciences (UAMS) and Arkansas Children's Hospital (ACH). MHA closely tracked the progress of discussions concerning site selection for the Technology Park to be developed, including discussions with the Chamber and the City for input and updates.
- **Madison Heights:** a 301-unit mixed-income apartment development redeveloped by MHA and McCormack Baron Salazar in the late 1990s, with a fourth phase of development yet to be implemented. This site was one of several evaluated by MHA to support the Housing component of this plan as a potential location for the development of off-site housing.

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Overview of the Transformation Plan

The following Plan presents the results of the Choice Neighborhood planning process and the redevelopment steps to be taken as part of the transformation effort.

Section 2 presents a summary of Existing Conditions and the results of MHA's needs assessment analyzing the challenges and opportunities to address in undertaking transformation.

Section 3 presents the People Plan identifying the vision, goals and strategies for addressing the needs of residents of the target housing sites and the broader Choice Neighborhood.

Section 4 presents the Housing Plan that will guide redevelopment of the target housing sites, Sunset Terrace and Elm St. Apartments.

Section 5 presents the Neighborhood Plan, including the vision, goals and strategies to revitalize and invest in the social, physical and economic infrastructure of the Choice Neighborhood area.

Section 6 discusses the approach and framework for implementing the goals and strategies of this Plan.

Part 2:

EXISTING CONDITIONS

The Choice Neighborhood carries a rich history, with a number of valuable community assets that help to chart a successful course for the future. Balanced against this foundation are a number of critical challenges that must be addressed to improve the lives and well-being of the neighborhood's residents. The following section describes these assets and challenges in more detail based on the results of the planning team's community needs assessment.

Neighborhood History

Little Rock Central High School and its associated Museum are the most historically significant sites in the neighborhood. The high school, built in 1927, was the most expensive school building ever constructed at that time and was also the largest in the nation until 1940. The school was the site of one of the most dramatic and significant events in the history of the implementation of the 1954 Supreme Court *Brown vs. Board of Education* decision, when the “Little Rock Nine” enrolled under federal protection as the first African American students to attend. It was listed in 1977 on the National Register of Historic Places and in 1982 was declared a national Historic Landmark. A museum has been established nearby to preserve and commemorate this history.



The Sunset Neighborhood was not annexed into the City until 1913. Historically it has lacked major retail, but it has been characterized by small grocery stores and numerous churches. Bus lines were established in the neighborhood to provide transportation to carry the “help” to the western parts of the city. The railroad served as the western border of the neighborhood, which also had several industrial areas. In the 1920’s many of the residents served as conductors, brakemen, and machinists. Other neighborhood residents were employed at the nearby industrial businesses in a variety of occupations including carpenters, bookkeepers, bank tellers, firemen, painters, brick and stone masons, salesmen, and factory workers.



During the years after World War II, the city and nation experienced a housing boom and Little Rock's development began to spread further west. The Supreme Court's Brown vs. Board decision to integrate led to white flight, the results of which still manifest in the neighborhood's demographics today. Other forces contributed to isolating the area from the mainstream and breaking the social, economic and physical bonds of the neighborhood to the rest of Little Rock. Interstate I-630, an eight mile long east-west expressway was built through the Choice Neighborhood area between the 1960's and the 1980's. In addition to its clear impact in displacing large portions of Little Rock's established African-American community, the interstate has been criticized for its role in creating a racially and economically divided city and in encouraging sprawl to the west.

(footnote - <http://www.encyclopediaofarkansas.net/encyclopedia/entry-detail.aspx?entryID=6587>).

In the 1990's, HBO produced a documentary entitled, "Banging in Little Rock" about the gangs in Little Rock to highlight the nation's growing gang violence. In 1993, Little Rock's per capita murder rate surpassed those of New York and Los Angeles.

(footnote - http://articles.chicagotribune.com/1994-08-01/features/9408010188_1_gang-violence-gang-members-gang-war).

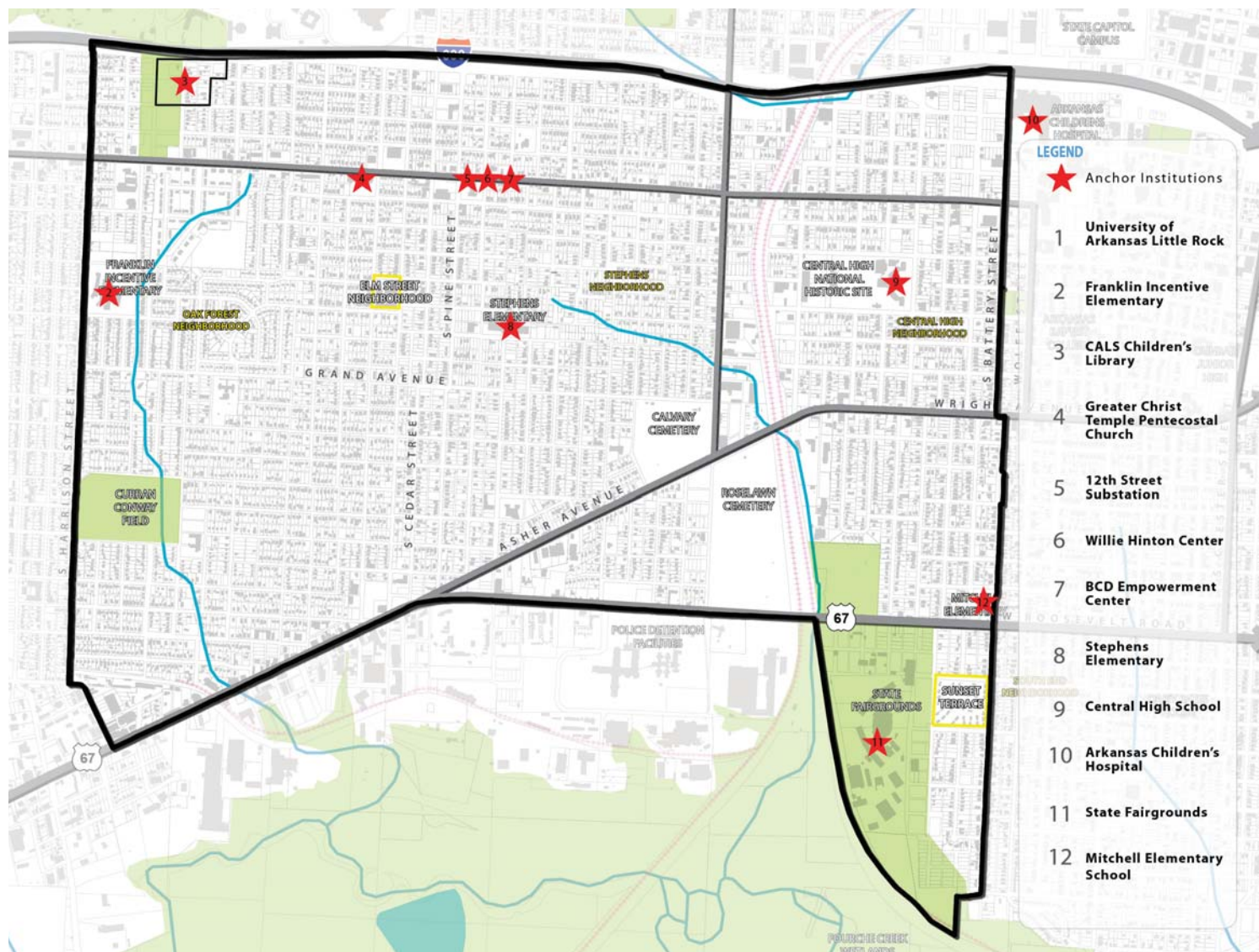
Much of the gang violence highlighted in the documentary occurred within the Little Rock Choice Neighborhood. The violence left the neighborhood bereft and now some of the gangbangers who went to jail in the 90's are being released and returning to the community, raising concerns about recidivism and public safety.

"Bill Clinton's rise to presidency helped the city of Little Rock a great deal: neighborhoods were improved, jobs were developed. It boosted morale. Things improved for the city overall. But our area (Choice Neighborhood) hasn't changed as much as the rest of the city has. Investments have begun to happen like the library, the changes on 12th Street, and some community programs. But lots more needs to be done. We've always had to fight for change. We owe it to the generation ahead of us." – Longtime resident of the Choice Neighborhood

Several plans to improve the Choice Neighborhood have been created, but a lack of execution and competing forces have left the community with a sense of neglect, isolation, and distrust.

Assets and Anchors

Despite these challenges, the Choice Neighborhood possesses significant neighborhood assets and anchor institutions, as detailed in the following areas.



Social Assets

The BCD, Inc., Empowerment Center (shown below) is a \$6 million state-licensed facility offering treatment, prevention and intervention programs. Opened in 2013, the LEED-certified Center also provides supportive housing, life skills and career training, technology training, community programs and many other skills designed to empower individuals and improve lives. The state-of-the-art facility is a safe haven for those in need of affordable housing and treatment, improving their chances of success



in life. The 25,000 square foot facility is equipped with office space, conference and classrooms. The supportive housing includes thirty (30) single residential occupancy units. The Center is a community-based response to the challenge of restorative justice and intervention to prevent recidivism. There are twenty-four (24) beds available for residential treatment.

The 12th Street Police Substation (shown below) is a new multipurpose facility planned for the Choice Neighborhood's primary commercial street. It will house a Police Substation and community-serving businesses in an innovative mixed use design intended to spur private investment and provide a visible and reassuring 24-hour public safety presence. It is hoped that the new Substation will be an important and welcoming presence to better connect the neighborhood and the police.



Developmental Assets

Newest among these is the ***Children's Library and Learning Center*** (shown below), which opened March 2013 on a six acre site. The 30,000 square foot state of the art building includes a computer lab, teaching kitchen, large activity area, individual and group study rooms, a 165-seat theatre, and a community room. The grounds feature a greenhouse and a teaching garden, walking paths and an amphitheater. The library which constitutes a \$12.5 million investment is committed to fostering improved educational outcomes.



As mentioned earlier, the ***Little Rock Central High School National Historic Site Visitor Center*** provides a valuable cultural and educational resource. The Center includes interactive exhibits on the 1957 desegregation crisis at Little Rock Central High School with educational programming detailing the history of events from this critical period in our nation's past.

The University of Arkansas for Medical Sciences is opening an interdisciplinary center providing services by students and faculty across the colleges of pharmacy, medicine, public health, nursing, and other health professions. The center will be run by students and provide preventive care, particularly heart health, as well as consultations and screenings for chronic health conditions and offering information for healthy living. The program provides free health screenings to the community.

The University of Little Rock's effort to secure a ***Promise Neighborhood*** designation has brought attention to the issue of under-performing schools. Successful steps to address school performance will be crucial to efforts to attract and retain young families.

Physical Assets

In addition to privately owned property, the Choice Neighborhood is characterized by major public land ownership:

Public Entity	Amount of Land Owned
City of Arkansas and State Fairgrounds	80 acres
Metropolitan Housing Alliance	53 acres
State of Arkansas	42 acres
Little Rock School District	40 acres

Some revitalization efforts are underway in the Stephens and Central High areas. The City and MHA have undertaken in-fill housing development under the NSP2 program in recent years and the Land Bank strives to address abandoned and distressed properties by clearing title. (see appendix #9 for land bank map)

Commercial Assets

The neighborhood offers close proximity to the Downtown central business district and major employers including the hospitals and universities. An industrial corridor is located along the railroad line as well as general retail along the 12th Street and Asher corridors.

Recreational Assets

A number of varied recreational assets exist in and around the Choice Neighborhood. These include the State Fairgrounds (located adjacent to Sunset Terrace), Fourche Creek watershed, Curran Conway Field, Barton Park (located near Sunset Terrace), Stevens Community Center, and War Memorial Park (adjacent to the northern portion of the Choice Neighborhood). The Fourche Creek watershed is situated along the southern portion of the neighborhood and is one of the most important urban watersheds in the state of Arkansas. The Arkansas branch of the National Audubon Society is currently completing several outreach, education, water quality improvement, and habitat improvement projects in the watershed, providing valuable educational and recreational opportunities for residents of all ages.

Identified Challenges and Gaps in Services

While significant assets exist within the neighborhood, a number of critical needs and gaps emerged from the community needs assessment, as summarized in the following pages.

Overall Picture of Neighborhood

The Choice Neighborhood is home to 11,060 persons. Population levels have declined by 18.7% (net loss of 2,545 people) since 2000, with future population decline projected through 2017, although at a significantly lower rate of 2.9%. There is a limited diversity of population, with 90% of residents being African-American, 7% Caucasian, and 3% "other". Females represent 53% of the total population. Twenty-six percent of residents are under 18 years of age and 11% are over 65 year of age, with this age cohort projected to increase by 13.5% by 2017. Just 28% of seniors are renters; most own their homes. Only 22.7% of households in the Choice Neighborhood are led by married couples versus 42.5% in surrounding Pulaski County.

There are 10,811 households with a low density of 5.3 households per acre. Similar to recent population losses, households in the neighborhood declined by 11.6% since 2000. Median household income is \$26,625 per year, compared to \$47,000 in Pulaski County and one-third of all Choice Neighborhood households fall below the poverty line (\$22,000 for a family of four.) The poverty rate in all five Census tracts that compose the Choice Neighborhood at 32.78% is higher than the 2011 national average rate of 15.1%. Home prices in the Choice Neighborhood are among the lowest in Little Rock with a median sale price of 19,950 in 2012, 1/5 of the median sale price of \$100,000 in Little Rock. (see appendix #9 for further demographic information and maps)

Specific Areas of Need

In addition to various technical data sources and studies data sources, the members of the Choice Community Council (CCC) representing an array of community organizations, and the public and assisted housing residents who participated in surveys have helped to identify the following areas of need.

People

Health

Access to affordable and preventive healthcare is a long-standing concern to site residents and the Choice Neighborhood as a whole. Sunset Terrace is located in a Medically Underserved Area, along with the majority in the eastern portion of the neighborhood. While Sunset Terrace residents identified a primary care doctor as their main healthcare provider, the emergency room was identified as the second most likely source for health care services. Only slightly more than half of survey respondents rated their own health as “excellent” or “good”, followed by 36% who rated their health as “fair” and 14% as “poor”. In particular, obesity, physical disability, eczema and asthma are major health concerns. Health indicators at Elm Street indicate similar issues, with 55% of residents rating their own health as “fair” and 18% as either “poor” or “very poor”. Residents at both Sunset Terrace and Elm Street identified dental services, eye care and primary health care as their top health needs.

Early Learning and Education

Data for the Choice Neighborhood as a whole indicate the need for increased availability and participation in early learning and school readiness programs for children under five, much of which can be extrapolated

to the same population of children who reside at Sunset Terrace. For example, 72% of three-year-olds do not demonstrate age-appropriate functioning, as determined by BRIGANCE. Only 39% and 36% of students at Franklin Elementary and Stephens Elementary attended an early learning program prior to entering school. Seventy-five percent of children under five do not have a library card, while 57% of parents to children under five have not participated in formal parenting classes.

The performance of school-age children is also a major concern, with all of the schools within the neighborhood boundaries currently in or having recently emerged from federal school improvement status. For example, only 45% of African-American students at Hall High School, where the majority of Choice Neighborhood high school-aged youth attend, scored at proficiency levels on the Arkansas Grade 11 test, along with 24% of Hispanics and 42% of Caucasians. Recent figures indicate only 58.9% of African-American female students were “on track” for graduation after ninth-grade, compared to 40.9% of African-American males. Finally 98% of all high students scored less than 24 on the AC T, indicating a lack of readiness for post-secondary education. Survey results from Sunset Terrace residents indicate a range of sentiments regarding the services provided by the Little Rock school district, with 39.3% reporting they are very

satisfied, 46.4% being somewhat satisfied and 14.3% being dissatisfied.

Employment

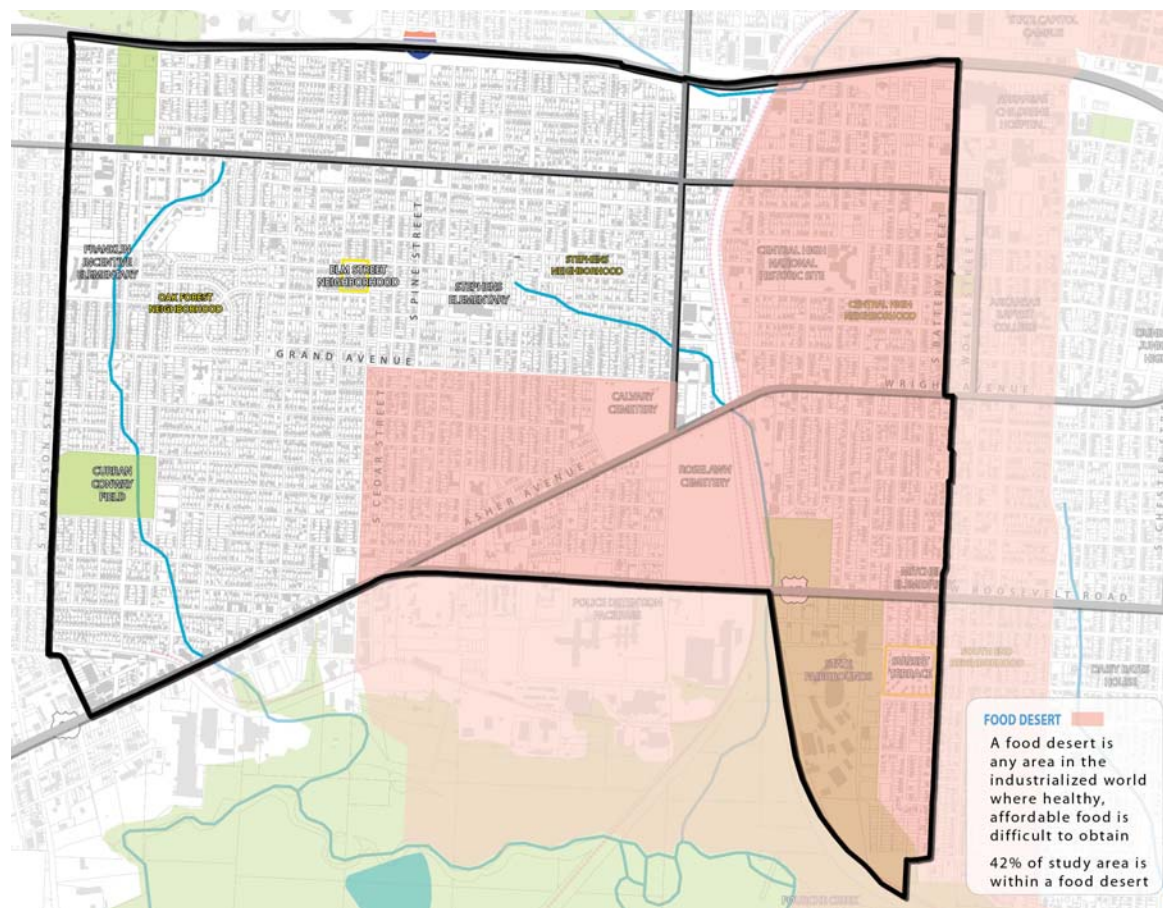
The need for job training and job readiness is a shared issue among Sunset Terrace and Elm Street residents. At Sunset Terrace, 71% of survey respondents identified the need for computer training followed by GED/adult education (16%), and job readiness training (57%), as their top priorities related to obtaining new or better employment. Survey respondents at Elm Street reported similar needs, with 59% identifying a need for computer training, followed by help with starting a business (56%), and job readiness/vocational training (41% each). Respondents at each site identified the need for transportation as a barrier to accessing job training and finding work. Respondents also indicated job training is a key priority for youth, with Sunset Terrace residents identifying it as the second most needed youth program and Elm Street residents identifying it as the most needed youth program.

(see appendix #14 for more survey results)

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Access to Healthy Food Choices

There is growing recognition and attention being paid nationwide to the importance of affordable and healthy food choices in underserved communities. This is an especially important issue in the Choice Neighborhood, 42% of which is categorized as a food desert (food desert map shown to the right), including the area surrounding Sunset Terrace. As noted above, there is only one grocery store, the City Market, located within the boundaries of the neighborhood providing food and fresh produce to residents. Survey results of Sunset Terrace residents revealed a new grocery store is their main preference for new commercial retail, while Elm Street residents cited a grocery store as their second most desired new business type after the addition of new restaurant service.



Housing

Target Public Housing Sites

MHA has conducted Physical Needs Assessments (PNA) at Sunset Terrace and Elm St. Apartments to identify and assess the needs at each property. PNA results reveal a number of issues, many of which stem from the age of each property and patterns of long-term distress that exceed available resources for ongoing maintenance and repair. These issues include:

- Structural deficiencies, such as cracked foundations and poor grading that have resulted in water damage to the exterior and interior of each structure
- Building system deficiencies, such as outdated or insufficient heating and cooling systems, failing pipes in need of replacement, and a lack of energy efficient fixtures
- Design deficiencies, including inefficient use of space, lack of amenities on-site, and poor institutional presentation and relation to the surrounding neighborhood
- Inadequate room sizes, highlighted by below average bathroom counts and unit sizes for single and multi-family units
- Inaccessible units, including grades exceed allowable limits, a majority of units accessible only by stairs, and noncompliance with ADA design standards

The scope of these issues make renovation of the existing buildings cost prohibitive. In addition, the design of these sites concentrate public housing residents, marginalizing them to narrowly defined segments of the neighborhood, rather than providing them living opportunities throughout the community. These issues dictate the need for redevelopment solutions that provide mixed income, modern, accessible, and energy efficient housing that helps support a higher quality of living and healthy outcomes for residents.

Neighborhood Housing

Overall housing market conditions in the Choice Neighborhood indicate a variety of critical issues, including:

- There is high demand for rent subsidized general occupancy housing as demonstrated by low vacancy rates among the eight such properties in and surrounding the neighborhood
- General occupancy rental units exhibit a high vacancy rate of 11.7%
- There is no current or recent new homeownership development in the neighborhood or in the planning stages

Neighborhood

Mobility

Transit and pedestrian infrastructures are an important concern of Choice Neighborhood residents. Sunset Terrace and Elm St. are each located in areas with low walk scores of 18 and 42 respectively (out of 100; WalkScore.com), demonstrating that a car is needed to access most retail amenities and complete daily errands. This poses a particular issue for Sunset Terrace residents, only 18% of whom report owning a car. Moreover, the need for street repaving, additional sidewalk coverage and curb repairs is an important issue, with 68% of Sunset residents and 95% of Elm St. residents citing these areas as key concerns.

Public Safety

Public safety is a major issue due to the area's high rate of Part 1 Violent Crimes (144/1,000 inhabitants), 1.6 times the City's rate as a whole. In particular, the Choice Neighborhood accounts for nearly one quarter of all homicides committed in Little Rock, along with high rates of aggravated and domestic assault compared to the rest of the City. Feedback from community forums and resident surveys underscores this fact, with the prevalence of drug activity and the need for improved police response time frames cited as major concerns. In particular, 61% of Sunset residents and 59% of Elm St residents identified their neighborhoods as "very

unsafe" or "somewhat unsafe" after dark. Contributing to concerns about public safety, 54% of Sunset Terrace survey respondents identified the need for additional streetlights in the neighborhood, while 29% identified existing streetlights as not working. Elm Street residents shared similar concerns with 59% of respondents also identifying the need for additional streetlights and 18% identifying existing streetlights as not working.

Economic development

Increased economic development is urgently needed to provide higher quality jobs and retail opportunities for Choice Neighborhood residents. A total of 768 jobs are currently available within the neighborhood's boundaries. Of this total, only 53 are held by residents of the neighborhood while the remaining 715 jobs are held by individuals who live outside the area. Conversely, a total of 4546 Choice Neighborhood residents are employed outside of the neighborhood, resulting in a net job outflow of 3831, indicating the need for more opportunities for Choice Neighborhood residents to work where they live.

The lack of employment opportunities points to a related problem of the lack of retail options for residents. 12.5% of the neighborhood is devoted to commercial/office/mixed-use, with the majority of retail and businesses located along the western portions of 12th St. and

Asher Avenue respectively and relatively little along the eastern portion of the neighborhood. A significant portion of available retail consists of liquor and fast food establishments, with relatively few full service restaurants and commercial services. In particular, of the eight grocery stores within a five minute driving radius, only one is located within the Choice Neighborhood. Resident survey results highlighted the need for more grocery and retail options, as residents cited grocery stores, restaurants, fitness centers, and a laundromat as the most desired types of new businesses. By contrast, survey respondents and participants at community meetings cited the number of liquor and tobacco establishments in the neighborhood as negative influences in the community.

Condition of Unassisted Neighborhood Housing

The condition of unassisted housing units presents several areas of concern. There are 5,371 housing units in the Choice Neighborhood with a 21% vacancy rate. Of the remaining units, 40% are owner-occupied and 39% renter-occupied. Among all residential parcels, 6% contained buildings that are in distressed condition or boarded up with 78 parcels exhibiting serious vacancy issues, as defined by having 16 to 34 vacant lots. A number of the vacant lots within the Choice Neighborhood are highly visible, including the vacant

half of the Elm Street site, while a number of abandoned or empty buildings exist and are in need of revitalization, such as the Veterans home site. Residents at community forums cited the number of boarded up and vacant housing units as a major concern, along with the need for financial assistance with home maintenance for current homeowners and more homeownership opportunities.

Recreational Opportunities

The need for ample, varied and quality recreational assets is vital to the health of any neighborhood, but particularly the Choice Neighborhood in light of the fact children under 14 represents the largest age cohort in the Choice Neighborhood (19.9%), followed by youth and young adults between 15 to 24 years of age (15.2%). Among all land uses, only 3.5% is devoted to park/open space. Aside from minimal recreational fields and park space at the elementary schools within the neighborhood, there is a notable lack of public park space and playgrounds for residents to enjoy. Residents raised this fact in community forums and cited a desire for additional park space. Sunset Terrace residents in particular cited a children's playground, a park with sitting areas and a community garden as their top priorities for new recreational amenities. Elm Street residents echoed these desires, citing a park with sitting areas, a basketball court, and a community garden as their most desired amenities.

Early Steps and Achievements

Despite these needs, significant momentum for transformation exists. A number of important early steps have already been completed related to the Choice Neighborhood planning process that will facilitate and provide critical momentum for Plan implementation efforts. In particular, MHA has acquired the Elm St. Apartments project from the Volunteers of America (VOA). As the new owner, MHA will be able to direct redevelopment efforts at the site, including development of the currently vacant half block and the rehabilitation of the aging existing structure.

In addition, several highly visible and impactful public and private investments have been made, or are in process, that demonstrate the revitalization potential within the Choice Neighborhood area and provide a strong foundation and catalyst for additional redevelopment, as described in the table below.

MHA will continue to collaborate with the organizations responsible for these achievements in implementing the Plan and working together to leverage resources and achieve true transformation within the community and the City of Little Rock.

Impact of the Transformation Plan

The Choice Neighborhood faces several challenges that will require significant long-term commitment by the community to address. The intention of the Transformation Plan is to inspire a vision that mobilizes resources from the City's many organizations and institutions to ensure measurable movement toward change. The pattern of multi-generational poverty must be broken. This Plan, building on planning and redevelopments efforts to date, begins a comprehensive effort to keep the forces of change moving in the right direction to meet both social and physical needs. Toward this end, the MHA and its public and private partners have identified the goals and objectives needed to help guide transformation, as discussed in the following sections describing the Housing, Neighborhood and People strategies to be implemented.

Creating Connectivity

Achievement	Description
Little Rock Children's Library	As described above, the newly opened Children's Library has already made an important contribution to providing new and engaging educational and reading programs directed at children and youth.
12th Street Police Substation	Project designs have been developed for a new 40,000 square foot, \$9 million Police substation to be built on 12 th Street as part of the broader 12 th Street revitalization effort. In addition to improving the police presence in the neighborhood, the facility will include new space for retail and community uses.
12th Street Design Overlay	The City of Little Rock is developing a new design overlay for 12 th Street to guide planning redevelopment along the corridor as part of the broader 12 th Street revitalization effort.
NSP 2 Program Foreclosure and Blight Remediation	To date, the NSP 2 consortium has rehabilitated or built a total of 83 rental and for sale units in the Choice Neighborhood area. As part of this effort, the consortium has acquired 70 foreclosed and abandoned units and has demolished 56 units.
State Fairgrounds Improvements	Several improvements have been completed or planned for the Fairgrounds site, including up to \$7.4 Million in planned repairs to the bridge on Roosevelt Road, renovations to Barton Coliseum and enhancements to the frontage along Roosevelt Road.
12th Street Health and Wellness Center	Opened in late 2012 by the University of Arkansas for Medical Sciences, the Wellness Center is a community-based, student-led, inter-professional health and wellness center that provides health screenings and health management services for people in the community.
Dr. Emma K. Rhodes Education Center	A center providing adult education services, including a variety of Medical Certificate Programs, such as Certified Nursing Assistant, Medical Billing & Coding, Pharmacy Technician, Phlebotomy Technician, and Physical Therapy Aide.
EmPowerment Center	Recently opened in 2013 by BCD, this state-of-the-art 25,000 square foot facility includes 30 single residential occupancy units and office space, conference and classrooms to provide supportive housing, life skills and career training, technology training, community programs and many other skills.
Truancy Center	The Little Rock School District (LRSD), in cooperation with local law enforcement, has opened a Truancy Center to house truant students who attend schools in the LRSD and coordinate their return to the appropriate school facility.
Home Instruction for Parents of Preschool Youngsters Program (HIPPY) program	Arkansas Children's Hospital (ACH) recently received a HIPPY grant amounting to \$24.8 million for four years. HIPPY is a 30 week school readiness-parent involvement program for parents of three, four and some five year-old children. ACH is currently in first year of the grant program.
Fourche Creek Watershed Initiative	Audubon Arkansas is implementing a broad effort to undertake the single largest urban environmental restoration project in Arkansas to complete short and long-term improvements in habitat and water quality within the Fourche Creek Watershed.

Part 3:

PEOPLE





People Vision

Elm Street and Sunset Terrace residents attain higher levels of self sufficiency and access to financial opportunities; improved health; increased access to educational enrichment, creative engagement and seek greater academic achievement; and greater capacity for community engagement and effective advocacy.

The following outlines the priority outcomes identified through extensive engagement and outreach with site residents and discussion and analysis with community partners and stakeholders, along with supporting goals and strategies to achieve the stated outcomes.

Priority Outcome #1:

Increase overall awareness and access to medical services and preventive care among residents

Goal: Create healthier families and individuals at Sunset Terrace and Elm Street Community through effective community partnerships.

- **Objective #1:** Decrease the incidence of prevalent health issues (i.e., obesity, hypertension, poor dental health) by 25% by 2017.
- **Objective #2:** Reduce risks and barriers to achieving a healthy BMI for women and children by introducing healthy lifestyle practices, and increasing health literacy.

Strategies:

- **Strategy #1:** Conduct outreach to educate parents about the advantages of the oral care program offered to Franklin Elementary and Stephens Elementary students and their siblings up to age 18.
- **Strategy #2:** Conduct Choice Neighborhood sponsored HIV/AIDS screenings with the Arkansas Minority Health Commission on site annually.
- **Strategy #3:** Partner with the Arkansas Minority Health Commission to have regularly scheduled meetings to educate residents about Health Care Reform.
- **Strategy #4:** Provide regularly scheduled on site health care services for residents through a partnership with the University of Arkansas for Medical Sciences' new 12th Street Wellness Clinic.
- **Strategy #5:** Partner with the Arkansas Department of Health's Hometown Health program to conduct resident health screenings to identify health problems and potential solutions.

Priority Outcome #2:

Residents have access to fresh fruit and vegetables and are equipped with knowledge to incorporate them into a healthy lifestyle.

Goal: Choice Neighborhood residents will understand the value of fresh and healthy foods and incorporate them as a part of a healthier lifestyle..

- **Objective #1:** To provide information about healthy food choices to 100% of Elm Street and Sunset Terrace residents.
- **Objective #2:** To grow at least five different vegetables in the Elm Street and the Sunset Terrace community gardens for residents to access

Strategies:

- **Strategy #1:** Engage with the City and key stakeholders to develop a strategy to attract a new grocery store within the Choice Neighborhood
- **Strategy #2:** Create community gardens at Elm Street and the Sunset Terrace as part of the redevelopment of each site featuring fresh fruit, vegetables, and herbs



Priority Outcome #3:

An equipped community with the skills and capacity to effectively and efficiently communicate civically.

Goal: Improve the ability of youth and adults to collaborate with community members to identify local issues and develop strategies for addressing them.

- **Objective #1:** Expand community engagement and civic participation by developing leadership skills among youths and adults
- **Objective #2:** Produce a team of leaders at Sunset Terrace and Elm Street that will train residents to advocate on behalf of the respective sites by 2015.

Strategies:

- **Strategy #1:** Keep residents abreast of events taking place in the community along with resources available to them through monthly newsletters to be distributed at Sunset Terrace and Elm Street
- **Strategy #2:** Host quarterly meetings to teach residents how to effectively and efficiently communicate within such entities as the school district, city, and the police department.
- **Strategy #3:** Organize two community service activities annually for site residents to participate in community improvement efforts

Priority Outcome #4:

Increased school readiness in children under age 5 at Sunset Terrace.

Goal: Increase access among resident families with children under the age of 5 to supportive services for youth development and education.

- **Objective #1:** To increase the understanding of the value of early childhood education and parental engagement within schools among the parents of Sunset Terrace by 25% by 2016
- **Objective #2:** To improve the school readiness of children under age 5 by 25% by 2016.

Strategies:

- **Strategy #1:** Partner with the Arkansas Home Visiting Network to provide evidence-based home visiting services for pregnant and new mothers during pregnancy and until children enter kindergarten.
- **Strategy #2:** Connect resident families to the Early Steps to School Success program to obtain education services for children from birth to age 5 in the areas of language, social, and emotional development. The program also equips parents to support their child's growth and develop strong home-school connections
- **Strategy #3:** Parents Empowering Parents (PEP) provides support for parents and information about child development

Priority Outcome #5:

Enhance at-grade reading skills and reduce the loss of learning that occurs over the summer among children from Kindergarten to 12th Grade

Goal: Increase access among resident families with children under the age of 5 to supportive services for youth development and education.

- **Objective #1:** Increase the number of children at Sunset Terrace exposed to supplemental education activities at least 3-4 times a month year round.
- **Objective #2:** Increase Sunset Terrace residents' awareness of the educational programs and activities that take place throughout Choice Neighborhood by 50% by 2016.

Strategies:

- **Strategy #1:** Partner with the Promise Neighborhood consortium to develop a Summer Reading Program in collaboration with the Central Arkansas Library System and the Children's Library.
- **Strategy #2:** Extend the Summer Reading Program into an after school program with satellite locations placed throughout the Choice and Promise Neighborhoods.
- **Strategy #3:** Develop an after school program at Sunset Terrace through a partnership with the Hillary Rodham Clinton Children's Library and Learning Center and the Central Arkansas Library System.

Priority Outcome #6:

Increase the number of residents with well paying, full-time employment

Goal: Equip Sunset Terrace and Elm Street residents with the tools and opportunities necessary to attain gainful employment.

- **Sub-goal #1:** Remove barriers to gainful employment (i.e., lack of transportation, job information, and child care) by 20% by 2016 for Sunset Terrace and Elm Street residents.
- **Sub-goal #2:** Equip 20% of Sunset Terrace and Elm Street residents to meet the demands of the local labor market by 2016.

Strategies:

- **Strategy #1:** Conduct outreach to residents over the age of 18 without a high school diploma to encourage attendance at GED, Adult Basic Education, and Adult Secondary Education classes and pursuit of certifications offered by Goodwill Industries, the Little Rock Workforce Center, the Adult Education Center, Dr. Emma Rhodes Education Center, and Arkansas Baptist College.
- **Strategy #2:** Provide transportation for youth to job training through a partnership with the Little Rock Workforce Center.

People Lead

MHA will serve as the People Lead of the Transformation Plan. As the grantee and the steward of the target public housing sites, MHA is in the most advantageous position to oversee efforts to build community support and involvement with residents throughout the execution of the Transformation Plan. MHA also offers its experience implementing and managing a successful Family Self-Sufficiency (FSS) Program which provides job and skill counseling for families participating in MHA's Public Housing and Housing Choice Voucher (HCV) programs. MHA plans to continue to work with its existing People partners from the Choice Community Council to support the Plan's strategies



Summary of Resident Engagement

Over the course of 18 months, the planning process has examined how the distressed Sunset Terrace and Elm Street housing sites, and the surrounding neighborhood, can be transformed from a distressed neighborhood into a neighborhood of opportunity and connectivity

On site Resident Forums and Outreach

Because resident engagement is central to the planning process, there have been regular community meetings throughout the duration of the grant. Residents of Sunset Terrace and Elm Street were asked to provide their input in a number of forums dedicated to understanding their current quality of life and how they envisioned their quality of life improving. A majority of the meetings were held on site and transportation was provided for all meetings held at an alternate location. Convenient off

site venues were selected because neither development has an on-site facility of sufficient size or because it was an overall Choice Neighborhood community-wide meeting. Together, there have been more than a dozen meetings at the public housing sites, along with several rounds of door to door interviews with residents.

Surrounding Community Meetings

Community meetings were held at regularly scheduled neighborhood association meetings and at anchor institutions throughout the neighborhood. Residents were informed of upcoming meetings through various media, flyers, and door to door invitations. These meetings allowed residents to provide feedback on the planning process while allowing the planning committee to inform residents of recent developments.



Creating Connectivity

Resident Survey

Residents were surveyed through a door-to-door process or mailed a survey including a self-addressed, self-stamped envelope. The survey covered such topics as health, safety, education, accessibility, education, economic development, and recreation. The results of this survey were presented in a community meeting where the results were discussed and feedback was given. Included are several graphs that reflect the community's thoughts on safety, training, and work opportunities. One question and some responses are shown to the right. (see appendix 15)

Residents' input will continue to inform the implementation process as a way to continue building the buy-in with the community as well as increasing both the public and community's capacity to work together.



10. What do you believe should be the top 5 priorities to improve our neighborhood? Please provide details if possible.

1. A place where children can go.
2. Security - Two incidents of gun fire in past week.
3. Training - Jobs
4. Domestic Violence - Children are watching
5. Cleaning the Neighborhood

1. Crime
2. more grocery stores
3. more play area for kids
4. School for children
5. less liquor stores

1. Housing - Affordable/quality - no abandoned houses
2. Youth Enrichment
3. Green places and education/Community gardens
4. Cultural development/emphasize the history
5. City works improvement/better roads

Family Self-Sufficiency

As implied in the title, the HCV-FSS program helps families establish self-sufficiency through partnerships created between the Little Rock Housing Authority and community supportive service agencies, businesses, colleges, credit counselors, etc. Through the coordination provided by FSS staff, families are directed to the appropriate service agency or program to gain skills and support, increase their employability, and obtain a sustainable living wage.

Relocation, Tracking and Return of Residents

As redevelopment plans are finalized for the Sunset Terrace and Elm Street sites, MHA will develop a formal relocation strategy and plan. The Relocation Plan will be developed in consultation with residents, including group and individual meetings with residents to solicit input and provide information. All Households that will be affected as a result of the demolition of either property will be eligible for relocation assistance and each Head of Household as identified on the Lease will be issued a formal notice informing them of their relocation options and benefits and of the time allotted for their decision. MHA will meet individually with each household to discuss their options, such as a temporary move using a housing choice voucher or permanent relocation to another property owned by MHA. As part of this process, MHA will also offer relocation counseling to help address such issues as school assignments for students,



identifying amenities and community supportive services in a different neighborhood, and the physical movement of households. Any relocation will comply with applicable federal and HUD requirements.

MHA will use a database to track residents throughout the relocation period in order to maintain communication and up to date contact information. MHA will stay connected with residents throughout the various redevelopment phases in order to identify any issues related to a resident's relocation, address concerns, and provide support. Residents will also be provided information on redevelopment progress and provided opportunities to stay involved in the planning for replacement housing as the physical plans and designs for the redevelopment of each site are developed. Site residents who are in good standing and have been relocated due to the housing demolition and rebuilding phases will have first right of refusal to replacement housing.

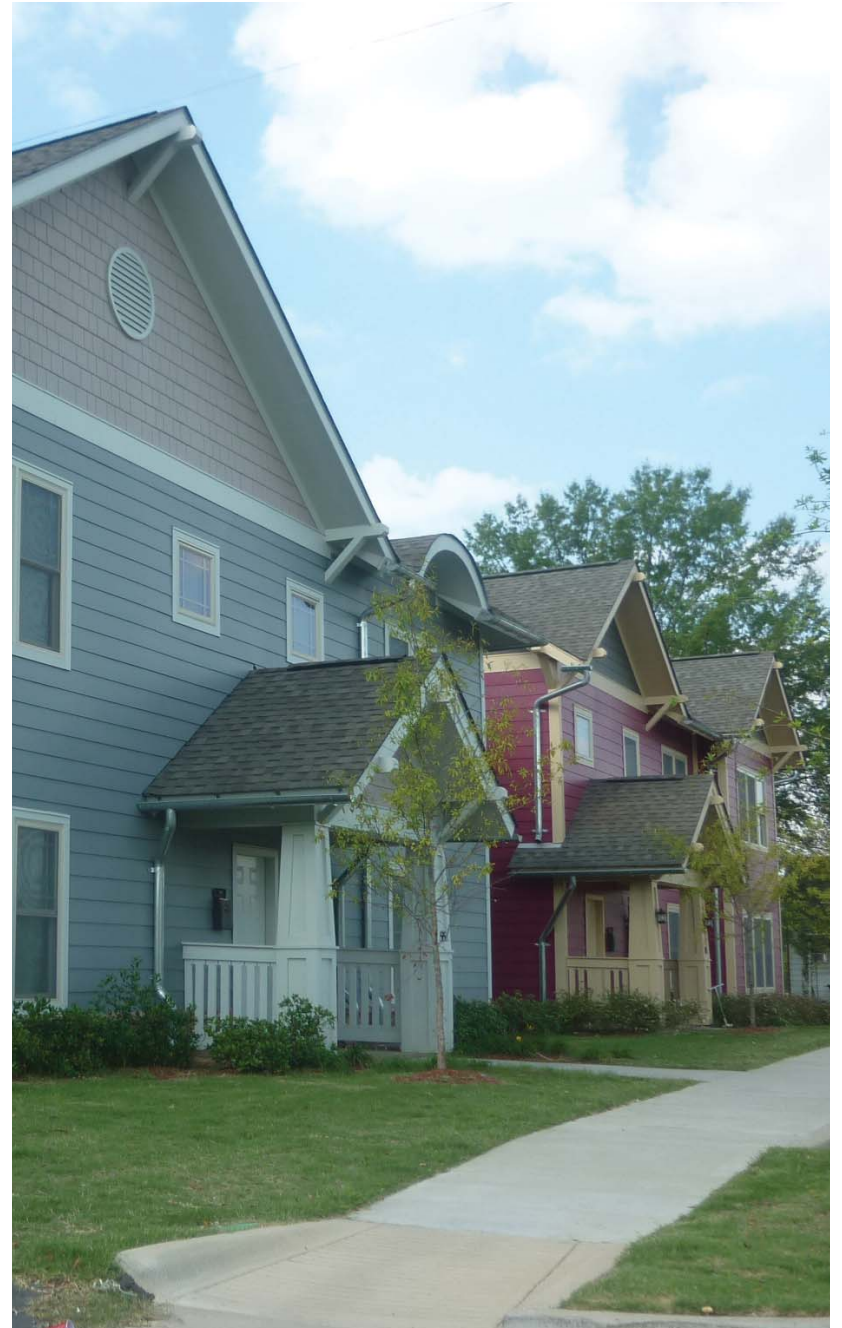
If successful in obtaining Choice Neighborhoods Implementation grant funding, MHA intends to provide enhanced case management services and counseling, including use of case management software to track resident progress in the areas of education, employment, asset building, health/wellness, transportation and safety.

Additional Activities to Support the Broader Choice Neighborhood

Linking appropriate services to all residents within Choice Neighborhood is essential to helping families overcome significant barriers and improve their lives. Services that will extend into the larger Choice Neighborhood include:

- Helping to develop a greater capacity for community engagement and leadership through continued regularly scheduled community meetings organized by MHA.
- Increasing STEM (Science, Technology, Engineering, Mathematics) and hands-on, creative learning for third-graders attending Franklin Incentive Elementary School, one of two elementary schools within the Choice Neighborhood, through a partnership with the Little Rock Zoo.
- Partnering with the Arkansas Department of Health's Hometown Health program to conduct resident health screenings to identify health problems and potential solutions.

Part 4:
HOUSING



Housing Vision

The following vision developed during the CN planning process through a collaboration of MHA, its partners and planning team members, will guide the redevelopment of the target public housing sites:

- Vibrant and diverse community with mix of uses and housing types
- De-concentration of poverty and increased housing opportunities at various income levels: assisted; affordable workforce; and market rate
- Maintain healthy balance between affordable housing and market opportunities
- One-for-one replacement of any demolished units, both on-site and off-site
- Redevelop the vacant half block of the Elm Street Apartments site as an early-start project
- Increase density and eliminate blight to support development of retail amenities, on several key corridors: 12th street; Asher Avenue; and South Woodrow Street
- Redevelop in ways that coordinate with and support other development plans, especially the 12th Street Corridor Plan
- Create long-term sustainability through energy efficiency, building on MHA's experiences at Madison Heights and most recently at Granite Mountain Senior Homes
- Tie housing to jobs through location and transportation
- Reinforce housing development with appropriate amenities.



This vision is the product of an extensive assessment existing housing conditions with a dual focus on both the multi-family assisted housing, and the privately owned housing in the neighborhood. MHA staff and planning partner Fennell Purifoy Architects surveyed much of the neighborhood housing to note the conditions of single-family and low-density multi-family private housing. Planning team members Quadel, TCG and Urban Collage also studied much of this neighborhood housing as part of preparing a successful \$8.6 million Neighborhood Stabilization 2 (NSP2) Program application in 2009.

In 2011, MHA engaged Fennell Purifoy Architects to lead a community participatory process to plan for redevelopment of the Sunset Terrace site. These earlier planning and redevelopment efforts convinced MHA and other key stakeholders that a larger scale and more concerted effort was needed to turn around this neighborhood, which led to the submission of the CN Planning Grant application in 2011.

As a result of planning to date, various options have been developed for redevelopment both on the two target sites, and elsewhere in the neighborhood. The overall strategy calls for using a combination of multi-family development on sites already under control by MHA or determined to be reasonably easy to obtain control,

along with smaller-scale in-fill, but in clusters in order to maximize the impact, especially along and around the 12th Street Corridor, which is the major retail corridor through the target area.

Sunset Terrace public housing was previously assessed through a 20-year physical needs assessment, and has also been reviewed by the selected Housing Lead, TCG. Fennell Purifoy conducted a physical needs assessment of Elm Street Apartments in 2011, and also assessed Sunset Terrace. The Housing Task Force met periodically to discuss key issues and help develop a vision for housing. The planning coordinator's team member Urban Collage organized and led a community charrette in 2012. The following outlines the priority outcomes identified through the needs assessment process, along with supporting goals and strategies to achieve the stated outcomes.

Priority Outcome #1:

Improve housing quality and housing environment for households in assisted housing

Goals: The Transformation Plan housing element calls for one-for-one replacement or redevelopment of all the units at both Sunset Terrace and Elm Street Apartments, for a minimum of 124 units, as well as meeting de-concentration of poverty and mixed-income goals, which will increase this number and involve additional sites and in-fill development. To the extent possible, replacement housing will be mixed with other affordable units, and market rate units, in smaller developments and in various locations. Should a Choice Neighborhood Implementation grant be obtained, it will support creation of a greater number of other units, multiplying the positive effect on the neighborhood.

- **Objective #1:** Redevelop 36 units at Elm Street Apartments as part of a Phase 1 redevelopment to be completed by 2015
- **Objective #2:** Redevelop 48 units on site at Sunset Terrace as part of a Phase 1 redevelopment of Sunset Terrace to be completed by 2016
- **Objective #3:** Redevelop 58 units at Elm Street Apartments as part of a Phase 2 redevelopment to be completed by 2017
- **Objective #4:** Redevelop off site replacement units as part of a Phase 2 redevelopment of Sunset Terrace to be completed by 2020 for Sunset Terrace units on multiple potential sites—2nd block of Sunset Terrace; Madison Heights vacant parcel; in-fill lots; additional parcels to be acquired (e.g., Veterans' Home; Mitchell School; South Valentine)

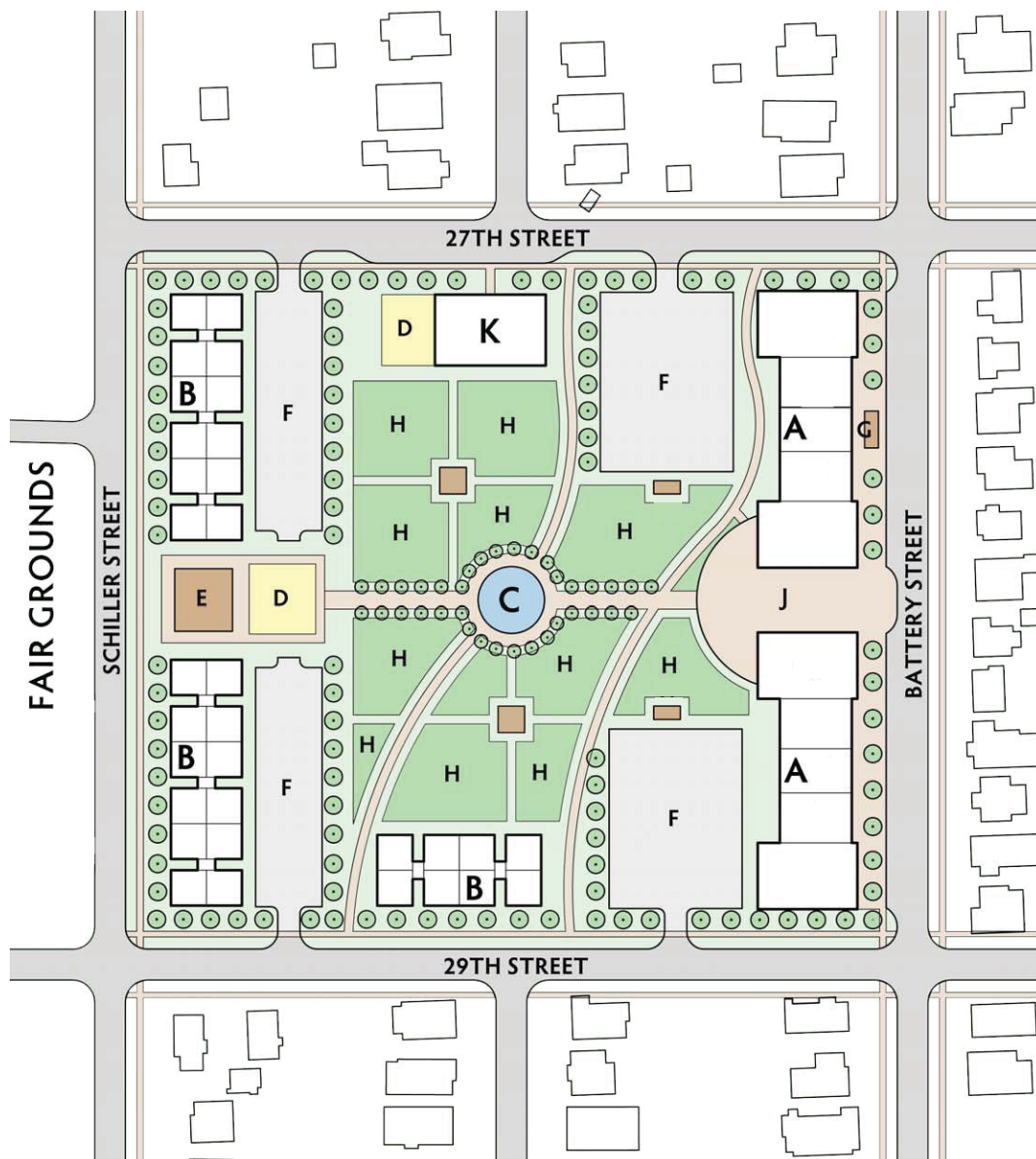
Sunset Terrace: This site presents challenges, since there are still active negotiations and discussions among the City, the State and MHA, in regard to various alternatives for the future of the property. As noted, this site is adjacent to the Pulaski County Fairgrounds, and the City recently provided a ten-year flow of funds to encourage the Fairgrounds to remain within the City, at its present site, and expand its facilities in the nearby area. As is the case with much public housing, this site is located in an area without many amenities. Alternatives under consideration include: 1) redevelop both existing blocks in situ (2011 plans were developed with this concept in mind, shown to the right and on next page); 2) redevelop the eastern block and swap the western block for the Veterans Home site; and 3) sell the site to the City/State/County/ Fairgrounds and replace the units elsewhere within the neighborhood, on a clustered in-fill basis.

The Plan assumes that redevelopment will occur on half of the Sunset site under the first phase of its redevelopment, with the remaining half available for a potential sale or transfer to another entity, including potentially the adjacent Fairgrounds. Phase 1 will result in a total of 48 units, 24 of which are replacement "deep subsidy" units, along with 16 tax credit units without deep subsidy, and 8 market rate units, the latter of which may include some non-federal subsidy to lower costs to current market rates.

The second phase will consist of off site redevelopment at various existing or yet to be acquired sites within, and potentially outside of, the Choice Neighborhood. Several potential sites have been identified as possibilities, discussed further in this section. Phase 2 will result in a total of 120 units, including 40 senior units of which 14 are replacement deep subsidy units, along with 16 tax credit units and 10 market rate units, also potentially involving some form of non-federal subsidy to achieve the required rent levels. Additional units to be developed will include 24 new single family units, potentially at the Madison Heights site; 12 in-fill Section 8 homeownership units; and 44 in-fill rental units.



Creating Connectivity



Sunset Terrace Redevelopment Plan:

- A Mixed use building - services on bottom level and apartments on top levels
- B Apartments
- C Splash Park
- D Playground
- E Pavilion
- F Parking
- G Bus stop
- H Green space - community gardens / park
- J Amphitheater
- K Day care facility

Creating Connectivity

Elm Street Apartments: This apartment complex occupies half of a block, although the entire site is owned by MHA. The redevelopment plan calls for two phases, with the first being a new construction project on the vacant half of the block as well as key parcels facing the block, as can be seen in the graphic below. The second phase calls for renovating the existing apartment block, adding an upper story as well (shown on following page). Phase 1 will result in 36 new family units. Phase 2 would redevelop the existing 50 SRO units and add eight (8) additional units.



Creating Connectivity



Creating Connectivity

The following chart summarizes the anticipated unit counts for each phase of the redevelopment, along with the income mixing targets to be achieved.

Development Phase	Income Targeting: <30% 40-60% 30-50% 60-100%				
	Without CN	Replacement	LIHTC Only	S8 HO	Market Rate
Elm St. Phase1	36	30	6		0
Sunset Terrace Phase 1	48	24	16		8
Elm St. Phase 2	58	50	8		0
Sunset Terrace Phase 2					
Senior	40	14	16		10
Madison SF	24	6	16		2
In-Fill Homeownership	12	0	0	12	0
In-Fill Rental	44	0	40		4
New Family Dvpt	0	0			
	262	124	102	12	24
	120	20	72		16
	142	104	30		8
	262	124	102		24
Original Units	124				
Increase in Units	138				
Percent Increase	111%				

As the two target sites are redeveloped, MHA will accommodate relocation needs in several ways: 1) beginning with new off-site development first; 2) use of vacancies as they occur at other sites owned and controlled by the authority; and 3) MHA's tenant-based voucher program. MHA will maintain active communication with any residents who are relocated throughout any redevelopment process. MHA has previously carried out several successful redevelopment and relocation efforts, including Madison Heights, Amelia Ives, and Hollingsworth.

Strategies:

The overall strategy calls for using a combination of multi-family development on sites already under control by MHA, including Sunset Terrace, Elm Street and Madison Heights, or determined to be reasonably easy to obtain control. To supplement these sites, the Plan also envisions use of smaller-scale in-fill, but in clusters in order to maximize the impact, especially along and around the 12th Street Corridor, which is the major retail corridor through the target area.

- **Strategy #1:** Redevelop Elm Street Apartments as an initial early start project

MHA will use the vacant half block of the Elm Street site as an early start phase in 2014-15 with planning in 2014 and an application for tax credits in early 2015. The following chart looks at the comparative suitability for each of the three sites currently under MHA site control for

competing for 9% tax credits under the State's Qualified Allocation Plan. Sunset Terrace is still fully occupied, and thus would not be appropriate for a new on-site development in 2014. Both Elm Street and Madison Heights would be good candidates, especially since they are both close to required amenities.

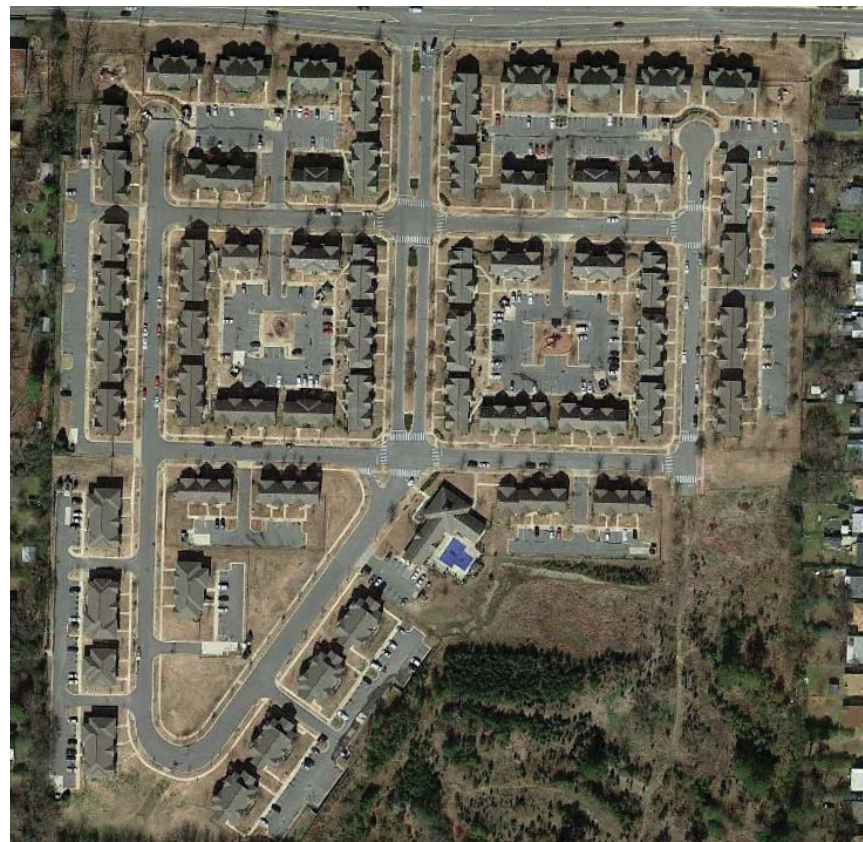
Amenities	Elm St. Site	Madison Heights Site	Sunset Terrace
Grocery Store	.29 mi Harvest Foods	.21 mi Family Dollar	.43 mi Harvest Foods
Medical Facility	.56 mi UAMS	.70 mi UAMS	1.25 mi Arkansas Childrens
Pharmacy	.30 mi USA Drug	.41 mi Walgreens	1.15 mi City Pharmacy
Schools	.28 mi Stephens Elementary	.25 mi Franklin Incentive Elem	.42 mi Ish Elementary
Public Transport	.27 mi to 12th St.	.23 mi to 12th St.	On adjacent street
Nuisances	Elm St. Site	Madison Heights Site	Sunset Terrace
Topo	Flat	Yes	Yes
Flood Plain	N/A	N/A	No
Railroad Tracks	N/A	N/A	Yes
Manufacturing	N/A	N/A	No
Environmental	N/A	N/A	Possible paint & asbestos issues
Highly Travelled Streets	.57 mi to 630	.46 mi to 630	1.53 mi to HW30
Highly Travelled Streets	.29 to 12th St.	.21 mi to 12th St	1.53 mi to HW30
Other	Elm St. Site	Madison Heights Site	Sunset Terrace
QCT	Yes	Yes	Yes

- ***Strategy #2:*** Secure RAD vouchers for Sunset Terrace to support redevelopment of the Elm Street site (application was filed as part of Portfolio Award application, October 2013)

HUD's new Rental Assistance Demonstration program (RAD) could be used to transfer subsidy from Sunset Terrace to the new development, allowing subsequent demolition of a portion of the Sunset Terrace site. RAD provides project-based Section 8 Rental Assistance for housing authorities to convert properties from public housing to Project-based Rental Assistance. As part of the conversion, a housing authority can borrow against the property as needed, or leverage with tax credits if capital needs are significantly beyond what can be afforded with available resources plus debt capacity. In October, 2013, MHA applied for RAD for all of its properties, and included Sunset Terrace through what is known as a Portfolio Award application. If awarded by HUD, the RAD vouchers for Sunset Terrace would be transferred to Elm Street to support the first phase of redevelopment of this site.

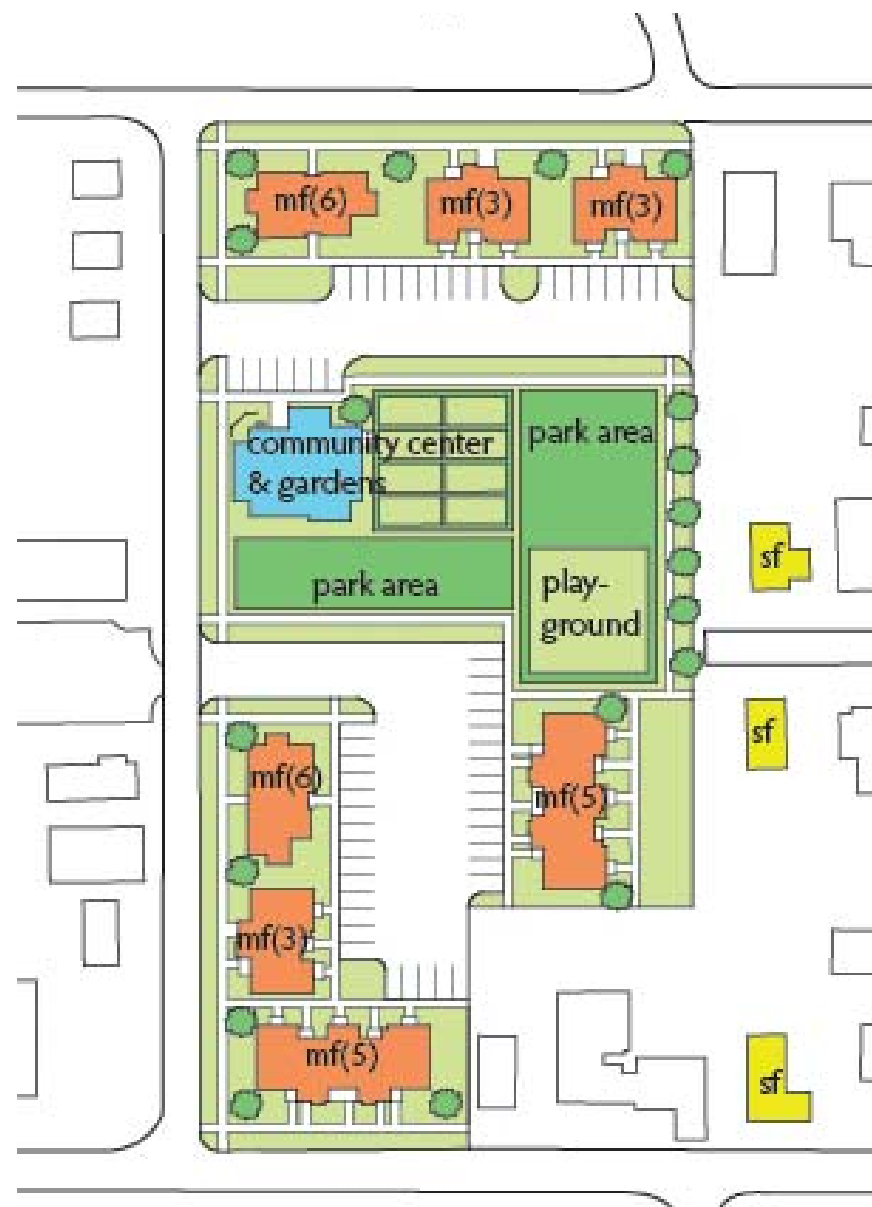
- **Strategy #3:** Acquire site control of off-site parcels to support Phase 2 of redevelopment of Sunset Terrace MHA is considering a number of potential off-site parcels in conjunction with Phase 2 of the Sunset Terrace redevelopment with particular emphasis on the following sites:

Madison Heights: This mixed-finance redevelopment of a previously distressed public housing site includes 338 units developed with partner McCormack Baron in four phases. The unit mix includes 33% replacement public housing (all with tax credit assistance as well as ACC subsidy); 25% market rate; and the balance as tax-credit “work force” only. One portion of the site is available for further development —the southeast quadrant, as seen in the aerial photo to the right. Although there are some topographical challenges, it is a buildable site and is under MHA control. It is zoned for residential, single family development and fronts on 12th Street, the primary commercial corridor through the Choice Neighborhood and the target for future economic development and investment by the City.



Creating Connectivity

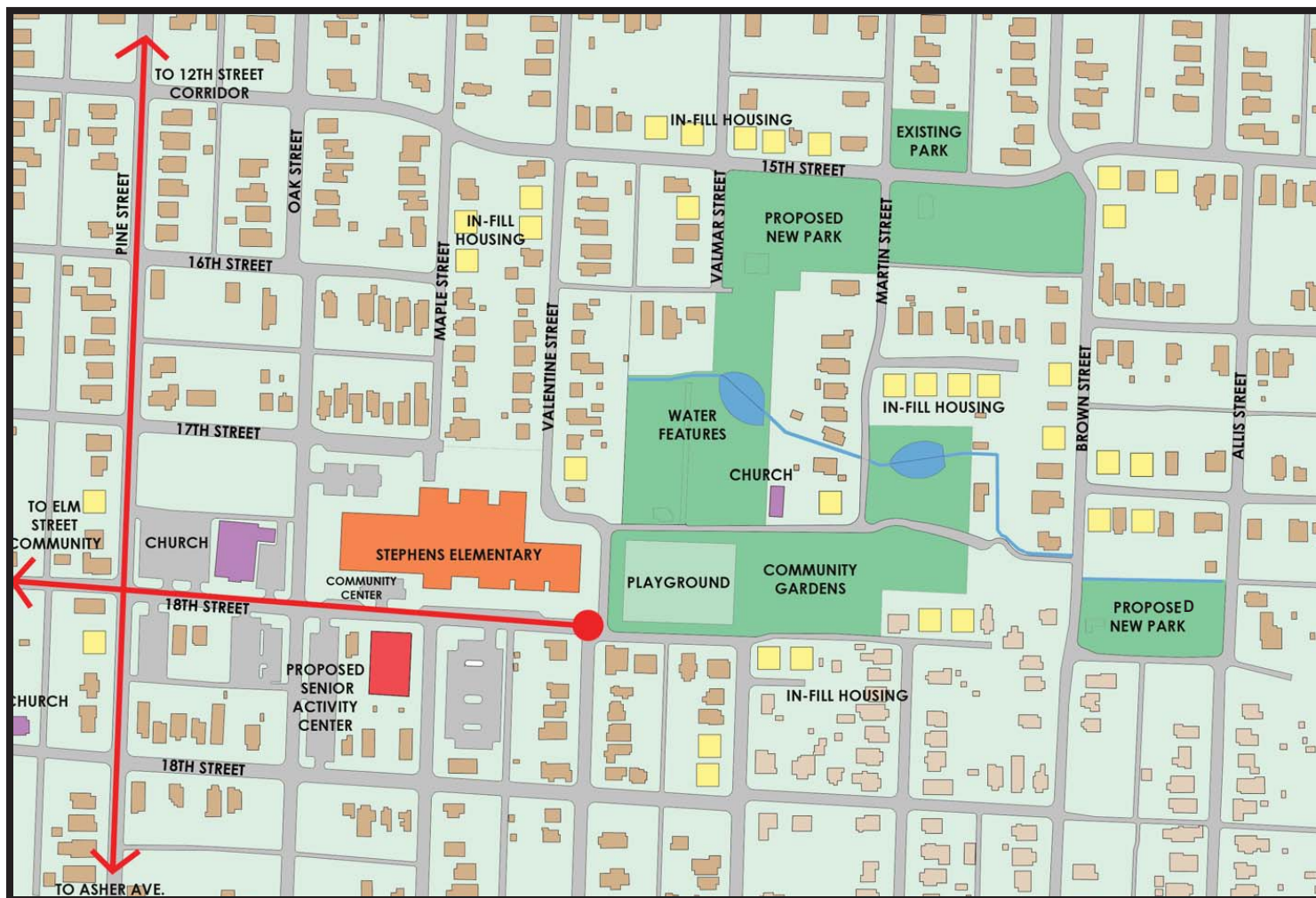
Veterans Home: In October of 2012, the Arkansas Department of Veterans Affairs closed the State Veterans Homes. Currently, MHA is in discussions with the State about acquiring this site. Funds have been committed for phase 1 environmental testing. The photo below shows the facility at the time of its closing. The plan to the right and the “After” sketch on the next page show one alternative for converting the site from “institutional” use to small-scale multi-family housing.





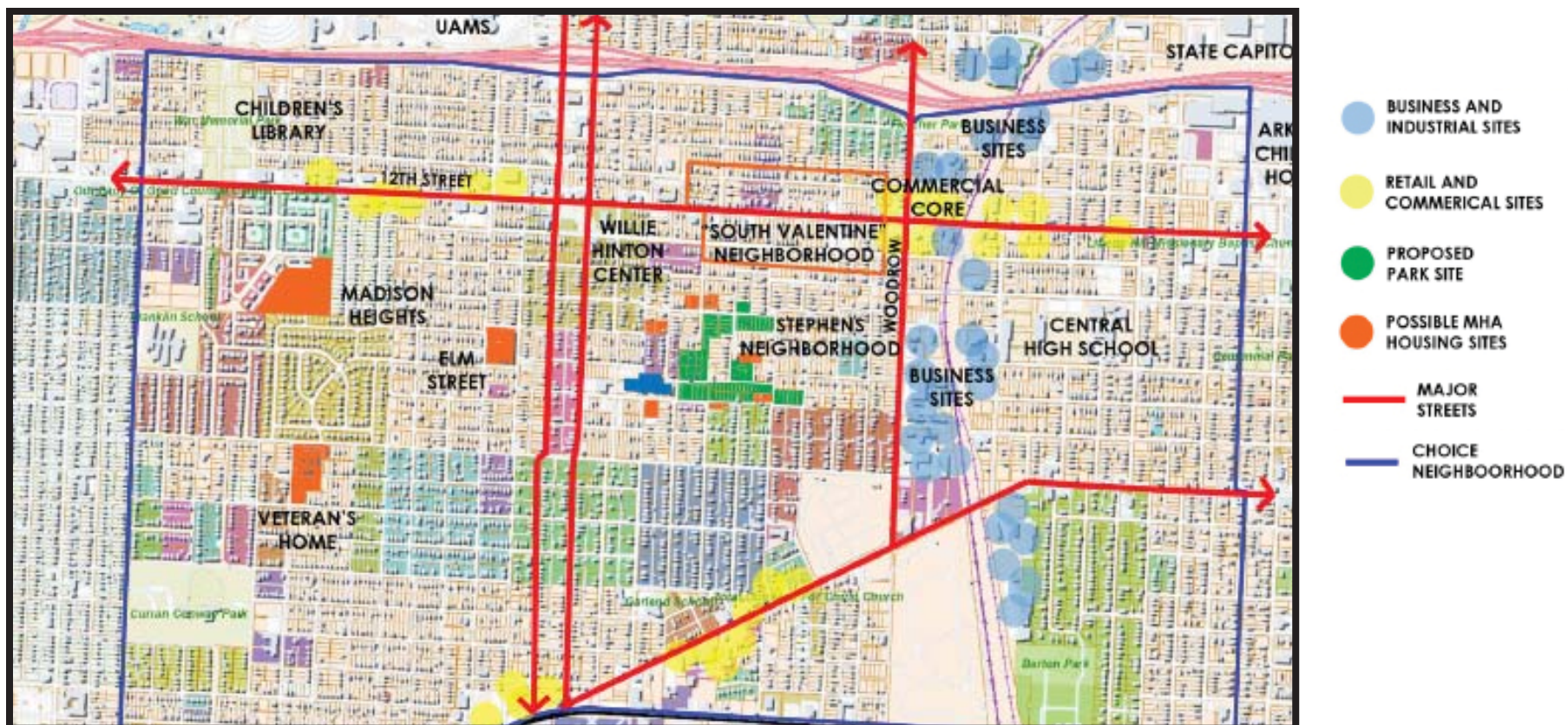
Creating Connectivity

Stevens Elementary Area: Still another small-scale plan is clustered around Stevens Elementary, as seen in the following area plan. This plan shows 32 new units of in-fill.



Creating Connectivity

Additional Potential Multi-Family Sites: Several other sites are still under consideration, including clustering around the key intersection of 12th Street and Woodrow, and another farther south on Woodrow near the cross street of Charles Bussey Avenue.



Creating Connectivity

- **Strategy #4:** Develop each phase with energy conservation measures, designed to maximum public safety, and meeting accessibility and visit ability standards, and fully “wired”

MHA will incorporate green building and energy efficiency measures in the new housing resulting from the redevelopment of Sunset Terrace and Elm Street, drawing on its experience with previous “green” redevelopments. MHA recently completed the development of Granite Mountain Senior Homes (Phase II of Homes at Granite Mountain shown in images below), a 40-unit senior mixed-income rental site featuring green building and design

strategies based on the Enterprise Green Communities standards. Examples of the various green measures incorporated into the site included solar electricity generating panels, solar hot water heaters, Energy Star appliances, and rainwater harvesting collectors. These, along with additional measures, will be evaluated for inclusion in the redevelopment of the Choice Neighborhood target sites.



- ***Strategy #5:*** Maximize fair housing outreach

In October 2010, the City of Little Rock developed a fair housing study entitled: "An Analysis of Impediments to Fair Housing in Little Rock." Key recommendations from the study that will inform the implementation of this Transformation Plan include the following:

- Continue to work with local banks, developers and non-profit organizations to expand the stock of affordable housing, and expand funding for first-time home buyer mortgage assistance.
- Adopt inclusionary zoning as one alternative means of promoting balanced housing development.
- Target some of fair housing education and outreach to the rapidly growing Hispanic and immigrant populations, especially those who are more likely to be entering the home-buying or rental markets.
- Support financial literacy, and encourage lenders and the Little Rock School District to expand homeownership and credit counseling classes as part of the high school curriculum.

(See Appendix 16 for the full text of the study)

Also, any relocation outside the target area will need to meet HUD's Site and Neighborhood standards. Should any RAD project-based vouchers be used other than on the original site, the Site and Neighborhood standards will also apply. The RAD program will generally be supportive of project-based vouchers used in conjunction with tax credit development, and in other areas where significant reinvestment is occurring such as along 12th Street Corridor, for example.

- ***Strategy #6:*** Evaluate the potential for creating a LEED-ND Village at Sunset Terrace

In an effort to incorporate sustainability principles into the housing strategy, MHA will evaluate the potential for creating a LEED Neighborhood Development (LEED ND) Village at Sunset Terrace as part of the site's redevelopment. LEED ND is a rating system that integrates the principles of smart growth, urbanism and green building into a methodology for evaluating neighborhood design. After considering each of the redevelopment sites described in this Plan, MHA chose to apply the LEED ND framework at Sunset Terrace given it is currently owned by MHA and the on site phase of its redevelopment will occur early in the overall implementation period.

MHA completed a preliminary evaluation of the Sunset Terrace site using the LEED ND (see appendix #1) program scoring criteria during the CN planning process. Based on the preliminary site and redevelopment plan analysis, the Sunset Terrace site appears to satisfy the prerequisites for LEED ND certification. The project scores 45 points (40 required for certification) and has 18 potential points based on specific site and unit design. This places the Sunset Terrace redevelopment at Basic certification, well within the Silver certification range (50-59 Points) and within reach of Gold certification (60-79 Points).



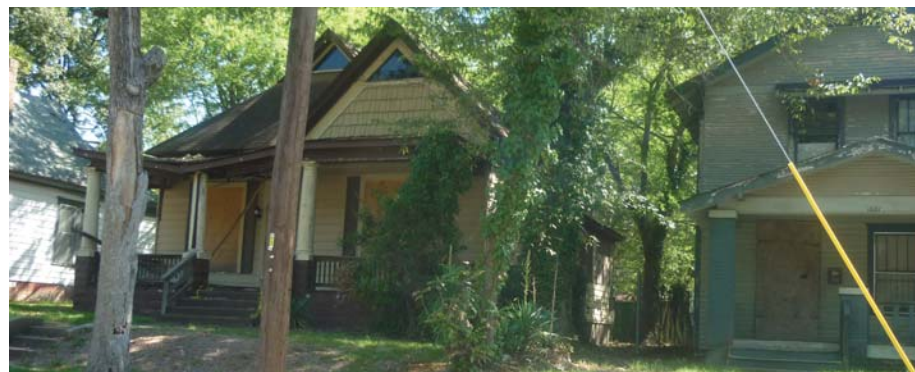
Priority Outcome #2:

Stabilize neighborhood housing

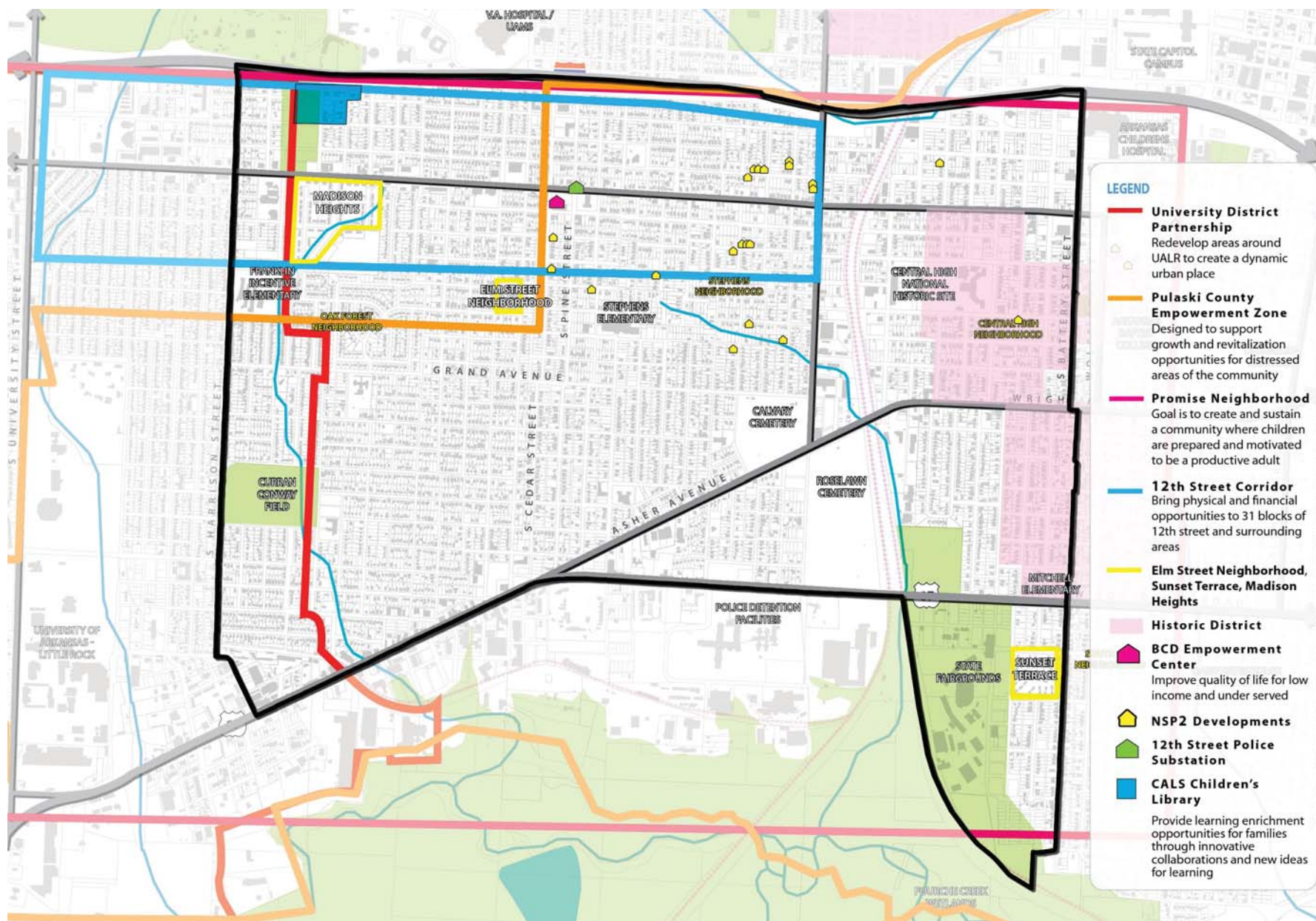
Goal: Stabilize and improve the quality and condition of unassisted housing within the Choice Neighborhood.

- **Objective #1:** Reduction in vacant lots and demolition of substandard housing by 10-15 units per year

There are large numbers of vacant lots within the Choice Neighborhood area. The Little Rock NSP2 consortium, consisting of the City of Little Rock, BCD, Habitat for Humanity and MHA, began the process of redeveloping vacant and foreclosed housing in portions of the Choice Neighborhood through NSP2 grant activities (see map on next page for completed NSP2 developments). This Plan envisions leveraging the momentum and successes resulting from this effort to make further strides in reducing the incidence of vacancy, blight and substandard housing throughout the entire neighborhood area as part of the Plan's scattered site, in-fill replacement strategy. Map of the vacant lots and boarded up houses throughout the entire choice neighborhood is on page 66.



Creating Connectivity





- **Objective #2:** Increase building permits in private developments by 5% year over year

The residential market study conducted as part of the planning process noted the lack of new homeownership development in the Choice Neighborhood in recent years, and the absence of active home builders in the area. A mid- to long-term objective of this Plan is to stimulate increased building activity as a by-product of the public housing redevelopment, and neighborhood investments by the City of Little Rock. This Plan envisions the planned upgrades to all of the distressed multi-family housing in the neighborhood will have a positive spillover in the larger target area, and will work to change perceptions of the area by both residents and those outside the neighborhood.

- **Objective #3:** Upgrade existing housing in neighborhood

Portions of the existing housing stock in the Choice Neighborhood exhibit signs of distress and need for repair, demonstrated in part by the number of vacant units and boarded up homes, as shown in the following chart. MHA will seek to address this issue under its Phase 2 strategy for redeveloping Sunset Terrace, supplemented by the efforts of CN partners to provide resources and assistance to existing homeowners.

Little Rock CNI Overview of All Housing

Group	Units	Percent
Assisted Multi-Family	462	8%
Private SF units--Occupied	2,644	47%
Vacant Lots*	1,049	19%
Boarded up & Distressed Units*	375	7%
Small MF (2-9 Units)**	129	2%
Vacant Units	994	18%
Totals	5,654	100.0%

*Based on sample windshield survey

**Based on estimate from Census Data

Strategies:

- **Strategy #1:** Prioritize replacement housing as scattered site infill.

While a substantial portion of the replacement housing to be developed will occur at the existing Sunset Terrace and Elm Street sites, MHA will prioritize additional replacement housing as scattered site infill in conjunction with Phase 2 of the Sunset Terrace redevelopment. These units will include 12 in-fill homeownership units and 44 in-fill rental.

- **Strategy #2:** Catalyze neighborhood investment through infill strategy, continued blight removal, promotion of investment along 12th Street Corridor

MHA envisions that the spillover effect of the housing to be developed will spark additional neighborhood investment and will seek as an ongoing strategy throughout the implementation process ways to leverage this momentum. Examples of potential initiatives which MHA envisions emerging to further reduce vacant lots, boarded up units and distressed occupied units include the following:

- Working with local non-profits to target areas within the target area that have concentrations of vacant lots and boarded up housing;

- Strict code enforcement to persuade owners to address boarded up units;
- Tax incentives for those purchasing and putting units back into service;
- Low-interest loans for owners to put units back into service, or purchasers to acquire and rehab (such as HUD's Section 203k loan program, and/or a local fund supported by banks and Arkansas foundations);
- Sponsoring home makeover or most improved porch contests;
- Organizing block beautification projects—house signs; street signage and banners; summer youth programs for grass cutting and yard maintenance; improved unit address numbering;
- **Strategy #3:** Acquire, rehab and convert existing single family properties into Section 8 homeownership units

MHA will seek to acquire, rehabilitate and convert a total of 12 existing single-family units as Section 8 homeownership units as part of Sunset Terrace, Phase 2. These units will be affordable to families initially earning 30-50% of AMI.

Additional strategies will be considered for helping

homeowners and renters in the neighborhood to upgrade their properties as the implementation process evolves, such as:

- Offering tax abatement for upgrades for a set number of years;
- Providing a Homeowner Loan Improvement program;
- Providing loans for landlords to upgrade their properties, with agreements that protect the tenants;
- Targeting housing authority assistance to purchasers of homes in the area as well as holding open house tours of for-sale properties in the neighborhood;
- Organizing the “good landlords” and working with them to help solve the problem of “bad landlords”;
- Establishing goals for increasing homeownership rate in the neighborhood, and tracking by area;
- Provide recognition for Realtors based on their achievements in selling homes in the neighborhood;
- Providing weatherization services for the older homes in the neighborhood—for example, as can be seen in the charts at right, more than half of the housing in the target area was built between 1940 and 1960, and another 20% was built prior to that. Even if well-constructed, housing of that age does not meet current standards for energy efficiency. (insert “Building Age” asset map)

Priority Outcome #3:

De-concentrate poverty

Goal: Reduce the concentration of poverty that exists at Sunset Terrace, where 23.51% of the households are living below the poverty line. (see map on next page)

- **Objective #1:** Mix incomes at each site wherever possible (deep subsidy replacement units, affordable units, and market rate as the market will support)

MHA will seek to achieve a mix of incomes in each phase of the redevelopment through a combination of funding sources aimed at serving various income levels, including a market rate component in each phase of the Sunset Terrace redevelopment. The housing to be developed will consist of a range of new multi-family units, senior rental, and single family units, all targeted at various income ranges from 30 – 100% of AMI.

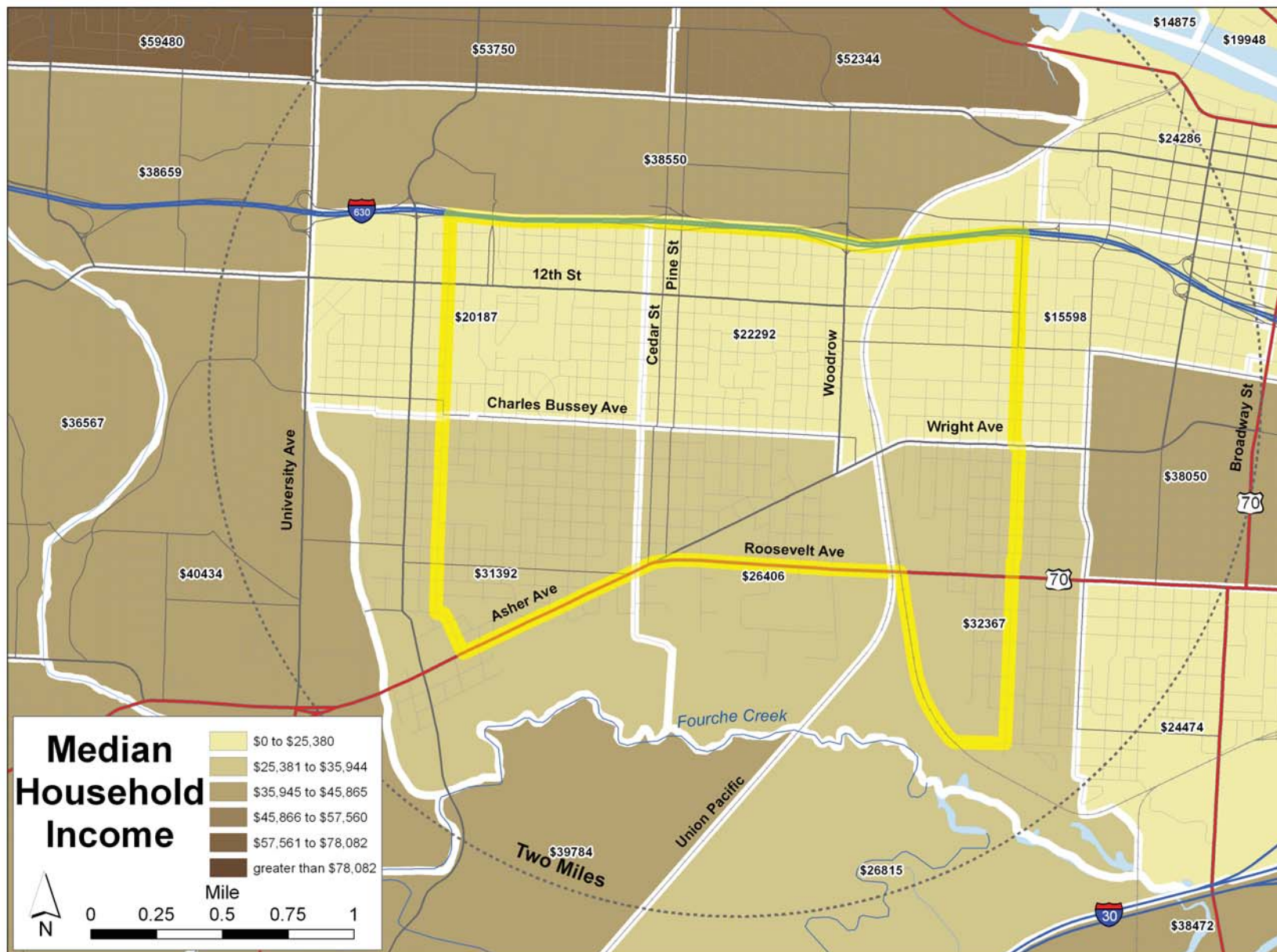
- **Objective #2:** Develop 56 scattered site, infill units

Phase 2 of redeveloping Sunset Terrace will result in a total of 56 in-fill units at various sites within, and potentially outside of, the Choice Neighborhood. This will include 12 in-fill Section 8 homeownership units and 44 in-fill rental units.

- **Objective #3:** Partner with other development efforts

As discussed previously, MHA envisions the initial phases of the Sunset Terrace and Elm Street redevelopments will catalyze additional redevelopment and investment in the Choice Neighborhood, in addition to the impact of the City's investments along 12th Street. MHA will seek to partner with these development efforts to the greatest extent possible and establish synergies and economies of scale.

Creating Connectivity



Creating Connectivity

Strategies:

- **Strategy #1:** Redevelop a portion of Sunset Terrace as a new multi-family development

The replacement housing to be built on site at Sunset Terrace as Phase 1 of the site redevelopment will feature a mix of 24 replacement Public Housing units and 16 Low-Income Housing Tax Credits units for a total of 48 family units.

- **Strategy #2:** Develop a new mixed income multi-family development on the vacant portion of the Elm Street site

Similar to Sunset Terrace, Phase 1 of the Elm Street redevelopment will feature a mix of replacement Public Housing and tax credit units, all targeted towards families, with 30 of the former and six of the latter. While this will result in only a modest amount of mixed income development, it will set the stage for increasing degrees of income mixing in subsequent phases of the redevelopment of the target sites.



- **Strategy #3:** Develop new single family homes & duplexes as infill units

Small-scale development to replace formerly concentrated public housing, especially through in-fill, helps achieve de-concentration of poverty by dispersing low-income households who were previously all located at a public housing site, throughout the neighborhood. Insofar as the location of these new units are chosen strategically, they can also strengthen areas that are already improving (e.g., 12th Street Corridor), and help build momentum—which should result in economic stimulus and broader increase in incomes.

A portion of the new single family housing to be developed will occur at Madison Heights given this parcel has long been planned for single-family homes and that is what the current zoning allows. The Plan calls for development of new construction rental units, single-family, with only a small percentage of market rate units (<10%), such that they can be absorbed easily (2 of 24 units). Madison Heights already has a substantial percentage of market rate units in the first three phases of rental development: 33%.

- **Strategy #4:** Use Project Based Vouchers to “buy” into newer tax credit projects both inside and outside the CN area

RAD Vouchers can be transferred to sites other than the original HUD-assisted site(s), and insofar as they are project-based at either existing or new construction low-income housing tax credit projects, they can integrate the deep subsidy units in among units serving workforce households. A typical approach is to limit the deep subsidy units in this context to 20-25% of the total units—which of its nature de-concentrates the low-income households that were previously all at one site.

- **Strategy #5:** Transfer RAD Vouchers from Sunset to other smaller sites

If successful in converting the current units at Sunset Terrace to RAD Vouchers, MHA will gain a critical tool to pursue an off site strategy for building replacement housing. By transferring RAD Voucher assistance to off site locations, MHA seeks to increase the amount of affordable housing within the Choice Neighborhood while reducing the current over concentration of Public Housing units at Sunset Terrace.

“With or without Choice Neighborhoods”

Through a combination of several modest-sized 9% tax credit projects with debt supported through the RAD program, and potentially proceeds of sale from part or all of the Sunset Terrace site, MHA can achieve the redevelopment of the HUD-assisted housing sites over the course of five or six years. The following is a conceptual budget for the total redevelopment effort.

Award of a Choice Neighborhoods Initiative Implementation grant would accelerate the redevelopment process, and more important, expand its impact significantly, with a broader mix of income groups

served, many additional units, and funding of critical community improvements.

Site control is not a major issue. However, overall rental market conditions, and high vacancies at existing tax credit developments will be challenging when competing for 9% credits. Award of a CNI Implementation Grant will increase the competitiveness of tax credit applications (fewer tax credits needed per unit), and would translate into a much greater impact overall on the neighborhood—accelerating the area-wide transformation.

Development Phase	Units	Debt	LIHTC Equity	Market Debt	Other Soft Funds	Total	Uses	Surplus/GAP
Elm St. Phase1	36	\$ 862,410	\$ 4,466,146	\$ -	\$ -	\$ 5,328,556	\$ 5,220,000	\$ 108,556
Sunset Terrace Phase	48	\$ 862,410	\$ 5,706,742	\$ 448,000	\$ -	\$ 7,017,152	\$ 6,960,000	\$ 57,152
Elm St. Phase 2	58	\$ 1,012,295	\$ 6,550,348	\$ -	\$ -	\$ 7,562,643	\$ 7,656,000	\$ (93,357)
Senior	40	\$ 283,443	\$ 3,336,776	\$ 520,000	\$ 1,000,000	\$ 5,140,219	\$ 5,200,000	\$ (59,781)
Madison SF	24	\$ 172,482	\$ 2,729,312	\$ 116,000	\$ 462,206	\$ 3,480,000	\$ 3,480,000	\$ (0)
In-Fill Homeownership	12	\$ 360,000	\$ -	\$ -	\$ 423,000	\$ 783,000	\$ 783,000	\$ -
In-Fill Rental	44	\$ 1,034,892	\$ 4,310,912	\$ 580,000	\$ 454,196	\$ 6,380,000	\$ 6,380,000	\$ -
New Family Dvpt	0	\$ -	\$ -	\$ -	\$ -	\$ -		
	262	\$ 4,587,932	\$ 27,100,236	\$ 1,664,000	\$ 2,339,402	\$ 35,691,569	\$ 35,679,000	\$ 12,570

Creating Connectivity

The following chart illustrates a comparison between a likely redevelopment without a CNL Implementation Grant, and what could be achieved with a Grant, including enhanced levels of unit production and income mixing.

Unit Production Goals

Development Phase	Income Targeting: <30% 40-60% 30-50% 60-100%					<30% 40-60% 30-50% 60-100%					Proof
	Without CN	Replace-ment	LIHTC Only	S8 HO	Market Rate	With CN	Replace-ment	LIHTC Only	S8 HO	Market Rate	
Elm St. Phase1	36	30	6		0	46	30	10		6	0
Sunset Terrace Phase 1	48	24	16		8	48	24	16		8	0
Elm St. Phase 2	58	50	8		0	58	50	8		0	0
Sunset Terrace Phase 2											0
Senior	40	14	16		10	40	14	16		10	0
Madison SF	24	6	16		2	24	6	16		2	0
In-Fill Homeownership	12	0	0	12	0	24	0	0	24	0	0
In-Fill Rental	44	0	40		4	80	0	60		20	0
New Family Dvpt	0	0				80	0	60		20	0
	262	124	102	12	24	400	124	186	24	66	0
	120	20	72		16	248	20	152		52	
	142	104	30		8	152	104	34		14	
	262	124	102		24	400	124	186		66	
Original Units	124					124					
Increase in Units	138					400					
Percent Increase	111%					323%					

Creating Connectivity

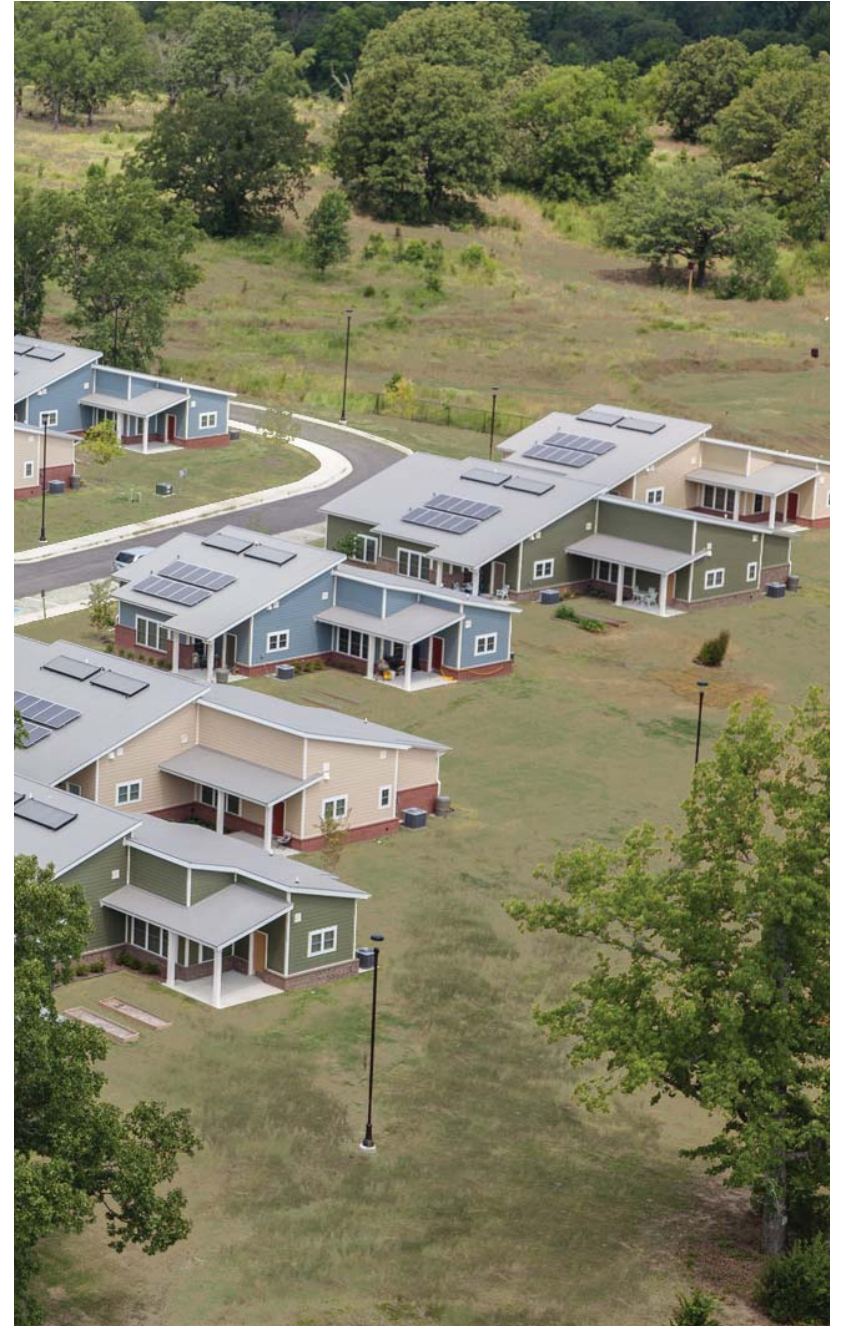
The addition of a CNI Implementation Grant would accelerate the process and increase the reach of the revitalization, resulting in still more affordable rental and homeownership units, spread more thoroughly throughout the area, and providing a greater catalytic effect in support of transforming the Choice Neighborhood.

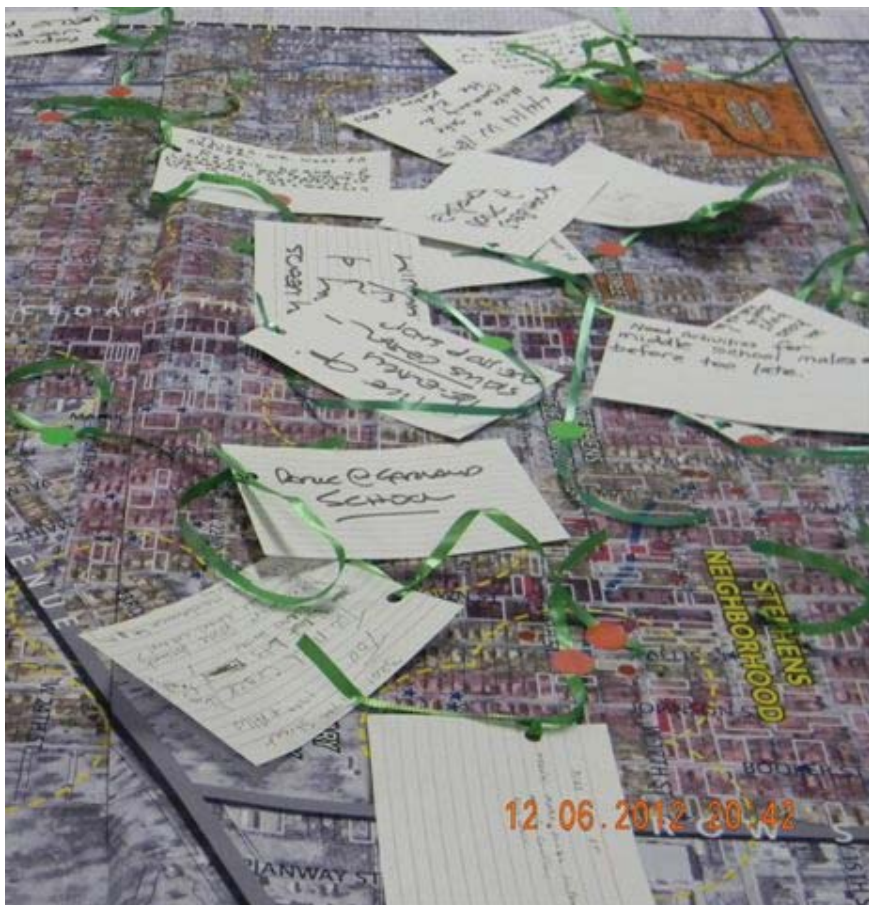
The following is a conceptual budget for the total redevelopment effort with an Implementation Grant.

Development Phase	Units	Debt	LIHTC Equity	Market Debt	CN Grant	Other Soft Funds	Total	Uses	Surplus/GAP
Elm St. Phase1	46	\$ 862,410	\$ 4,962,385	\$ 336,000	\$ 1,843,206	\$ -	\$ 8,004,000	\$ 8,004,000	\$ -
Sunset Terrace Phase	48	\$ 862,410	\$ 5,706,742	\$ 448,000	\$ 1,403,430	\$ -	\$ 8,420,582	\$ 8,420,582	\$ -
Elm St. Phase 2	58	\$ 1,012,295	\$ 6,550,348	\$ -	\$ 1,531,200	\$ 93,357	\$ 9,187,200	\$ 9,187,200	\$ -
Senior	40	\$ 283,443	\$ 3,336,776	\$ 520,000	\$ 1,028,044	\$ 1,000,000	\$ 6,168,263	\$ 6,168,263	\$ -
Madison SF	24	\$ 172,482	\$ 2,729,312	\$ 116,000	\$ 696,000	\$ 462,206	\$ 4,176,000	\$ 4,176,000	\$ -
In-Fill Homeownership	24	\$ 720,000	\$ -	\$ -	\$ 1,159,200	\$ -	\$ 1,879,200	\$ 1,879,200	\$ -
In-Fill Rental	80	\$ 1,839,808	\$ 8,823,844		\$ 3,256,348		\$ 13,920,000	\$ 13,920,000	\$ -
New Family Dvpt	80	\$ 1,839,808	\$ 8,823,844	\$ -	\$ 3,256,348	\$ -	\$ 13,920,000	\$ 13,920,000	\$ -
	400	\$ 7,592,655	\$ 40,933,250	\$ 1,420,000	\$ 14,173,777	\$ 1,555,563	\$ 65,675,245	\$ 65,675,245	\$ -

Part 5:

NEIGHBORHOOD





Neighborhood Vision

Through its resident outreach process and data collection, MHA identified the following Neighborhood areas of focus for addressing the needs of the residents at the target sites of Sunset Terrace and Elm St. Apartments and the surrounding Choice Neighborhood:

- Improve public transport conditions
- Improve sidewalks and lighting
- Develop and help manage community gardens
- Enhance existing parks

The Little Rock Choice Neighborhood: Creating Connectivity effort, MHA, the Neighborhood Lead- the City of Little Rock, and other partners are working to improve geographical infrastructure of the neighborhood in order to create stronger connections to resources and amenities.

The following outlines the priority outcomes identified through extensive engagement and outreach with site residents and discussion and analysis with community partners and stakeholders, along with supporting goals and strategies to achieve the stated outcomes.

Priority Outcome #1:

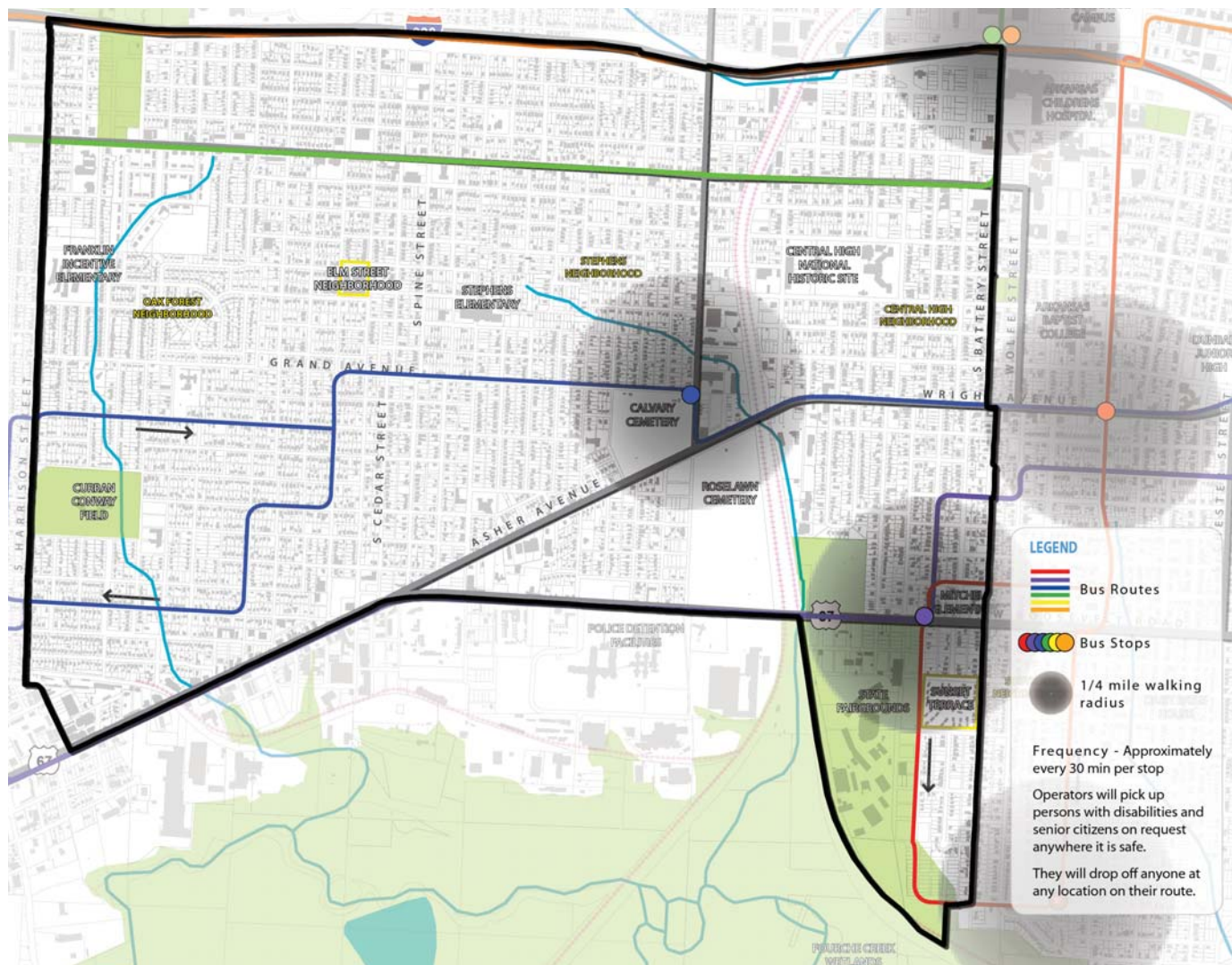
An improved public transportation experience for Choice Neighborhood residents.

Goal: Create better overall bus stop conditions for Choice Neighborhood bus riders.

- **Objective #1:** Replace missing or inadequate bus signage at existing bus stops by 2017.

Strategies:

- **Strategy #1:** Partner with the City of Little Rock to add signage to existing bus stops in the Choice Neighborhood.



Priority Outcome #2:

A more walkable Choice Neighborhood that encourages residents to walk their neighborhood resulting in more active and healthy residents and an increased sense of community and safety.

Goal: Increase walkability within Choice Neighborhood through the development of improved sidewalks and increased lighting. (see appendix #9 for map of existing sidewalks)

- **Objective #1:** To increase the number of sidewalks and to improve the condition of damaged sidewalks within Choice Neighborhood by 2017.
- **Objective #1:** To increase the number of street lamps within Choice Neighborhood by 2017.

Strategies:

- **Strategy #1:** Through partnership with the City of Little Rock and the residents of Wards 1 and 2 within Choice Neighborhood, work to identify the placement of lighting throughout the neighborhood.
- **Strategy #1:** Through partnership with the City of Little Rock and the residents of Wards 1 and 2 within Choice Neighborhood, work to identify the placement of new sidewalks and sidewalk repair throughout the neighborhood.

Priority Outcome #3:

A more unified, self-reliant community with the skills and capacity to effectively garden and produce nutritious food.

Goal: Develop and help manage community gardens on site at Elm Street, Sunset Terrace, and the surrounding Choice Neighborhood.

- **Objective #1:** Expand the number of community gardens throughout Choice Neighborhood to increase opportunity for recreation and exercise by 2017.
- **Objective #1:** Produce more green space within Choice Neighborhood by 2015.

Strategies:

- **Strategy #1:** Partner with the City of Little Rock and big-box stores to provide resources and material to create and maintain community gardens
- **Strategy #1:** Partner with anchor institutions to help fund the maintenance of the gardens and to provide learning material and support for proper gardening.

Priority Outcome #4:

A community unified by a sense connection through a public space.

Goal: Increase the number of residents using parks and participating in recreation within the existing parks inside of Choice Neighborhood.

- **Objective #1:** To enhance parks within Choice Neighborhood (Barton Park and Curren Conway Field) by adding updated equipment by 2017.
- **Objective #1:** To improve the maintenance of lawn area and schedule more trash pick-ups during periods of heavy usage (such as holidays) by 2017

Strategies:

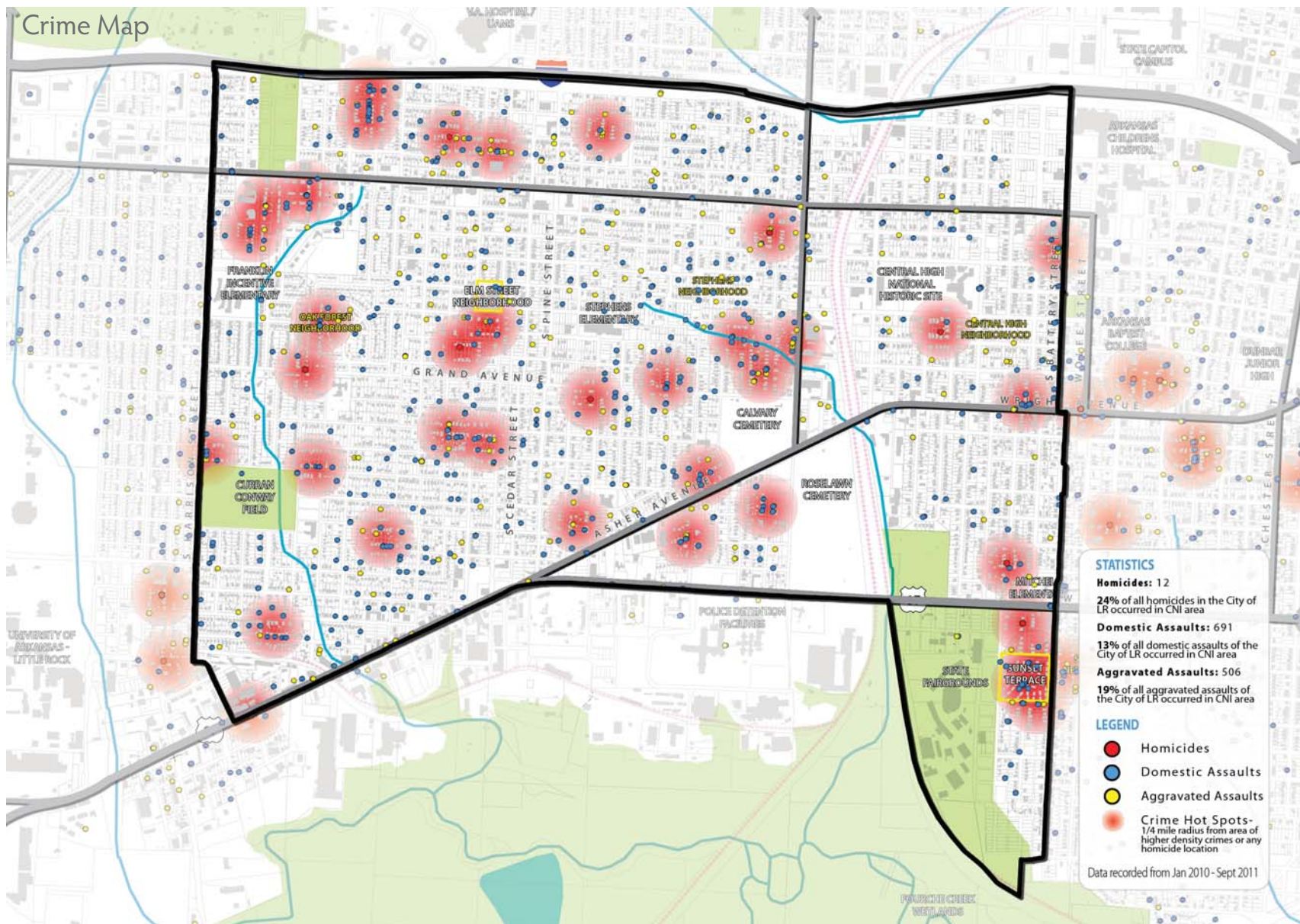
- **Strategy #1:** Partner with the City of Little Rock to make park improvements and maintain the integrity of the parks
- **Strategy #1:** Connect residents to the park by asking neighborhood associations, churches, local businesses, and organizations to adopt the parks on a monthly basis to encourage recreation and to build a sense of unity.

Crime and Safety Issues

The 12th Street Station (a police substation) within the Choice Neighborhood will increase the police officer and police vehicle presence in the neighborhood, proven deterrents of crime. New code enforcement equipment and personnel assigned to enforce ordinances regarding graffiti and vacant, unsecured residential structures, cutting of weed lots, and demolition of unsafe residential structures are being funded by the City of Little Rock's New Tax (LR Cent) revenues dedicated to improving the neighborhoods of Little Rock.

Another strategy to increase safety includes supporting the City of Little Rock Re-Entry program and Pulaski Technical College in working to improve employment outcomes and establish a network of services for ex-offenders. Additionally, the selling and using of drugs has been a major issue for the neighborhood along with a high occurrence of domestic violence. These are additional areas of concern that will be assessed further as the transformation effort evolves.

Creating Connectivity



Strategies for Addressing Area Distress

In efforts to alleviate high foreclosure rates, vacant lots, and boarded up houses, the City of Little Rock will demolish 10-15 houses per year for the next three years within Choice Neighborhood. This will enable the City to save tax payers hundreds of thousand dollars each year, increase the property value of existing homes, and deter crime often associated with abandoned property. Overall, this approach would benefit Choice Neighborhood residents and the City of Little Rock as a whole. Choice Neighborhood residents have also expressed an interest in the creation of pop-up parks as a way to redefine newly vacant spaces. Choice Neighborhood and MHA is committed to supporting residents in the creation of theme centered pop-up parks throughout the neighborhood.

Building upon Neighborhood Assets

Great communities offer choices for residents that live within them. Therefore, the Little Rock Choice Neighborhood has endeavored to leverage existing Neighborhood assets to improve the services, benefits, amenities and opportunities afforded to residents of all ages. The collaborative effort of Choice Neighborhood partners has served and continues to serve as a unifying force for the community through their commitment to its improvement and sustainability.

Part 6:

IMPLEMENTATION OF TRANSFORMATION PLAN

MHA and its partners will take a coordinated approach to leading implementation efforts and monitoring the successful execution of the strategies described in this Plan. The following section describes this approach in more detail.

Organizational Framework

An Implementation Steering Team, led by MHA and consisting of the Lead Entities in each core area of focus, will oversee implementation of the Choice Neighborhood Plan. The Lead Entities include:

- **People – MHA.** Chartered in 1937, MHA is the largest Public Housing Agency in the State of Arkansas, serving low to moderate income families through its Public Housing and Housing Choice Voucher (HCV) Program. LRHA has a total of 670 traditional public housing units, with an additional 157 apartments in two mixed finance complexes. MHA administers 2,025 HCV units and serves as the contract administrator for a HUD-financed senior development. In all, MHA provides housing assistance to some 8,000 individuals. As part of the housing services it provides, MHA operates a Family Self-Sufficiency (FSS) program to help HCV participants address their personal and economic self-sufficiency goals. MHA also has a unique understanding of resident needs in its Public Housing communities, along with Elm Street as well, and strong community partner relationships from which to help implement and coordinate People programs.
- **Housing – The Communities Group (TCG)/PIRHL team.** TCG will serve as the lead developer and brings extensive knowledge of the Little Rock Choice Neighborhood from its experience as a member of the Transformation Planning Team, and its role assisting MHA to secure and implement NSP2, federal stimulus, and tax credit funding to support the development of new and rehabilitated affordable housing from 2009 - 2012. TCG was founded in 1984 with a mission of supporting the development and operations of affordable housing throughout the United States, with a specialization in community revitalization. TCG is a national leader in both Choice Neighborhoods and its predecessor HOPE VI program, and in the Rental Assistance Demonstration (RAD) program. PIRHL will serve as codeveloper and contractor. PIRHL is a full-service developer, general contractor and owner of high quality single-family and multi-family housing. Founded in 2004, the company has developed 31 properties and 1,800 units, serving clients in the Midwest, Mid-Atlantic and Southeast regions.

- ***Neighborhood – the City of Little Rock.*** As the Neighborhood Lead, the City will play an important role in implementing the infrastructure improvements described in this Plan. The City is uniquely positioned to fulfill this role based on its current planning effort focused on the 12th Street Corridor, including development of the new 12th Street Police Substation. The City is an active partner in neighborhood revitalization and blight eradication efforts and employs an expert staff to implement effective redevelopment strategies. The City's Department of Housing & Neighborhoods has a budget of \$5.5 million and 103 employees and administers \$6.7 million in combined CDBG, Home Investment Partnership Fund (HIPP), and Neighborhood Housing Special Project (NHSP) funding for housing and neighborhood investment programs. The City provides Emergency Assistance for sewers and roofs, Wheel Chair Ramps, Economic Development Loans, and operates The Little Rock Land Bank Commission.

The Lead Entities on the Implementation Steering Team will work in close consultation with one another, along with community stakeholders and partners who have participated in the development of the Transformation Plan. These organizations will be tasked with ensuring that the actions taken during the implementation period are

consistent with the Guiding Principles adopted during the development of the Transformation Plan (see Decision Making section below) and that all committed resources are spent as planned.

In order to sustain and nurture the community coordination and communication established during the planning process, the Implementation Steering Team will rely on the Choice Community Council (CCC) to play a critical advisory and coordinating role. The CCC will provide leadership and strategic direction throughout the implementation phase by lending assistance to specific strategies, collaborating to identify and resolve obstacles to progress, and providing feedback from the perspective of the community. In this role, the CCC will help the Implementation Steering Team sustain the high level of transparency and accountability needed to make transformation possible.

The Lead Entities will coordinate on a regular basis to monitor and guide the progress of implementation efforts. Key coordination activities will include:

- Reviewing and providing feedback on progress in implementing adopted strategies and achieving associated goals
- Maintaining a shared vision of the planning goals to be accomplished to address the diagnosed needs

- Evaluating the effectiveness of transformation strategies
- Promoting ongoing community understanding and support for the Choice Neighborhood Transformation Plan
- Sharing updates on emerging issues

As with every plan, unforeseen events and developments will arise from time to time bringing new opportunities or impacts on the feasibility of adopted strategies. The Implementation Steering Team will rely upon the problem-solving capacities, creativity, and strong commitment of the CCC to assist in formulating alternative programmatic responses when necessary.

Decision Making

MHA and its partners will adopt a consensus based approach to decision making as issues and opportunities emerge during implementation. The CCC will play a key consultative role where appropriate, and any decisions likely to have a direct impact on residents will factor in their input and feedback. As mentioned earlier, the Guiding Principles adopted during the planning process will play a key role in helping to determine how decisions are made. In addition to providing a philosophical framework for the planning process, the Principles were used to orient planning participants and stakeholders

around common organizational vision for pursuing transformation in the Choice Neighborhood. As they did in the planning process, the Guiding Principles will serve as a guidepost throughout implementation of the Plan and to communicate to the community the core values embedded in the transformation effort. These principles include the following:

Non-use of Eminent Domain

MHA resolves not to use the power of Eminent Domain as part of any redevelopment efforts that are planned or emerge from the Choice Neighborhood planning effort.

Community Engagement

MHA believes that community engagement and participation are intrinsic and integral components of the effort to create a Choice Neighborhood. MHA will seek to create opportunities throughout the implementation process for residents of the targeted housing sites and the broader neighborhood to provide meaningful input on their vision and hopes for the redevelopment of the Choice Neighborhood.

Social Equity

MHA will provide neighborhood residents of all ages with opportunities and resources for an enhanced quality of life through improved access to social

services, amenities, healthy foods and environments, quality education, jobs and economic development, and capacity building efforts.

Quality Housing

MHA will fulfill the one for one replacement requirement applicable to any public housing unit that is demolished as a result of the Choice Neighborhood implementation and will provide resources through partnerships designated for the improvement of existing homes with the cooperation of the home owner.

Sharing Information

MHA is dedicated to sharing information with the broader community for the enhancement of the Choice Neighborhood as a whole.

Partnership

MHA will continue to create and build partnerships with federal, state, and local agencies, with nonprofit and for profit entities and academic institutions that are engaged in helping Choice Neighborhood residents. We value the innovation created through collaboration and recognize our inability to accomplish true transformation without it.

Preserving Integrity

MHA is committed to preserving the integrity of the Choice Neighborhood by making improvements and executing strategies within a framework that preserves the historic value and cultural essence of the neighborhood. We are committed to working alongside residents collaboratively to realize the community's vision. We are committed to improvements and strengthening the neighborhood, not gentrification and displacement.

Sustainable Community Building

MHA is committed to developing neighborhood-based strategies that address the key elements of sustainable community economic development, educational attainment, healthy living, accessible transportation, public safety, and environmental justice.

Resident and Community Participation

Residents of Sunset Terrace and Elm Street will be encouraged to participate in the implementation effort, including providing feedback on concept plans for the redeveloped housing, key amenities to be incorporated into the design plans, etc. MHA will be responsible for sharing updates and information with residents throughout the implementation process, in particular for

key milestones related to redevelopment of the target housing, relocation, and right of return. When seeking resident input, MHA will use a range of methods such as individual interviews, issue forums, and community surveys. For example, resident meetings will be held to provide information about the relocation process, as well as individual meetings with families to review their relocation options. The meetings will provide an opportunity for an informal discussion and give residents an opportunity to have questions answered.

The Sunset Terrace Resident Council has been active for decades in this community and will also advise the Implementation Steering Team in regard to resident needs and concerns. MHA will work with residents at Elm Street to develop a similar resident input mechanisms to facilitate ongoing communication and engagement.

Budget and Leveraged Resources

The following tables summarize the budget and leveraged resources associated with the goals, objectives, and strategies to be implemented for Housing, People and Neighborhood. While the resources needed to implement certain strategies in each area are yet to be obtained, MHA is in active discussion with a number of partners to secure leverage commitments and has plans in place to pursue key funding, particular for the Housing portion of the Plan. MHA and its partners view this Plan as a living document which will evolve and strengthen over time as initial successes are achieved and momentum is generated for a wider and deeper transformation of the neighborhood.

The following table presents the budget and leveraged resources for the Housing portion of this Plan.

Housing – Draft Goals and Strategies

Outcome	Goals	Strategy	Timeframe	Lead Entity	Leveraged Resources
1. Improve housing quality and housing environment for households in assisted housing	<ul style="list-style-type: none"> Redevelop 36 units at Elm St. Apartments (Elm, Phase 1) [46 units with a CNI Implementation Grant] 	<ul style="list-style-type: none"> Complete acquisition of the Elm Street Apartments site, with a vacant half block, which will serve as initial early start project; 	2014-15	MHA and Housing Lead	\$5.3 million - Total <ul style="list-style-type: none"> \$4.47 million – pending 2015 9% LIHTC application \$862,400 –Debt
	<ul style="list-style-type: none"> Redevelop 48 units Sunset Terrace (Sunset, Phase 1) 	<ul style="list-style-type: none"> Apply for RAD for Sunset Terrace to transfer subsidy to Elm Street site new development (application was filed as part of Portfolio Award application, October 2013); Relocate 1st block of Sunset Terrace residents, demolish units to prepare site for new development phase; 	2015-16	MHA and Housing Lead	\$7 million - Total <ul style="list-style-type: none"> \$5.7 million –pending 2016 9% LIHTC application \$862,400 –Debt \$448,000 – Market Debt
	<ul style="list-style-type: none"> Redevelop 58 units at Elm St. Apartments (Elm, Phase 2) 	<ul style="list-style-type: none"> Acquire site control of off-site parcels for future phases of redevelopment; Develop each phase with energy conservation measures, designed to maximum public safety, and meeting accessibility and visitability standards, and fully “wired”; 	2016-17	MHA and Housing Lead	\$7.5 million - Total <ul style="list-style-type: none"> \$6.5 million –pending 2016 9% LIHTC application \$1 million –Debt
	<ul style="list-style-type: none"> Redevelop 120 additional replacement units for Sunset Terrace (Sunset, Phase 2) on multiple potential sites—2nd block of Sunset Terrace; Madison Heights vacant parcel; in-fill lots; additional parcels to be acquired (e.g., Veterans’ Home; Mitchell School; South Valentine) [248 units with a CNI Implementation Grant] 	<ul style="list-style-type: none"> Maximize fair housing outreach; Evaluate the potential for creating a LEED-ND Village at Sunset Terrace 	2017-2020	MHA and Housing Lead, Other Potential Partners, such as Habitat; BCD	\$15 million - Total <ul style="list-style-type: none"> \$10.37 million – pending LIHTC equity \$1.49 million –Debt \$1.2 million – Market Debt \$1.9 million – Soft Funds

Housing – Draft Goals and Strategies

Outcome	Goals	Strategy	Timeframe	Lead Entity	Leveraged Resources
2. Stabilize neighborhood housing	• Reduction in vacant lots	• Prioritize replacement housing as scattered site infill	2015-2020	MHA and Housing Lead	To be determined
	• Increase in building permits	• Catalyze neighborhood investment through infill strategy, continued blight removal, promotion of investment along 12 th Street Corridor	Ongoing	MHA and Housing Lead, City, Other Partners and Potential Partners	To be determined
	• Upgrade existing housing in neighborhood	• Acquire, rehab and convert existing single family properties into 12 Section 8 homeownership units	Ongoing	MHA	\$783,000 - Total <ul style="list-style-type: none"> • \$360,000 –Debt • \$423,000 –Soft Funds
3. De-concentrate poverty	<ul style="list-style-type: none"> • Mix incomes at each site wherever possible (deep subsidy replacement units, affordable units, and market rate as the market will support) • Transfer RAD Vouchers from Sunset to other smaller sites • Develop/acquire in-fill homes/lots for replacement units • Partner with other development efforts 	• Redevelop a portion of Sunset Terrace as a new multi-family development	2015-16	MHA and Housing Lead	See Sunset Phase 1 above
		• Develop a new mixed income multi-family development on the vacant portion of the Elm Street site	2014-15	MHA and Housing Lead	See Elm Street Phase 1 above
		• Develop new single family homes & duplexes as infill units	2015-2020	MHA and Housing Lead	See Sunset Phase 2 above
		• Use Project Based Vouchers to “buy” into newer tax credit projects both inside and outside the CN area	Ongoing	MHA and Housing Lead, Other Partners and Potential Partners	To be determined

Creating Connectivity

The following table presents the budget and leveraged resources for the People portion of this Plan.

Outcome	Goal	Strategy	Lead Entity	Leveraged Resources	Timeframe
1. Increase overall awareness and access to medical services and preventive care among residents	<ul style="list-style-type: none"> • Increase access to health services within Choice Neighborhood • Improve community health through within Choice Neighborhood • Provide education about health to residents of Choice Neighborhood 	1a. Conduct outreach to educate parents about the advantages of the oral care program offered to Franklin Elementary and Stephens Elementary students and their siblings up to age 18.	MHA	\$5,750.00	2013-2014 School year campaign
		1b. Arrange for HIV/AIDS screenings onsite at Sunset Terrance and Elm St. on an annual basis	Arkansas Minority Health Commission	\$5,000.00	2014-2016
		1c. Educate residents about the benefits of the Affordable Care Act	Arkansas Minority Health Commission	\$7,500.00	2014
		1d. Provide transportation for site residents to attend appointments at the University of Arkansas for Medical Sciences' new 12 th Street Wellness Clinic	MHA	\$8,344.00	2014-2016
		1e. Connect residents to the Hometown Health program for health screenings to identify health problems and potential solutions	Arkansas Department of Health	\$4,800.00	2014
2. Improve access to fresh food for residents within the Choice Neighborhood.	<ul style="list-style-type: none"> • Produce a sustainable source of fresh produce for residents of Choice Neighborhood 	2a. Plant community (4) gardens throughout Choice Neighborhood	MHA & City of Little Rock	\$4,228.00	2014-2015
		2b. Plant a community garden at Elm Street and Sunset Terrace	MHA & City of Little Rock	\$2,114.00	2014

People – Draft Goals and Strategies

Outcome	Goal	Strategy	Lead Entity	Leveraged Resources	Timeframe
3. Expand community engagement and civic participation by developing leadership skills among youths and adults.	<ul style="list-style-type: none"> Increase the community's capacity for community leadership 	3a. Create a series of neighborhood and community leadership classes to increase the residents' sense of community pride, responsibility, and citizenry hosted and sponsored by community partners	MHA	\$7,250	2014-2015
4. Improve the health of Elm Street and Sunset Terrace residents	<ul style="list-style-type: none"> Provide health services onsite through a consistent health assistance and accountability structure 	4a. Set up temporary health clinics periodically at Elm Street and Sunset Terrace to help residents treat and monitor their health.	UAMS – 12 th Street Health and Wellness Center	\$8,341.00	2014-2015
5. Enhance at-grade reading skills and reduce the loss of learning that occurs over the summer among children from Kindergarten to 12 th Grade	<ul style="list-style-type: none"> Provide supplemental educational programs to children within Choice Neighborhood 	5a. Develop a Summer Reading Program in collaboration with the Central Arkansas Library System and the Children's Library	CALS and Children's Library	\$2,870.00	2014-2015
		5b. Working with the Little Rock Zoo to supplement 3 rd grade education at Franklin Incentive Elementary	Little Rock Zoo	\$900.00	2014-2015

The following table presents the budget and leveraged resources for the Neighborhood portion of this Plan.

Neighborhood – Goals

Outcome	Goals	Strategy	Lead Entity	Leveraged Resources	Timeframe
1. Improve the variety, access and convenience of available transit options	<ul style="list-style-type: none"> Increase sidewalk coverage within Choice Neighborhood Improve Condition of Bus Stop Terminals within Choice Neighborhood 				
		1b. Improve the pedestrian infrastructure by building new sidewalks and repairing existing sidewalks in key sections of the CN area	City of Little Rock	\$20,000,000 – LR CENT	2014-2018
		1c. Provide covered shelters at high volume bus stops throughout the CN area	City of Little Rock	\$25,000	2014-2018
2. Reduce the incidence of violent crime	<ul style="list-style-type: none"> Increase Police presence within Choice Neighborhood Provide support for reentrants and reduce the recidivism rate within Choice Neighborhood 	3a. Leverage the 12 Street Police Substation to increase the frequency and extent of police patrols in the CN neighborhood	City of Little Rock Police Department	\$12 million	2014-2018
		3b. Increase street lighting along major streets and arteries within the CN neighborhood	City of Little Rock	\$20,000,000 – LR CENT	2014-2018
		3c. Provide prison-reentry programs to assist ex-offenders with the transition back into society	City of Little Rock	\$43,000.00	2014-2016
5. Improve the quality and condition of unassisted neighborhood housing	<ul style="list-style-type: none"> Reduction in the amount of vacant properties within Choice Neighborhood Reduction in the amount of blighted homes within Choice Neighborhood 	5a. Implement a large scale demolition plan to eliminate blight related to vacant and boarded up houses - The City of Little Rock has plans to demolish 10-12 houses/year.	City of Little Rock	@\$12K/HOUSE \$120K - 180K/YR*3= \$360K-540,000	2014-2018
		5b. Increase code enforcement efforts to encourage property owners to address blight conditions	City of Little Rock	\$\$20,000,000 – LR CENT	2014-2018

Land use Approvals and Site Control

Implementation of the Plan will be aided by the degree of site control MHA already possesses of the primary sites targeted for redevelopment. As detailed in the Housing section, Phase 1 of Sunset and Phases 1 and 2 of Elm Street are planned to occur on site at each property. MHA has site control at Sunset Terrace and Elm Street Apartments. Sunset Terrace is properly zoned for the multi-family housing envisioned for the site redevelopment, while Elm Street would require only a minor zoning variance to accommodate the unit setbacks featured in the current concept plans for the site.

Any site control or zoning issues associated with Phase 2 of Sunset Terrace Sunset will depend on the off site parcels selected and/or acquired for redevelopment. However, due to the nature of many of the potential sites identified to date, site control and zoning are not likely to raise significant challenges. MHA already has site control at Madison Heights, the southeast quadrant of which is available for development and targeted for new single family housing in keeping with the site's current residential, single family zoning. The Veterans Home, another primary site targeted for potential acquisition, is owned by the State of Arkansas. The State has expressed interest in selling the property to a new owner committed

to replacing the existing dilapidated structures with new affordable housing. Provided any existing environmental remediation issues can be addressed, it is anticipated that MHA could acquire the site and obtain any zoning variances or changes needed in order to build new in-fill housing in support of the off site housing strategy for Sunset, Phase 2.

Data collection and Use

Data collection for tracking and assessing the impact of the strategies described in this Plan is an essential element of the overall implementation effort. As part of this process, the lead entity responsible for each strategy will report on the status of their activities on a regular basis, with the frequency to be determined according to the nature of the strategy. In addition, MHA will take the lead role in coordinating an annual update and review of the key indicators of need identified during the Needs Assessment completed as part of the planning process. Data for each metric will be compared to the previous year, along with original baseline data, to evaluate impact of transformation strategies over time. This process will involve many of the same data collection methods used to establish the original baseline, including:

- Surveys of public housing residents and residents of the broader Choice Neighborhood;

- Updates to technical studies, including the housing market and economic development studies;
- Review of census and other technical data; and
- Community meetings with residents and key stakeholders.

This review will be used to determine whether the selected strategies are proving successful and whether any require adjustment to ensure that critical resident and community needs are addressed. While MHA and its partners will prioritize tracking the baseline metric associated with this plan in order to evaluate performance over time, additional data and metric will also be considered to the extent they shed additional light on the impact of this Plan and whether transformation is occurring.

MHA will also take the lead role in tracking and reporting on the status of public housing residents throughout the implementation period. This will include tracking residents throughout the relocation process as the target sites are redeveloped and ensure right of return provisions are applied once the new housing is complete. In the event a CNI Implementation Grant is obtained, MHA will be in a position to offer in-depth case management services through the development and tracking of individual Community and Supportive Service (CSS) plans for each resident in such areas as

education, employment, asset building, health/wellness, transportation and safety. MHA will seek to procure specialized tracking software to assist in this effort and enhance its capacity to record and report on the status of resident progress against the goals and objectives in their CSS plans.