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The Hearst Building,
5 Third Street, Suite 725,
San Francisco, California
94103
tel (415) 495-2255
fax (415) 495-1731
www.cnu.org



THE NEW FACE OF AMERICA'S PUBLIC HOUSING AWARD

U.S. Department of Housing and Urban Development
Congress for the New Urbanism

The New Face of America's Public Housing competition is funded by the Innovation in American Government Award and administered by the Congress for the New Urbanism. In 2000, the HOPE VI program of the U.S. Department of Housing and Urban Development (HUD) won the Innovation in American Government Award in a field of 1,700 entries. The award is issued by the Ford Foundation, Harvard University's Kennedy School of Government, and the Council for Excellence in Government. HUD is applying its prize to this award program, to pass on the credit to those projects that are creatively transforming public housing and the lives of its residents. Recipients can serve as role models for communities across the country.

JURY

STEFANOS POLYZOIDES, Jury Chair, is co-founder of the Congress for the New Urbanism and partner at Moule & Polyzoides, Architects and Urbanists. His work at Moule & Polyzoides ranges from the urban design of towns, neighborhoods, and districts to the architectural design of civic, campus, commercial, and housing projects.

GARY C. BYRNE is the former chairman and CEO of the Alex Brown Financial Group, a multi-bank holding company. He was also vice president and a member of the board of directors of Elliott Homes, a major homebuilder in California, Arizona, and Texas.

JAIME CORREA is an authority in the field of architecture and town planning. He is a principal at Correa Valle Valle and directs the Suburb and Town Design program at the University of Miami.

WILLIAM A. GILCHRIST is the Director of the Department of Planning, Engineering & Permits for the City of Birmingham, Alabama. His primary professional interest lies in public participation in the formation of land-use and development policy.

NANCY GRAHAM served as mayor of West Palm Beach, Florida from 1991 to 1999, catalyzing a city-wide renaissance based on enterprise investment in the downtown and adjacent neighborhoods. She is currently a principal at Urban Principles LLC.

JONATHAN F. P. ROSE is the president of Jonathan Rose Companies LLC. His firm provides innovative planning and development services to cities and not-for-profits throughout the country.

EVAN H. SHU is an architect and author, specializing in architectural technology issues. He is the president of Shu Associates Inc. with experience in private sector housing and is a Fellow of the American Institute of Architects.

THE NEW FACE
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PUBLIC HOUSING
AWARD

THE HISTORY

of public housing in our country is filled with noble intentions, as it is littered with the unintended consequences of public policy.

During the early 1930s, challenged by the tragic evidence of homelessness brought about by the Great Depression, our government decided to take on the burden of home-provider of last resort.

The philosophical roots for this type of domestic assistance lay in the remarkable accomplishments of the municipal governments in Northern Europe. During the early twentieth century, nations including England, Holland, Germany, and Sweden initiated programs combining the art of town planning and the housing of the poor.

At the time, no one raised the issues we now know to be crucial to the failures of the public housing programs of the New Deal and the Great Society. Even the richest economy in the world did not have enough money allotted to provide public housing for everyone who needed it. The quality of the housing being built was inadequate. The high-rise buildings were not well suited to inhabitants' ways of life or basic needs. There was almost no offered incentive to encourage graduation from public housing through personal betterment. The management network for maintaining the housing stock was inadequate. Poor people of color were concentrated in public housing at a time of rampant racial tension. This focused negative political attention on public housing.

This cluster of challenges overwhelmed the original goals of the public program. Eventually, social realities, politics, and the economic market defeated the dream of public housing in America.

Enter HOPE VI and the transformation of our country's housing agenda. It took a great deal of courage to admit that after more than sixty years of failed public housing policy, our government could again take the initiative to redress the housing question. Action was taken through the HOPE VI program to redress past mistakes. We have had the privilege to judge the remarkable results of this innovative program in this awards competition.

HOPE VI transforms single-density and single-type housing projects into traditional American neighborhoods. Designers and planners, using the principles of the New Urbanism, focused on creating humane, safe dwellings in a variety of densities and types. The streets of these developments connect with the surrounding communities, transforming isolated enclaves into vibrant neighborhoods. The buildings accommodate a variety of uses and reflect the character of surrounding places in order to integrate new neighborhoods into existing city and town fabrics.

These neighborhoods were designed to house people of various incomes, and therefore, programs were made available to encourage personal advancement. The emphasis on betterment in place promises that these new neighborhoods will thrive over time by the initiative of their residents, like other neighborhoods everywhere in the country.

The results are remarkable by any account. As an architecture student, I visited a New York housing project in the early 70s and was struck by the fear in the eyes of people milling around the no-man's land around the buildings. As a visiting architect in Washington, D.C. to judge the HOPE VI competition I was shown a number of recently completed program neighborhoods. I took home with me the warm smiles of kids bicycling in the street in front of their houses, and the excited voices of students getting home from school at the end of the day.

It struck me as no different than any other American neighborhood.

STEFANOS POLYZOIDES, Jury Chair

HOPE VI

is perhaps the greatest step forward in the development of public housing since 1937, when America pledged to provide safe, clean, decent housing for all residents. In 1993, the U.S. Department of Housing and Urban Development (HUD) launched HOPE VI to transform the most derelict public housing projects into neighborhoods of pride and hope.

Through partnerships with local housing authorities, HOPE VI is revitalizing distressed and abandoned neighborhoods nationwide with high-quality and attractive buildings, streets, parks, and public places that reflect residents' economic and social needs, as well as their perceptions of home, identity, and community. The program aims to decrease concentrations of poverty by placing public housing in mixed-income neighborhoods and integrating new public housing in existing neighborhoods. As new environments are planned and built, low-income residents are offered real opportunities to participate in functioning neighborhoods and local economies. Since 1993, the program has provided 165 grants in 96 cities, awarding more than \$4.5 billion to public housing authorities across the country.

HOPE VI grants have transformed former public housing "projects" into mixed-income, mixed-tenure, and often mixed-use neighborhoods that enable more residents to work, become educated, and contribute to their communities. The grants have several goals. They reconnect streets to join public housing sites with their surroundings. They reduce crime by making public spaces both beautiful and visible to neighbors. They give public housing residents a sense of pride by building high quality housing that is indistinguishable from market-rate neighbors. They support residents' efforts to improve their lives by providing services that empower residents and establishing incentives for self-sufficiency.

Through HOPE VI, HUD has fostered advancement in the design, planning, and social service standards of housing authorities nationwide. HOPE VI's attention to design excellence, especially in site planning and architectural character, has raised quality standards every year. As housing authorities gain experience with HOPE VI, HUD asks them to improve elements of their programs, such as providing accessibility, visitability, and retail services, and building streetscapes and

public spaces that sustain community life. HUD rewards housing authorities for efforts to maximize the number of demolished units that they replace, either on or off site. HUD also rewards those that involve residents in the design and decision-making effort.

Encouraged by HOPE VI, communities have reached out to non-traditional partners—private foundations, universities, public schools, local governments, nonprofit organizations, and developers—to provide community and social services that help public housing residents make the transition to home ownership, and help working families augment their skills and quality of life.

The U.S. Department of Housing and Urban Development has partnered with city housing authorities to make HOPE VI-funded redevelopments possible. This said, the future of HOPE VI relies upon the housing authorities' ability to prioritize the completion of projects on time and on budget. By taking the initiative and partnering with private developers, it is possible for the housing authorities to make HOPE VI a wholly successful program. The projects profiled in the following pages prove that it is possible for a local housing authority to partner effectively not only with HUD, but with private entities, to finance the construction of housing accessible to all Americans, regardless of their income, color, or location.

Today, the design, finance, and management principles promoted through the HOPE VI program are setting new standards for public housing by providing examples of mixed-use and mixed-income neighborhoods that win the confidence of residents, public officials, lenders, developers, and builders. Now that many neighborhoods are completed or under construction, we can look back and assess what has worked. The projects highlighted by the New Face of America's Public Housing awards program represent the best efforts to date to combine an extraordinary agenda of physical, social, and economic repair. They succeed on multiple levels and foreshadow a future where housing may be attainable for everyone. If we build the best we can, individuals, families, and entire communities can reap the benefits.

WHAT WENT WRONG IS NOW CLEAR, The recipe for public housing was first to tear down a piece of the city, and then build something totally different. Because this was a public investment intended to serve the largest number of people for the fewest dollars, this new and different piece of city had to be built as cheaply as possible. What was different about these new, cheap buildings is that they followed a dogma that did not allow them to define space in the way that traditional city fabric always has. The buildings might have been rational to produce, and their rooms might have had sunlight and ventilation. But there no longer was any street life, because there no longer were any streets defined by buildings, and there were no private gardens or courtyards that people could identify as their own. There was only a great undifferentiated mass of space between buildings, sometimes planted with grass and trees, sometimes filled with parked cars. Into this strange and cheaply made place were put only the poorest people in town. In most cases these poorest people who lived in the new and different kinds of houses also were of a different race from most of the people in the rest of town. So it is not surprising that public housing became a trap, a burning stigma for its inhabitants, and that those undifferentiated spaces between buildings that were nobody's home, nobody's garden, and nobody's park became the most dangerous places in America. **DANIEL SOLOMON,** Architect

CITY WEST

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Submitted by Torti Gallas
and Partners • CHK, Inc.**THE VILLAGES AT
CURTIS PARK**

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AWARD WINNERS

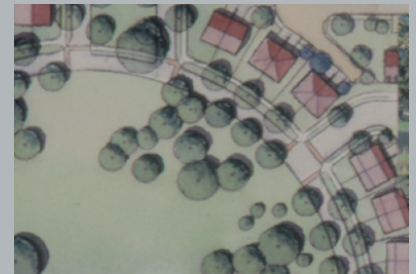
CITY WEST

CINCINNATI, OHIO

At the site of the Laurel Homes housing project in Cincinnati, a revitalization effort fueled by funding from HOPE VI is underway. This effort will culminate in the transformation of the distressed project into a socially vibrant neighborhood called City West. Laurel Homes was a barracks-style housing project built in 1938. It suffered structural deficiencies ranging from building subsidence to a significant presence of lead paint and asbestos. Three quarters of residents lacked both a high school diploma and GED, and 66 percent were unemployed.

The original design consisted of high-density "superblocks" of apartments which discouraged pedestrian traffic and promoted the development's isolation. The new configuration establishes 14 residential blocks that echo the pattern of the surrounding neighborhoods. City West's urban design and architecture were developed in short-term collaborative design sessions, or charrettes, held on-site in existing community facilities. The new 34-acre development, including residences, green space, and 30,000 square feet of ground floor retail, fits within a pedestrian-friendly quarter-mile radius.

When completed, City West will serve as an inspiration to other distressed communities throughout America. Its excellent programming and demonstrated sensitivity to its environs make this a model for other developments. In this case, successful cooperation between designers, residents, and the Housing Authority will spearhead an extraordinary transformation of lives and communities. JONATHAN F. P. ROSE



The project has relied upon the cooperation of project residents, community members, public school employees, clergy members, resident council members, and City and HUD officials. A governance committee was established so that community members could advise on the design and implementation of the project, and an area-wide Task Force meets quarterly to review project progress.

The City West plan calls for 585 units of development, 114 of which will be developed off-site. These units, both newly constructed and acquired, will be developed in the surrounding neighborhood, creating a more balanced physical distribution of affordable housing. Combining the home ownership, rental, and rental assistance opportunities, the redevelopment will provide a net gain of 36% in housing options throughout the region. All homes are physically indistinguishable from each other, decreasing potential economic stigma.

On-site redevelopment at City West includes 371 rental units and 100 homes for sale. These will include single-family homes, rowhouse apartments, stacked flat apartments, and loft apartments over retail. The new buildings reinterpret local housing types and preserve Cincinnati's built traditions. Many units have yards, defining the streets with defensible space. At least 5 percent of all non-market-rate units will honor Uniform Federal Accessibility Standards for the physically disabled.

More than 20 percent of the plan's area is devoted to open space, including parks and a playfield. A crescent-shaped park, similar to others in Cincinnati, is the focal point of the open space. Mature trees have been saved where possible. Stormwater retention is maintained on-site in subterranean basins located beneath alley-loaded parking areas. The limited amounts of contaminated soils found were removed. Energy-efficient mechanical systems have been incorporated into all buildings.

Community and Supportive Services are an important component of City West's success. Determined by a survey of needs, services offered include employment assistance, GED classes, college tuition reimbursement, work readiness programs, financial counseling, mental health care, interview skills training, emergency assistance, childcare, legal referral, home health aides, and housing readiness counseling. Over 65 resident youths have participated in tutoring programs and adolescent support groups. Twenty-one project residents found employment during the project's construction phase.

Bringing a project in on time and on budget hinges upon savvy development skills. Typically, project drawings are prepared, and then bids are solicited for the construction contract. Design changes must often then be made to keep the project within budget. With City West, the developer has made every effort to involve team members from the inception of the project. In addition, multiple subcontractors are being used on-site, encouraging the involvement of local businesses. It is anticipated that these techniques will smooth the implementation of City West.

The financing of the project involves city, state and federal resources. City Community Development Block Grants, Section 108, City Capital Improvement, and HOPE VI funds are used for the project's master development costs. Equity from the sale of Low Income Housing Tax Credits covers 40 percent of the total costs for buildings. The balance comes from public sources including HOPE VI funds and city and state HOME funds. Forgivable and non-forgivable soft second and third mortgage loans are used for low- and moderate-income homebuyers, and HOPE VI dollars are used to subsidize home purchases only at closing. The developer has formed a for-profit homebuilding subsidiary and acts as the general contractor for the owner-occupied units.

THE VILLAGES AT CURTIS PARK DENVER, COLORADO

The neighborhood surrounding the Villages at Curtis Park is an architecturally rich inner-city community. Numerous residences in the neighborhood are listed as historic landmarks, representing a variety of sizes and types. Although the Curtis Park project was well maintained and in good physical condition for its age, it contrasted sharply with local architecture. The layout of the buildings, a relatively solid wall of two-story apartment buildings around the perimeter of the block, physically alienated the surrounding community. A HOPE VI grant awarded to the Denver Housing Authority (DHA) is funding a redevelopment to mend the rift between project and community.

The original housing project, built in 1952 and 1953, was composed of small and inefficiently laid out 1 to 5 bedroom units. A compact redevelopment called the Villages at Curtis Park is being built on 5.51 acres with a variety of buildings including apartments, flats,

The jurors are impressed with the simple, elegant site plan and the demonstrated influence of local CDCs. The Villages at Curtis Park exemplify the densification of an existing urban site. The project achieves higher density with a combination of conventional double-house buildings and auxiliary "carriage houses" serviced via residential lanes. It is an excellent paradigm for the retrofit of a vibrant African-American community. JAIME CORREA



duplexes, and live-work units. 120 units were razed in the first phase of development, and replaced with a total of 155 for-rent units in multi-family structures. Future phases will include for-sale townhomes and detached homes at affordable and market prices. At completion, 286 original rowhouse units will have been replaced with 354 units on-site, and an additional 196 units off-site.

The DHA worked with a group of residents known collectively as the Resident Council and Community Advisory Committee to disseminate information on HOPE VI, organize meetings, and develop design concepts for the Villages at Curtis Park. Residents felt that the character of the surrounding neighborhood—elements including the scale of houses, the steeply pitched roofs, the variety of exterior materials, and the presence of front porches—were all important factors in facilitating a connection with the neighborhood.

The former project's layout created vast and insecure open space used primarily for parking. In the Villages at Curtis Park, parking areas are adjacent to the units they serve. Former alleyways have been transformed into interior lanes immediately accessible to adjacent units. These lanes and adjoining “carriage house” units are instrumental in increasing the overall density of the project and creating a village-like atmosphere at the site.

The original site was characterized by inadequate lighting, poor landscaping, and a general sense of insecurity. The new units have been designed with private outdoor areas, and many have backyards. Windows in each unit are oriented to encourage residents to monitor outdoor activities. Exterior lighting is plentiful,

but does not intrude on interior spaces. All units are constructed using recyclable materials.

The DHA has implemented multiple supportive service programs to promote residents' self sufficiency and economic stability. Residents must participate in a family self sufficiency program integrated with the First-Step training program, a homeownership program, and a HOPE VI Learning Center. The WHET (Work, Homeownership, Education and Training) Program provides case management services and contract monitoring.

Almost two private dollars are being invested for every public dollar in implementation of the first two phases of the redevelopment. As of publication, Phases I and II are 100 and 80 percent complete, respectively. They used \$9,742,710 in HOPE VI funds and \$3,322,834 in City funds. Private funds included \$14,333,000 in Low-Income Housing Tax Credit equity, \$8,196,300 in mortgage proceeds, and \$3,589,000 of in-kind contributions towards Community and Supportive Services. At the completion of the Villages at Curtis Park, over \$115 million will have been invested in the development.

To encourage home ownership, the DHA in partnership with local CDCs will provide opportunities to eligible home buyers in the neighborhood. The anticipated sources of funds include private first mortgages and HOPE VI-funded second mortgages.

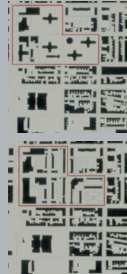
MASTER PLANNING AND ARCHITECTURAL DESIGN: Calthorpe Associates **ARCHITECT OF RECORD (PHASE I):** Abo Copeland Architecture, Inc. **OWNERS:** Integral Properties, LLC; Empire Construction Services, Inc.; Duvernay + Brooks, LLC **ASSOCIATE ARCHITECT (PHASE I):** Wong Strauch Architects **ARCHITECT/DESIGNER:** Humphries Poli Architects, PC **PUBLIC AGENCY:** Denver Housing Authority **ENGINEER:** Kimley-Horn Associates **CIVIL ENGINEER (PHASE I):** Martin/Martin **STRUCTURAL ENGINEER (PHASE I):** Monroe & Newell Engineering, Inc. **MECHANICAL ENGINEER (PHASE I):** Lepore Engineering **ELECTRICAL ENGINEER (PHASE I):** Reese Engineering, Inc. **MECHANICAL ENGINEER AND ELECTRICAL ENGINEER (PHASE II):** M-E Engineers **SOIL ENGINEER:** Scott, Cox and Associates, Inc. **LANDSCAPE ARCHITECT:** Staller Henry **MARKET ANALYSIS AND LANDSCAPE ARCHITECT (PHASE I):** THK Associates, Inc. **MARKET ANALYSIS:** Leland Consulting **TAX CREDIT INVESTOR:** Lend Lease Real Estate Group **COMMUNITY ORGANIZATIONS:** Curtis Park Community Advisor Committee; Curtis Park Neighbors; Escuela Tlatelolco Centro de Estudios **GENERAL CONTRACTORS:** Milender White Construction; Beazer Homes; Empire Construction Services

MARTIN LUTHER KING PLAZA

PHILADELPHIA, PA Martin Luther King Plaza is located in the heart of downtown Philadelphia, close to City Hall and an ambitious arts district just south of the site. It is adjacent to subway and bus transportation, and lies west of vibrant Little Italy. Its prime location, as well as its increasing problems, made the housing project an ideal candidate for a successful redevelopment.

The mid-1990s saw the housing development suffering from all of the physical, social, and economic ills typically associated with “the projects.” Cramped high-rise apartment buildings with crumbling infrastructure and persistent mechanical problems provided a backdrop to rampant crime and unemployment. The surrounding community suffered the effects of the project’s ills—decades of disinvestment and decline resulted in many vacant houses, low levels of home ownership, and a slew of rental housing with absentee landlords.

A high degree of elegant design was shown with this project, but its efforts to knit the neighborhood back together with infill development was most praiseworthy. It is an excellent example of a low-rise, high-density urban solution. It works with existing community resources rather than trying to do it all on its own. EVAN H. SHU



Currently 25 percent complete, the revitalization began in 1995 with a HOPE VI planning grant awarded to the Philadelphia Housing Authority. Initially, a Task Force was formed to provide basic direction for the project. This group determined that the site should be completely rebuilt. The 36-member committee included community residents and stakeholders, representatives from the Avenue of the Arts, and the local government and clergy. Residents continue to serve on a project team, providing input at weekly meetings.

A combination of on- and off-site construction, the revitalization of this site is not so much a public housing renovation as a neighborhood restoration project. 172 units have been replaced on-site (where 538 originally stood) and 75 have been replaced off-site. The scale of this effort, requiring the acquisition of approximately 150 off-site units, challenged the project at a number of levels, including community relations, timing, financing, and development.

The redevelopment's design effort reflects local architectural traditions. Based on the typical East Coast town house neighborhood, a broad range of Philadelphia housing types are included. These include the basic three-story townhouse and the small-scale apartment building. A public square has been introduced at the edge of the original public housing site, integrating the new development into the existing neighborhood.

The project's success is due in part to designs patterning on-site units on off-site conditions. Townhouses and apartment buildings have a common unit width of sixteen feet across. This allows a basic type to fit into off-site infill conditions and to be adapted to local site conditions, building by building.

Fifteen percent of the new residences are handicapped-accessible. The designers have carefully created units, including stacked flats, elevator apartments and town houses, that integrate well with the larger development.

Local CDCs offered physical development and community services, including a new charter school. One project development partner, Universal Community Homes (UCH), is extremely active in the neighborhood. The organization contributes services including job training and placement. In partnership with area residents, UCH has developed three new businesses: a neighborhood mini-mart and two small stores. A 400-unit residential housing development is also currently under construction.

The project is financed through a combination of a \$25.2 million HOPE VI grant, state tax credits for 138 units (on- and off-site) by the Penn Homes program, and a city tax credit program. The City of Philadelphia contributed \$9 million of construction funds, primarily for new streets. The Redevelopment Authority assisted in the acquisition of off-site units, providing funds not only for purchasing, but also for demolition and remediation, a necessary component given the overall condition of many area units.

A home ownership program, currently subject to HUD review and approval, is subsidized by the HOPE VI grant. The proposal features homes offered at prices from \$150,000 to \$206,000, with those at the lower end offered to former residents who currently live off-site.

ARCHITECT / DESIGNER / PLANNER: Torti Gallas and Partners • CHK, Inc. **PUBLIC AGENCY:** Philadelphia Housing Authority **OWNER/DEVELOPER:** Uni-Penn, LLC
CIVIL ENGINEER: Richard C. Mast Associates, PC **ENGINEERS:** Spectra Engineering, Inc.; Associated Engineers **LANDSCAPE ARCHITECT:** Brickman Group
COMMUNITY ORGANIZATION: Universal Community Homes **GENERAL CONTRACTOR (PHASE I):** Domus Construction **GENERAL CONTRACTOR (PHASE III):** JJ DeLuca
FINANCE AGENCY: Pennsylvania Housing Finance Agency

NEWHOLLY

SEATTLE, WASHINGTON

The Holly Park housing project was built to temporarily house World War II defense workers. In 1945, it was deeded to the Seattle Housing Authority (SHA) for low-income family housing. By the 1990s, the 871 units had long exceeded their intended life span. The units were derelict and isolated, randomly placed along a confusing tangle of curving streets. Maintenance costs were climbing, and infrastructure had failed. With a median household annual income of about \$7,543, the project carried a stigma of poverty and crime. Many residents found employment elusive due to language barriers or a lack of education, childcare, or transportation.

Thanks to a grant from the HOPE VI program, redevelopment of the site has catalyzed a revitalization of the resident community. In 1995, the SHA received a \$48 million grant to implement the revitalization plan. This grant was leveraged with public and private financing for a total project cost of \$275 million. Major businesses

NewHolly's great variety of building types and extensive social services promise a high degree of self-sufficiency. Once financial and institutional commitments are made to a neighborhood, it is a smooth transition to a wider array of supportive activities. These financial arrangements allow for the economic integration of a previously underserved neighborhood. GARY C. BYRNE



and the Seattle Library Foundation joined a variety of other contributors in the capital campaign.

At NewHolly, which is 60 percent complete, serious crime offenses have decreased 59 percent from 1994 through 2001. In five years, employment among NewHolly residents increased 200 percent. Over 480 residents found jobs through the Career Development Center, and residents' median annual income increased 80 percent.

The redevelopment's challenge was to create a safe, mixed-income community with well designed quality housing. The planning process had several goals: to integrate NewHolly's 125 acres back into Seattle's urban fabric, to design low-income housing indistinguishable from its market-rate counterpart, and to better serve the mostly immigrant and single-parent households. At completion, there will be approximately 1,400 new housing units, including a village for seniors, rental housing for a range of income levels, and affordable and market-rate for-sale units.

Infrastructure in NewHolly is being completely rebuilt, with new underground utilities, streets, trees, and parks. Streets are narrow, and parking on both sides of the street slows traffic. Streets connect to the adjoining neighborhood streets, the existing commercial center, and the site of a future light rail station. Landscaping in Phase III of the project preserves existing trees, and indigenous ground covers are favored over lawns wherever possible to minimize irrigation. Stormwater will be collected and treated in a bioswale next to a park, reducing subsurface storm drainage.

The site topography at NewHolly is variable, with the phases' sloped sites regraded in some instances to maximize accessibility. Where the topography is too extreme to make accessibility feasible, designs minimize regrading.

Buildings feature advanced framing techniques, insulation with recycled content, energy-efficient hydronic heating systems, and energy-efficient appliances.

NewHolly's vision includes the imperative to provide opportunities for residents to achieve economic advancement through education and employment. The vehicle for this change is the Neighborhood Campus, which hosts programs designed to facilitate readiness-to-work and skill-building. Since 1997, services at the Campus have helped 480 residents find jobs. Other services include day-care, after-school arts and tutoring programs, and teen leadership activities. Facilities include a new public library (the first in a public housing community in the United States), a computer center, and a community college branch.

Community participation is an important element of NewHolly's success. Three citizen committees chaired by project residents guided the revitalization plan. The City of Seattle included the site in its comprehensive growth management plan. A panel of concerned citizens continues to meet to provide input on design review. The SHA also holds periodic community meetings to provide updates and gather feedback.

Over \$60 million in tax credit financing was leveraged through limited partner ownership of the rental housing. The SHA is setting aside 25 percent of the for-sale homes in NewHolly to target households earning 80 percent of median income. Through a cooperative relationship with Seattle and community lenders, home ownership counseling programs and reduced cost financing packages are being offered to potential buyers. This has enabled 51 households from the original Holly Park project to become home owners.

MASTER PLANNER AND ARCHITECT (PHASE I AND II): Weinstein Copeland Architects **MASTER PLANNER AND ARCHITECT (PHASE III):** Solomon E.T.C., A WRT Company **ARCHITECT (PHASE I AND II HOUSING):** Arellano/Christofides **ARCHITECT (PHASE I AND II HOUSING):** September Design Group **ARCHITECT (PHASE I AND II HOUSING):** Lawrence Architecture **ARCHITECT (COMMUNITY FACILITIES):** ARC Architects **ARCHITECT (PHASE III):** Kubota Kato Chin **ARCHITECT (PROVIDENCE PETER CLAVER HOUSE):** Michael Fancher and Associates **ARCHITECT (RHF PARK PLACE AND ESPERANZA):** Mithun Partners **PLANNER:** Community Design + Architecture **PLANNER:** Wallace, Roberts and Todd, LLC **PUBLIC AGENCY:** City of Seattle, Office of Housing **OWNER/DEVELOPER:** Seattle Housing Authority **DEVELOPER (PHASE I AND II):** Popkin Development **ENGINEER:** SvR Design **LANDSCAPE ARCHITECT:** Nakano-Associates Landscape Architects **COMMUNITY ORGANIZATION:** NewHolly Neighborhood Block Clubs **GENERAL CONTRACTORS (PHASE I):** Absher Construction Company; Pacific Components, Inc. **GENERAL CONTRACTOR (PHASE II AND III):** Walsh Construction Company

PARK DU VALLE

LOUISVILLE, KENTUCKY

Residents of the Park DuValle neighborhood in Louisville walk down broad, tree-lined boulevards and cozy side-streets. They live in market-rate apartments, public housing, and subsidized private housing, all virtually indistinguishable from one another. They include seniors in independent-living residences, families with kids, and singles. Community amenities include a health center, a neighborhood pool, and a town center. Residents on public assistance take part in a variety of skill-building workshops within the neighborhood, while prospective homeowners take home ownership classes. A local education center includes an elementary school, preschool, and adult education classes.

The Park DuValle project revitalizes a disconnected neighborhood plagued by the problems of the stereotypical "housing project." We now have the means to leverage public investment with private enterprise and the ingenuity to create well designed mixed-income housing for all. NANCY GRAHAM



This vibrant neighborhood stands in contrast to what occupied the site in 1995. Then, the area was a portrait of blight. There were two public housing projects, with a total of 1,116 units, many of them vacant. A failed 236-unit rental development was virtually abandoned, and had become home to squatters and gangs. Over 78 percent of the area's residents were unemployed, with a median income of \$5,269. The crime rate within and around the projects was the highest in the city. Gradually, long-standing neighborhood residents moved away. There was virtually no retail.

Under HOPE VI, the City and the Housing Authority began the process of revitalization. They established a steering committee that included residents of the site and of the adjacent communities. This committee supervised the design and construction of a new neighborhood, ultimately yielding 1,065 new units of housing.

Urban Design Associates prepared a pattern book based on local architectural traditions. This book set the dimensions, character, and streetscapes of the streets, as well as the location and character of buildings. The goal was to create congenial and safe public spaces. Another book specified architectural details, based on measurements of traditional buildings in the surrounding city.

New streets, including parkways similar in scale to those elsewhere in Louisville, restore the traditional grid. There are also narrower neighborhood streets with small setbacks and a more intimate scale. The reconfiguration of the arterial on the eastern portion of the site was essential to creating the mixed-use retail and residential complex. It involved property acquisition, building a public square to calm traffic, and creating public greens which link to the adjacent historic park. It required the consensus of many city and state departments.

Park DuValle has a wide variety of house types, sizes, and styles. There are single family houses for rent, duplexes, triplexes, row houses, stacked row houses, small apartment houses, and mixed-use apartment buildings. The consistent quality of the architecture and its close affinity to the city's tradition have been a key part of the marketing of the development and its success.

The lots are pre-sold to home buyers with the financing already in place. The buyer then selects a builder. The Housing Authority chose home builders for their ability to complete the project with the goal of at least 50 percent of the builders being minority-owned firms. Home builders typically earn a 15 to 18 percent fee.

Prior to the development of the first houses, market analysts estimated the maximum retail potential for the site at 10,000 square feet. Retail demand quickly surpassed this supply, however, so the developer included ground-floor retail in the independent-living building and two mixed-income rental buildings.

The admissions and occupancy policy for the project establishes the tenant eligibility requirements. The developer is responsible for monitoring all eligibility and occupancy requirements, referring income-eligible residents to the appropriate supportive services programs and/or providers, and if necessary, enforcing the lease terms through eviction or nonrenewal of the lease.

Today, construction on the rental units is almost complete, and they are almost entirely occupied. As planned, residents are approximately one-third low income (less than 30 percent of the area median income), one-third moderate income (30 to 60 percent of the area median income), and one-third market rate. More than 90 percent of the households are African American, most of whom have historic ties to the community.

GUINOTTE MANOR

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Submitted by the Housing Authority
of Kansas City, Missouri

MECHANICSVILLE COMMONS

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Submitted by Urban Design Associates

METROPOLITAN GARDENS
REVITALIZATION

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Submitted by Wallace Roberts & Todd
and Boulevard Group, Inc.

PARKLAWN HOUSING
DEVELOPMENT

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Submitted by the Housing Authority
of the City of Milwaukee

THE TOWNHOMES AT CARVER PARK
HOUSING DEVELOPMENT

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Submitted by the Housing Authority
of the City of Milwaukee

THE VILLAGES AT CARVER

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Submitted by the
Atlanta Housing Authority

CERTIFICATES OF RECOGNITION



BELOW

GUINOTTE MANOR KANSAS CITY, MISSOURI

For a unique cooperative agreement between residents, the Kansas City Housing Authority, and the City of Kansas City.

A cooperative contract guaranteed resident input into the planning process for this redevelopment. The Guinotte Manor Tenants' Association (GMTA) was granted the right to approve or veto plans and expenditures in conjunction with both the Housing Authority and the City. The City agreed to provide considerable financial assistance, if necessary, to fund any gap between HOPE VI funds available for construction and design. The Housing Authority agreed to assume a variety of responsibilities, including a pledge to remain within budget constraints, and a promise to negotiate necessary approvals with HUD.

This contract serves as a reminder of the crucial role that project residents must play in order to create a community that truly answers their needs and desires. The GMTA, composed of 15 people representing 270 families, provided the necessary link between City and Housing Authority officials and the local population. The task force, responsible for soliciting individual opinions and informing residents of decisions, met with a HOPE VI manager twice a week.

ABOVE

MECHANICSVILLE COMMONS KNOXVILLE, TENNESSEE

For exemplary architecture.

Initially, the College Homes housing project featured barracks-style buildings on terraces with retaining walls. As the redeveloped Mechanicsville Commons, the steeply sloped site has been re-graded with new streets to allow the buildings' design and placement to fit in with the existing streetscapes. All units are now single family or duplex homes, and the majority of the units are designated for homeownership. Where possible, the houses have been designed to have a visitable entrance from the parking area, with zero-step access to the interior.

The new buildings continue the architectural traditions of the surrounding historic African American community. Architectural designs, including Victorian and Craftsman-style houses, were based on rigorous analyses of the housing stock in the surrounding neighborhood. The new buildings fit seamlessly into the historic neighborhood and are difficult to distinguish from the preexisting structures. A testament to the successful retrofitting of the development, adjacent homes' values have appreciated since the completion of Mechanicsville Commons.





BELOW

METROPOLITAN GARDENS REVITALIZATION

BIRMINGHAM, ALABAMA

For excellent mixed-income housing in close proximity to the city core.

The jury was impressed with this redevelopment's efforts to establish mixed-income housing in close proximity to downtown Birmingham. The former housing complex created a concentration of poverty and crime, crippling six city blocks in the heart of downtown. The new layout of Metropolitan Gardens reinforces the 19th century master plan for the city and supports other planning and redevelopment initiatives concurrently underway in the area. The revitalization calls for a mix of townhouses and flats, providing housing for both families and independent seniors. A series of paths connect the new units to a preexisting park, improving the walkability of the neighborhood.

The program creates home ownership opportunities on scattered sites north of downtown Birmingham, and introduces eligible residents to social services. Implementation of this plan is encouraging local economic development by making an entire city block available for new non-residential development, and by converting contiguous properties into space for social service organizations.

ABOVE

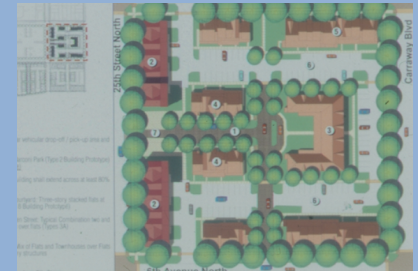
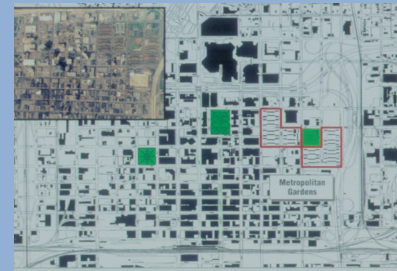
PARKLAWN HOUSING DEVELOPMENT

MILWAUKEE, WISCONSIN

For the creative leveraging of finances and a unique charter school.

Through a grant from HOPE VI, the Housing Authority of the City of Milwaukee leveraged \$14 million in matching funds from community partners to assist with programs supporting family stability, academic achievement, economic education, and improved healthcare. The Parklawn community receives approximately \$900,000 annually from its on-site partners, which include the Central City Cyberschool, Day Care Services for Children, Girl Scouts, Medical College of Wisconsin, and the YMCA.

The cyberschool is among the first chartered elementary schools in America to feature a wireless network system in a public housing development. The school was developed in partnership with Johnson Controls, Marquette University, and the Housing Authority of the City of Milwaukee to improve educational performance and bridge the digital divide for low-income families. The student population is 100 percent minority and low-income individuals. 80 percent of these students are public housing residents. For the 2001–2002 school year, the cyberschool maintained an average attendance rate of 91.1 percent, compared to the 79 percent attendance rate for students in the Milwaukee Public School system.





BELOW

THE TOWNHOMES AT CARVER PARK

MILWAUKEE, WISCONSIN

For the Resident Self Sufficiency Program's use of incentives to encourage participation and for the renovation of an adjacent facility for seniors offering care and housing.

With revitalization almost complete, the median income at the Townhomes at Carver Park has increased 47 percent to \$14,560. This increase was due in large part to the Residential Self-Sufficiency Program (RSSP), which helps residents achieve economic independence through empowerment and skill building. The program serves individuals at varying levels of ability, and focuses on job placement, job retention, and education to support job advancement. A number of incentives are utilized to encourage participation in RSSP, including deferral of rent increases for residents who successfully raise their earned income, rent caps, and scholarships for post-secondary education.

Another impressive component of this redevelopment was the renovation of an adjacent high-rise building, creating an assisted care facility for the elderly. Other amenities are available on an adjacent rebuilt historic 1930s main street, including a billiards hall and beauty salon. These facilities enable elderly residents to continue to live in their community, and saves over \$1 million in Medicaid costs on an annual basis.

ABOVE

THE VILLAGES AT CARVER ATLANTA, GEORGIA

For impressive programming and an exceptional mix of uses.

The Villages at Carver unite a previously fractured community by encouraging freedom of movement between the development and its environs. Prior to revitalization, the site's massive 990-unit project had a deleterious effect on its surroundings. With the redevelopment underway, new development in the surrounding area has surged. The \$45 million public investment has catalyzed a private investment of over \$225 million in the surrounding neighborhood. Current projects include a market-rate housing development, a 94 unit affordable mid-rise for elderly residents, and the renovation of local public schools.

The jury found the program and mixed-use components of this revitalization to be excellent. New construction includes a YMCA, 359 public housing units (144 affordable and 215 market-rate units) and over 200 for-sale homes. A town center will tie the project to a commercial development across the street, and hopefully ensure the success of future storefront retail planned for the area. A 4-acre linear park in a stream valley winds through the neighborhood. Housing types and street alignments are tailored to merge with a single-family neighborhood on the project's eastern border. A network of paths connect all units to the new amenities and to adjacent neighborhoods.

