

• NEW COMMUNITIES INITIATIVE •  
**STAKEHOLDER REPORT**  
2016-2017







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## LETTER FROM DEPUTY MAYOR BRIAN KENNER



**As we know, Washington, D.C. is prime for new development** and my office is charged with moving projects both big and small to benefit communities all over the city in all eight wards. But we have also been focused on keeping longtime residents in D.C., on improving underserved neighborhoods and on increasing affordable housing.

To that end, we have advanced the city's New Communities Initiative. The New Communities Initiative (NCI) is the District's program focused on revitalizing distressed public and subsidized housing. It is our local response to the need for neighborhood redevelopment in the wake of long-term, systemic disinvestment at the federal level to housing revitalization programs. The vision for the New Communities Initiative is the development of vibrant mixed-income neighborhoods that address both the physical architecture and human capital needs, where residents have quality affordable housing

centers, libraries and schools) across all four neighborhoods, and some \$33 million in support services and community engagement activities. Still, with over 1,200 distressed units to replace and 4,300 units to build back in their place, most of NCI's work is in front of us.

Over the past three years, we have more clearly defined our pipeline of work and how we can get it done. For the first time in NCI's 13-year history:

**WE KNOW WHAT NCI'S ENTIRE DEVELOPMENT PIPELINE IS.** Specifically, we recognized an opportunity to still do a full "build first" plan in Park Morton and Lincoln Heights/Richardson Dwellings, and we spent the last three years identifying build first sites for both neighborhoods.

For Park Morton we identified a large, publicly owned parcel – Bruce Monroe, a former elementary school that closed and was demolished in 2009. In 2016, NCI completed a community-driven master planning process for Bruce Monroe and the Park Morton site; received approval from the DC Council for use of Bruce Monroe as the "build first" site for Park Morton; and received approvals from the Zoning Commission for changes to both sites that support the overall redevelopment plan.

For Lincoln Heights and Richardson Dwellings, NCI closed 5201 Hayes St NE; expanded the development plan for Strand to include replacement public and affordable housing; and added two new developments – Providence Place and Deanwood Town Center.

“THE NEW COMMUNITIES INITIATIVE IS THE DISTRICT'S PROGRAM FOCUSED ON REVITALIZING DISTRESSED PUBLIC AND SUBSIDIZED HOUSING.”

options, economic opportunities and access to appropriate human services. In March 2015, Mayor Bowser told our office to focus heavily on New Communities and that is exactly what we have done.

Since 2005, NCI has created 1,191 housing units, including 355 replacement public housing units and 583 other affordable units. NCI has also invested in five community amenities (recreation



These “build first” projects make it possible for us to complete the Park Morton and Lincoln Heights/Richardson Dwellings redevelopments while also meeting all four core NCI principles – one-for-one replacement, right to return, mixed-income and build first. These redevelopments will be national models that improve on the national and local history of public housing redevelopments -- where often better-quality housing and neighborhoods were only achieved at the expense of displacing long-time residents.

**WE KNOW WHAT NCI WILL COST.** Once we sourced a pipeline of projects with sufficient development potential to fully complete each NCI neighborhood, we looked at what that pipeline would cost. Here’s what we know: The future

**WE KNOW WHO HAS A RIGHT TO RETURN, FOR HOW LONG AND UNDER WHAT CRITERIA.**

In early 2016, the DC Council passed PR 21-0553 asking the DC Housing Authority to craft a new policy clarifying right to return to NCI units. The DC Housing Authority (DCHA) Board of Commissioners passed Resolution 16-06 in March 2016. Resolution 16-06 sets out many critical policy clarifications, but most important it guarantees that: as long as a resident continues to be eligible for public housing, they will be eligible for a new unit; residents have a right to a unit that fits their family size at the time of return; and DCHA must follow federal guidelines for both temporary and permanent moves as a result of an NCI redevelopment.

Given the decreasing amount of federal investment, the District cannot afford to look the

“WE BELIEVE THAT RESIDENTS IN NCI NEIGHBORHOODS DESERVE THE SAME OPPORTUNITIES AS OTHER RESIDENTS, AND DESERVE TO BE PART OF THE DISTRICT’S GROWING PROSPERITY.”

NCI pipeline represents roughly \$2 billion worth of investment. Some \$1.7 billion of that can be leveraged from private debt and tax credit equity, allocating project-based Section 8 vouchers (or a similar subsidy) to the replacement public housing units, requiring more equity contributions from our development partners, and instituting policy changes like property tax exemptions for the affordable units and reducing some of our government transaction fees. That leaves roughly \$300 million where public gap financing is the likely source of funding. That would be \$300 million, though, for just under 4,300 units – almost 80 percent of which would be deeply subsidized and other affordable units.

other way. It is the reason why Mayor Muriel Bowser charged my office in 2015 to figure out how to make New Communities work better for the neighborhoods in its portfolio. We believe that residents in NCI neighborhoods deserve the same opportunities as other residents, and deserve to be part of the District’s growing prosperity. We view the opportunities NCI is providing for stable, quality housing, economic opportunities and increased neighborhood cohesion and engagement as key components of our overall goal to create more pathways to the middle class for every DC resident.

— **Brian T. Kenner**  
*Deputy Mayor for Planning & Economic Development*

# WHO WE ARE

**The New Communities Initiative is a District of Columbia government effort that began in 2005 with the goal of revitalizing and rebuilding specific communities** that have experienced high levels of disinvestment, crime and poverty. NCI's charge calls for the replacement of over 1,500 distressed public and subsidized housing units spread across four neighborhoods – Barry Farm, Lincoln Heights/Richardson Dwellings, Northwest One and Park Morton. The existing units are to be replaced with almost 6,000 high-quality mixed-income housing units along with other community amenities. To date, we have removed 250 distressed units and built 1,191 units, including 346 replacement public housing units and 592 units affordable to other low-income households. We currently have another 1,400 units in pre-development. We have also built a new recreation and aquatics center for the Barry Farm neighborhood, as well as recreation, library and education space in both Northwest One and Lincoln Heights/Richardson Dwellings. Furthermore, since 2007 we have invested more than \$32 million in grants to service providers who are delivering case management, workforce development, youth development, education and outreach services in all four NCI neighborhoods.

## THE NCI APPROACH IS TWO-FOLD:

1. Provide quality affordable housing, specifically for public housing residents.
2. Provide opportunities for work, education, and wellness.

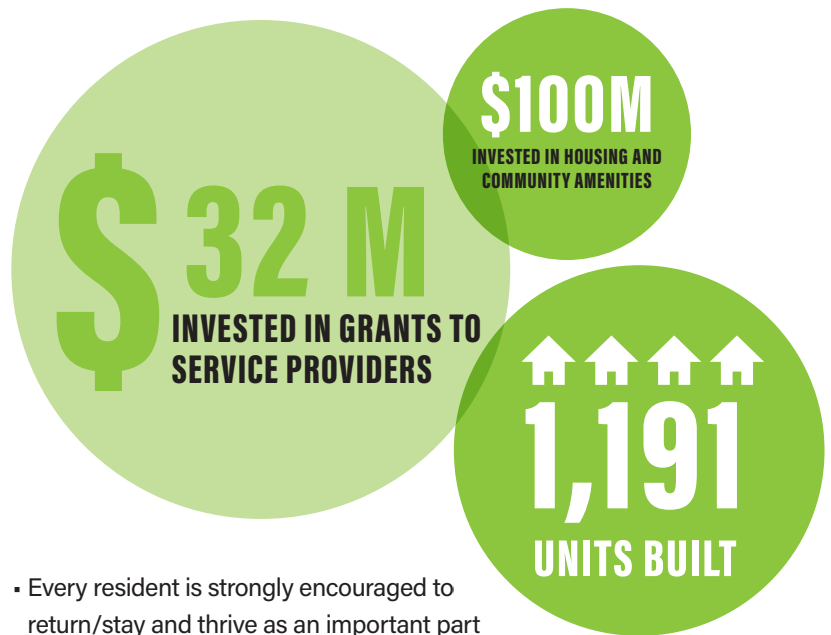
## GUIDING PRINCIPLES

NCI is guided by four principles that provided the initial framework for the initiative, and continues to be an important lens for our work today.

- **One for One Replacement** of existing affordable housing units to ensure there is no net loss of the existing affordable housing units.
- **The Opportunity for Residents to Return/Stay** in the community to ensure that current residents will have a priority for new replacement units.
- **Mixed-Income Housing** to end the concentration of low-income housing and poverty.
- **“Build First”** which calls for the development of new housing to begin prior to the demolition of existing distressed housing to minimize displacement.

## 100% RESIDENT SUCCESS

In 2015, NCI also developed a 100% Resident Success platform to recommit to our four core principles, and to challenge ourselves and our partners to create a clear and realistic path to success for every single resident. 100% Resident Success means:



- Every resident is strongly encouraged to return/stay and thrive as an important part of their new mixed-income community.
- Every resident has both the opportunity and a path to return/stay.
- Every resident has access to all the information they need to make the best choice for them and their family.
- Every resident is offered the support needed for a successful relocation, whether temporary or permanent, and whether or not they choose to live in the new mixed-income community.
- 10 years from now original residents are stably housed and personally thriving, wherever they have chosen to live.

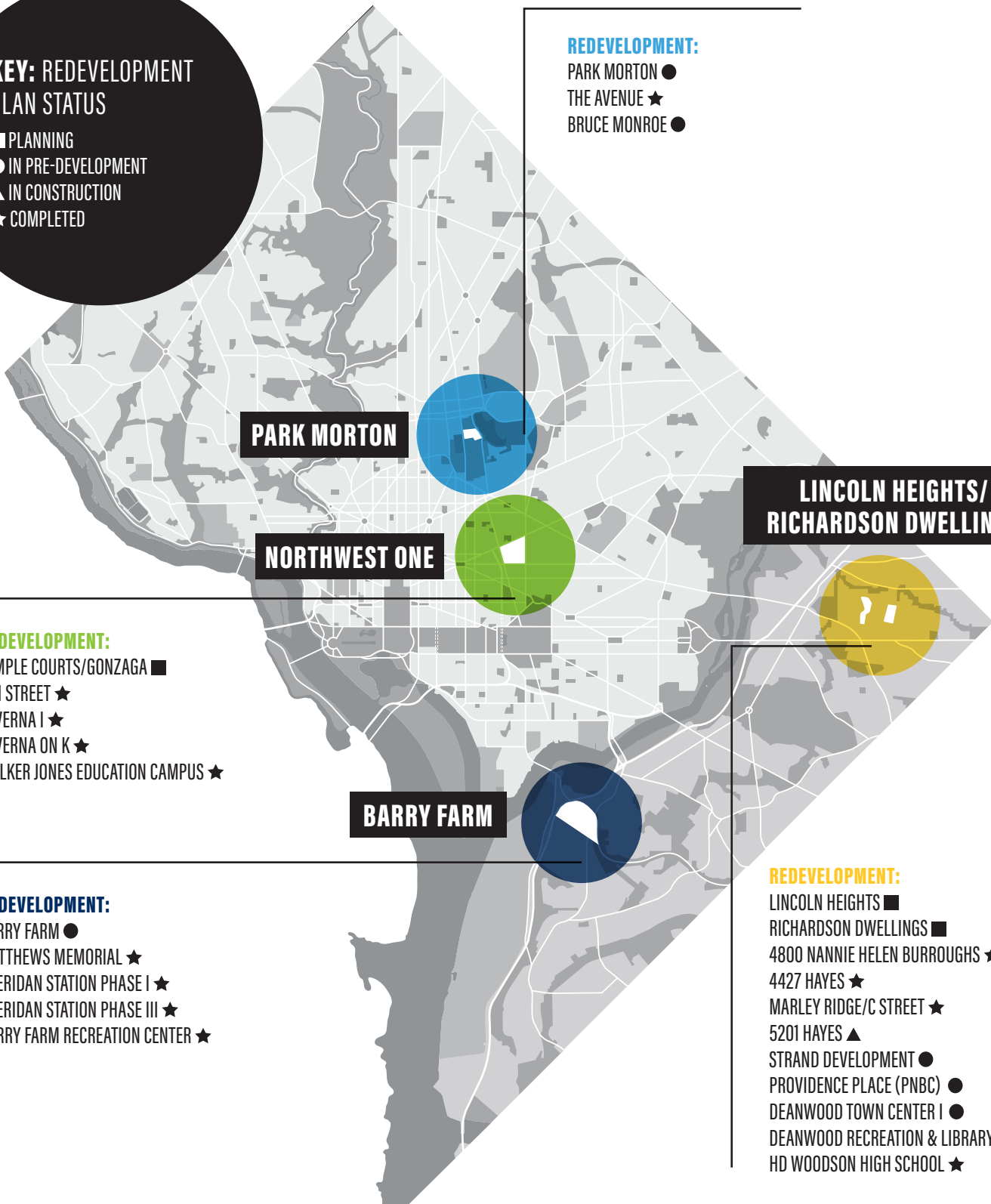
# WHERE WE WORK

**KEY: REDEVELOPMENT PLAN STATUS**

- PLANNING
- IN PRE-DEVELOPMENT
- ▲ IN CONSTRUCTION
- ★ COMPLETED

**REDEVELOPMENT:**

- PARK MORTON ●
- THE AVENUE ★
- BRUCE MONROE ●



**PARK MORTON**

**NORTHWEST ONE**

**BARRY FARM**

**LINCOLN HEIGHTS/  
RICHARDSON DWELLINGS**

**REDEVELOPMENT:**

- TEMPLE COURTS/GONZAGA ■
- 2 M STREET ★
- SEVERNA I ★
- SEVERNA ON K ★
- WALKER JONES EDUCATION CAMPUS ★

**REDEVELOPMENT:**

- BARRY FARM ●
- MATTHEWS MEMORIAL ★
- SHERIDAN STATION PHASE I ★
- SHERIDAN STATION PHASE III ★
- BARRY FARM RECREATION CENTER ★

**REDEVELOPMENT:**

- LINCOLN HEIGHTS ■
- RICHARDSON DWELLINGS ■
- 4800 NANNIE HELEN BURROUGHS ★
- 4427 HAYES ★
- MARLEY RIDGE/C STREET ★
- 5201 HAYES ▲
- STRAND DEVELOPMENT ●
- PROVIDENCE PLACE (PNBC) ●
- DEANWOOD TOWN CENTER I ●
- DEANWOOD RECREATION & LIBRARY ★
- HD WOODSON HIGH SCHOOL ★

# BARRY FARM

## DEVELOPMENT PROGRESS

NEW COMMUNITIES INITIATIVE

**MATTHEWS  
MEMORIAL**

**99** UNITS

**35**  
REPLACEMENT

**64**  
AFFORDABLE

**SHERIDAN  
STATION I**

**114** UNITS

**25**  
REPLACEMENT

**89**  
AFFORDABLE

**SHERIDAN  
STATION III**

**133** UNITS

**40**  
REPLACEMENT

**93**  
AFFORDABLE

**346**

**100**  
REPLACEMENT

**246**  
AFFORDABLE

TOTAL UNITS  
COMPLETED

TOTAL INVESTMENT TO DATE  
BARRY FARM

TOTAL DEVELOPMENT COSTS

**\$123.1M**

NCI GAP FUNDING

**\$36.6M**

## MAJOR MILESTONES

SHERIDAN STATION I  
COMPLETED

2011

MASTER DEVELOPMENT TEAM -  
POAH/A&R SELECTED

2012

MATTHEWS MEMORIAL  
COMPLETED

2013

BARRY FARM/WADE  
APARTMENTS RECEIVED  
FIRST STAGE  
ZONING APPROVAL

2014

SHERIDAN PHASE III &  
BARRY FARM RECREATION  
CENTER COMPLETED

2015

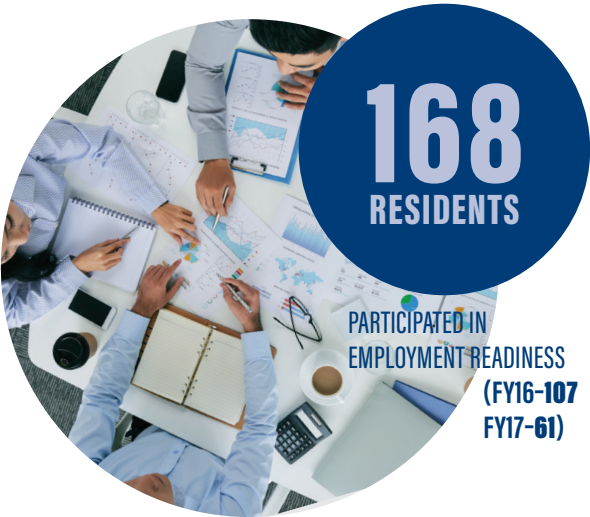
HUD DEMOLITION/  
DISPOSITION APPLICATION  
FOR BARRY FARM/WADE  
APARTMENTS APPROVED

2017



# HUMAN CAPITAL FY16-FY17 PROGRESS

Case Management Provided by Far Southeast Family Strengthening Collaborative (Far SE).



**RESIDENTS  
GAINED EMPLOYMENT**

Businesses include: Walmart, Admiral Security, CVS, Ronald Reagan Airport, Community Multi-Services, Marshalls, Allied Baron Sodexton, Downtown DC.



PARTICIPATED IN HEALTH  
AND WELLNESS PROGRAM

**1,000+**

RESIDENTS  
PARTICIPATED IN BACK TO SCHOOL  
DAY EVENTS



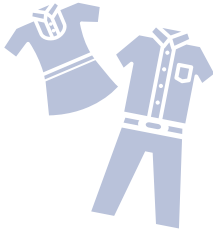
**YOUNG MEN**  
participated in the Male  
Mentoring Group



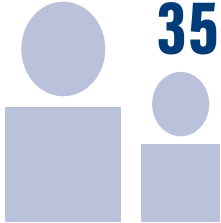
**YOUNG WOMEN**  
participated in the SISTA Project  
(Sisters Informing Sisters on  
HIV/AIDS) via partnership with  
Whitman-Walker Clinic



**16** RESIDENTS  
PARTICIPATED IN FINANCIAL  
LITERACY INDIVIDUAL AND  
GROUP SESSIONS



**163+**  
SCHOOL  
UNIFORMS  
WERE DISTRIBUTED  
AT THE BACK TO  
SCHOOL DAY EVENT



**35** RESIDENTS  
PARTICIPATED IN PARENT  
NURTURING CLASSES

## PARTNERSHIPS



Urban ED, Leadership Training Institute, Capitol Area Asset Builders (CAAB), Literacy Volunteers and Advocates (LVA) made other services available residents



**RESIDENTS**  
RECEIVED CASE MANAGEMENT PLANS  
(FY16-168 | FY17-70)

**OTHER SERVICES PROVIDED BY**  
Athletes United for Social Justice (Youth Development); National Organization of Concerned Black Men (Youth Development); Whitman Walker Health (Wellness)

PHOTOS BY: SHUTTERSTOCK/DAGON IMAGES; SHUTTERSTOCK/JACOB LUND

# PARK MORTON

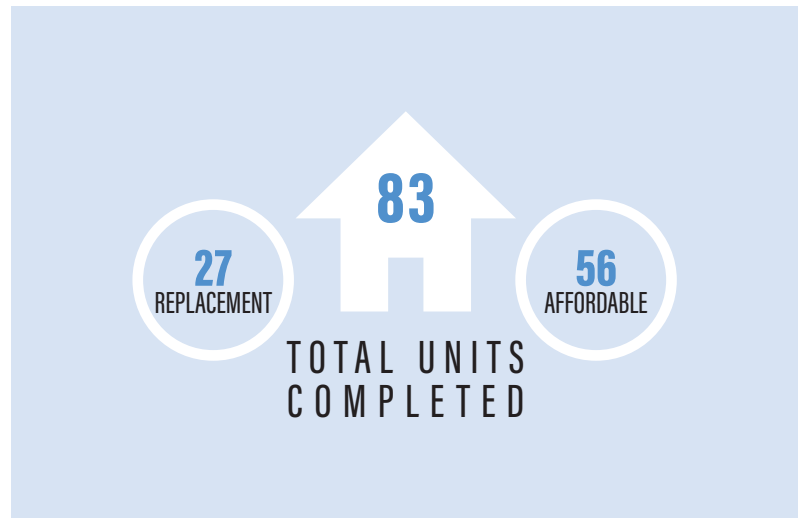
## DEVELOPMENT PROGRESS

NEW COMMUNITIES INITIATIVE



**27**  
REPLACEMENT

**56**  
AFFORDABLE



**TOTAL INVESTMENTS TO DATE**

TOTAL DEVELOPMENT COSTS

**\$27.4M**

TOTAL NCI INVESTMENT

**\$15.7M**

### MAJOR MILESTONES

THE AVENUE COMPLETED

2012

2014

MASTER DEVELOPER FOR PARK MORTON - THE COMMUNITY BUILDERS/DANTES PARTNERS - SELECTED

MASTER PLAN FOR PARK MORTON REDEVELOPMENT (462 UNITS - 147 REPLACEMENT, 155 AFFORDABLE & 160 MARKET, 5K SF COMMUNITY SPACE; 1+ ACRE PARK SPACE) COMPLETED

2016

BRUCE MONROE SITE APPROVED FOR SURPLUS AND DISPOSITION BY DC COUNCIL AS "BUILD FIRST" PROPERTY FOR PARK MORTON

2017

FULL ZONING APPROVALS FOR BRUCE MONROE AND PARK MORTON RECEIVED

# HUMAN CAPITAL FY16-FY17 PROGRESS

Case Management Provided by Housing Opportunities Unlimited (HOU).



**90**  
RESIDENTS

PARTICIPATED IN EMPLOYMENT  
READINESS ACTIVITIES  
(FY16-49 | FY17-41)



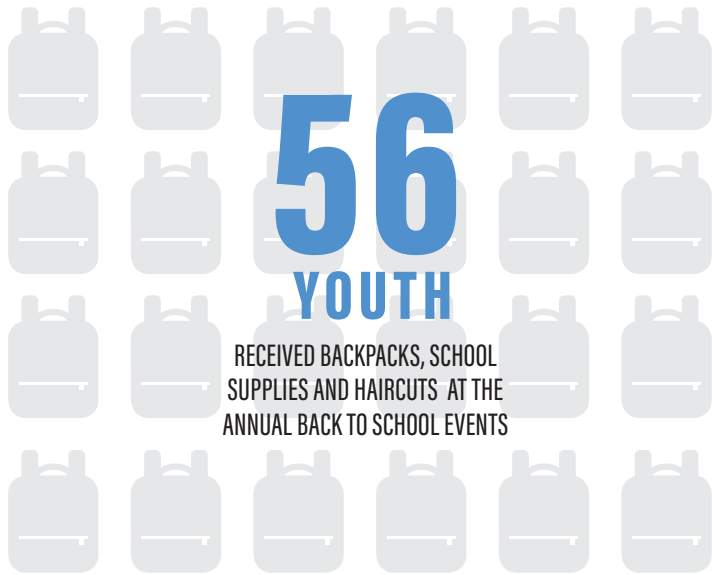
**62**

RESIDENTS  
GAINED EMPLOYMENT  
(FY16-24 | FY17-38)



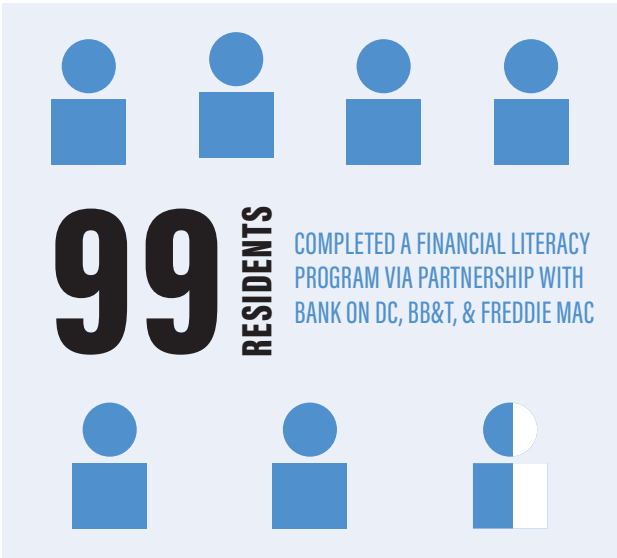
**12**  
RESIDENTS

RECEIVED PROFESSIONAL  
WORK ATTIRE THROUGH  
PARTNERSHIPS WITH  
**SUITED FOR CHANGE AND  
DRESS FOR SUCCESS**



**56**  
YOUTH

RECEIVED BACKPACKS, SCHOOL  
SUPPLIES AND HAIRCUTS AT THE  
ANNUAL BACK TO SCHOOL EVENTS



**99**  
RESIDENTS

COMPLETED A FINANCIAL LITERACY  
PROGRAM VIA PARTNERSHIP WITH  
BANK ON DC, BB&T, & FREDDIE MAC



**120** HOUSEHOLDS  
RECEIVED CASE MANAGEMENT  
(FY16-95 | FY17-25)

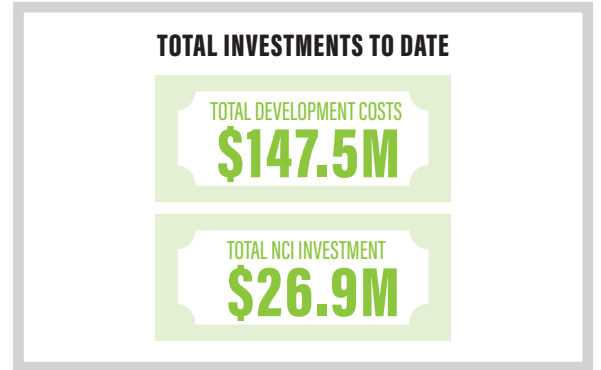
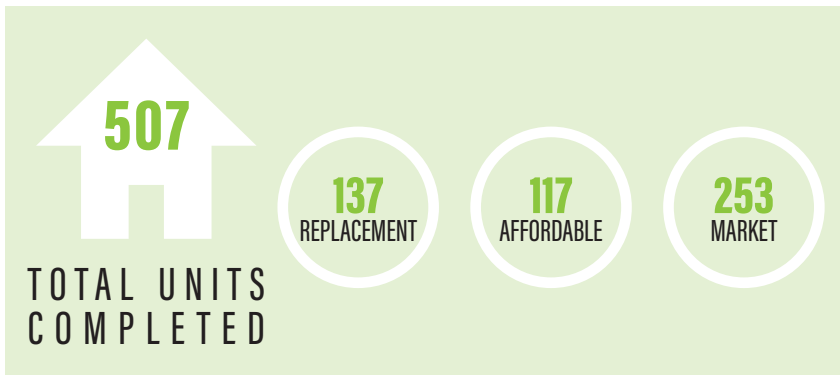
OTHER SERVICES PROVIDED BY  
Athletes United for Social Justice (Youth Development); Dance  
Institute of Washington (Youth Development)

PHOTOS BY: SHUTTERSTOCK/RAWPIXEL.COM

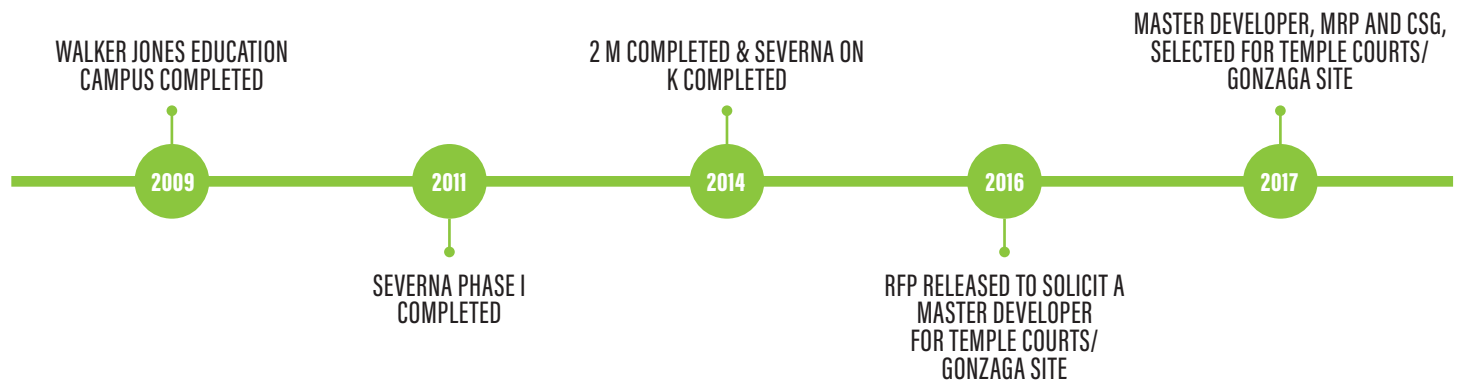
# NORTHWEST ONE

## DEVELOPMENT PROGRESS

### NEW COMMUNITIES INITIATIVE



## MAJOR MILESTONES





# HUMAN CAPITAL FY16-FY17 PROGRESS

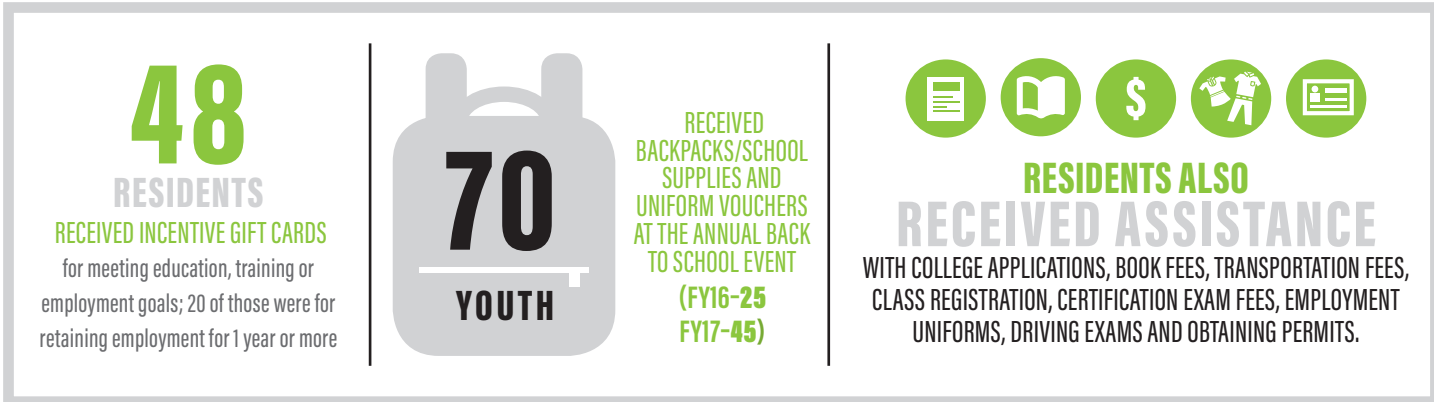
Case Management Provided by Housing Opportunities Unlimited (HOU).



**39**  
**RESIDENTS**  
GAINED EMPLOYMENT  
(FY16-22 | FY17-17)

**99**  
**RESIDENTS**  
PARTICIPATED IN EMPLOYMENT  
READINESS AND EDUCATION ACTIVITIES  
(FY16-76 | FY17-23)

**16**  
**RESIDENTS**  
RECEIVED PROFESSIONAL  
WORK ATTIRE THROUGH  
PARTNERSHIPS WITH  
SUITED FOR CHANGE AND  
DRESS FOR SUCCESS



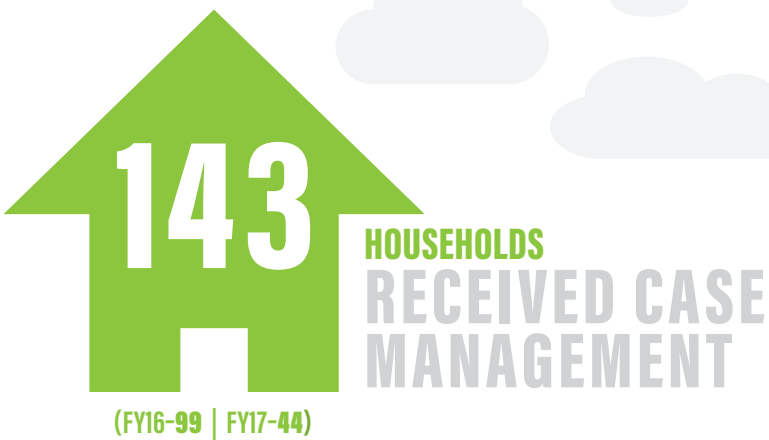
**48**  
**RESIDENTS**  
RECEIVED INCENTIVE GIFT CARDS  
for meeting education, training or  
employment goals; 20 of those were for  
retaining employment for 1 year or more

**70**  
**YOUTH**  
RECEIVED BACKPACKS/SCHOOL  
SUPPLIES AND  
UNIFORM VOUCHERS  
AT THE ANNUAL BACK  
TO SCHOOL EVENT  
(FY16-25  
FY17-45)

**RESIDENTS ALSO  
RECEIVED ASSISTANCE**  
WITH COLLEGE APPLICATIONS, BOOK FEES, TRANSPORTATION FEES,  
CLASS REGISTRATION, CERTIFICATION EXAM FEES, EMPLOYMENT  
UNIFORMS, DRIVING EXAMS AND OBTAINING PERMITS.



**450**  
**RESIDENTS**  
**ATTENDED**  
**NORTHWEST ONE  
HOMECOMING EVENTS**  
TO RECONNECT AND LEARN ABOUT RECENT  
DEVELOPMENT PROGRESS



**143**  
**HOUSEHOLDS**  
**RECEIVED CASE  
MANAGEMENT**  
(FY16-99 | FY17-44)

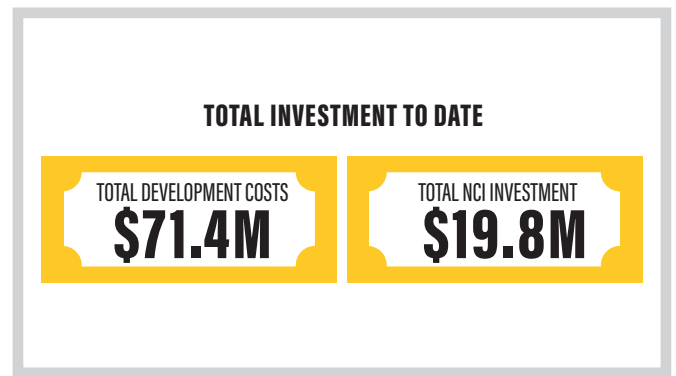
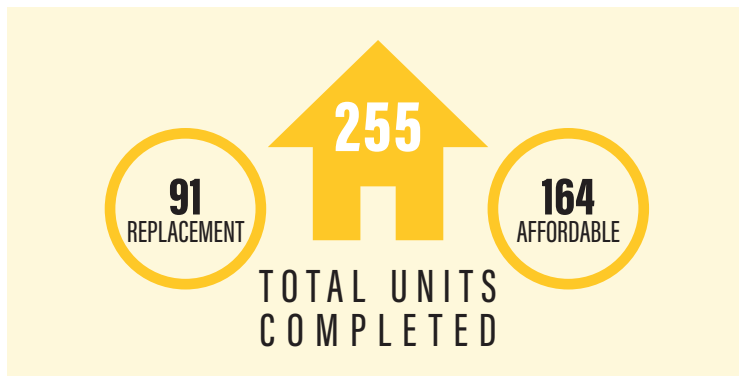
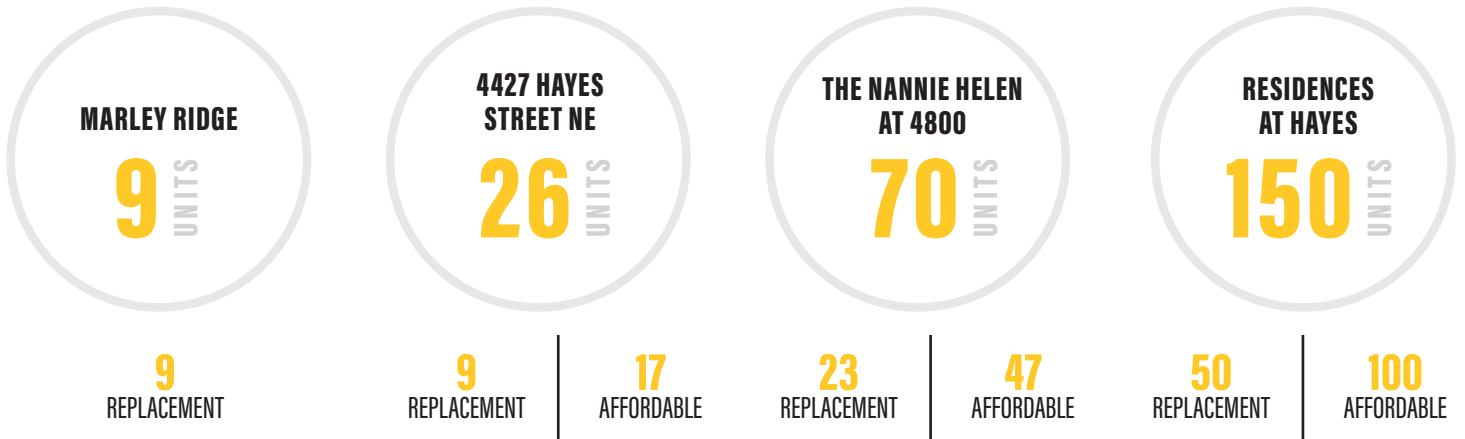
OTHER SERVICES PROVIDED BY  
The Literacy Lab (Youth Development)

PHOTOS BY: SHUTTERSTOCK/PRESSMASTER; SHUTTERSTOCK/ZDENKA DARULA; SHUTTERSTOCK/KURHAN

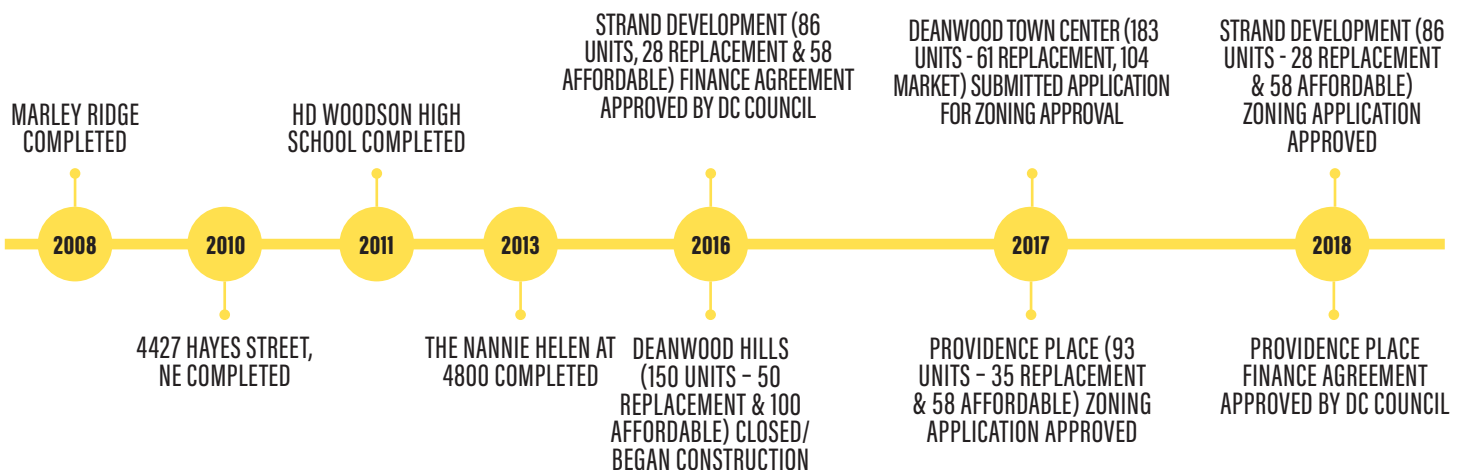
# LINCOLN HEIGHTS/ RICHARDSON DWELLINGS

## DEVELOPMENT PROGRESS

NEW COMMUNITIES INITIATIVE



### MAJOR MILESTONES




# HUMAN CAPITAL FY16-FY17 PROGRESS

Case Management Provided by Homes for Hope (HFH).


## 325

**RESIDENTS**  
PARTICIPATED  
IN EMPLOYMENT  
READINESS ACTIVITIES




## 85

**RESIDENTS**  
GAINED EMPLOYMENT  
(FY16-42 | FY17-43)




## 2

**RESIDENTS**  
GAINED EMPLOYMENT  
FROM FORK LIFT TRAINING



## 7

**RESIDENTS**  
GAINED EMPLOYMENT FROM  
FOOD HANDLERS TRAINING



## 9

**RESIDENTS**  
GAINED EMPLOYMENT FROM  
PRE-CONSTRUCTION TRAINING


## 40

**RESIDENTS**

PARTICIPATED IN THE HEALTH  
AND WELLNESS PROGRAM  
(FY16-20 | FY17-20)

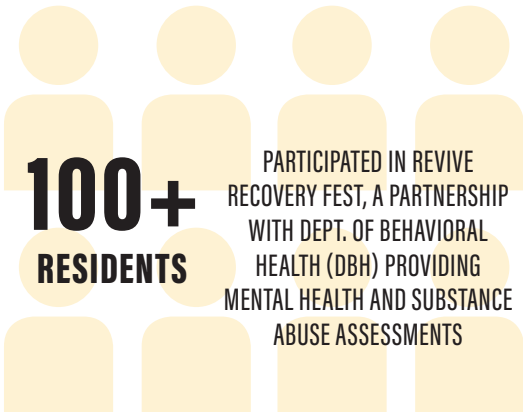
## 100+

**RESIDENTS**  
PARTICIPATED IN FINANCIAL  
LITERACY AND INDIVIDUAL  
GROUP SESSIONS



## 38

**RESIDENTS**  
PARTICIPATED WITH  
HFH AND DOES IN  
RESUME WRITING



## 100+

**RESIDENTS**

PARTICIPATED IN REVIVE  
RECOVERY FEST, A PARTNERSHIP  
WITH DEPT. OF BEHAVIORAL  
HEALTH (DBH) PROVIDING  
MENTAL HEALTH AND SUBSTANCE  
ABUSE ASSESSMENTS



## 900+

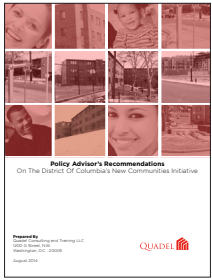
**RESIDENTS**

PARTICIPATED IN COMMUNITY  
EVENTS AND OUTINGS

## 965

**RESIDENTS**  
RECEIVED CASE MANAGEMENT  
(FY16-462 | FY17-503)

PHOTOS BY: SHUTTERSTOCK/RACORN; SHUTTERSTOCK/GAJUS



# POLICY REPORT FOLLOW UP

**In 2014, the Office of the Deputy Mayor for Planning and Economic Development commissioned a team of affordable housing finance and policy professionals, led by Quadel Consulting, to analyze the New Communities Initiative and make assessments and recommendations to enhance the program. The in-depth report highlights a number of key challenges and lessons learned to date that have impacted NCI's overall progress and timeline. The report also provides a number of policy recommendations to address some of the challenges around financing, timelines, partnerships, structure, and public policy decisions.**

Since its release, NCI has made a number of adjustments in direct response to the challenges and recommendations from the policy report. The following is a response and progress update to these recommendations which highlight the key changes and commitments that have led to significant progress in all four NCI neighborhoods.

## 01 CHALLENGE: TIMELINES

*"The timelines associated with the original plans were overly ambitious and the NCI plans were interpreted as ready for implementation when in reality they were only conceptual."*

### RECOMMENDATION: Develop New Timelines

*"Our study recommends developing a budget and schedule for each neighborhood to better illustrate short term and longer term needs."*

**NCI'S RESPONSE:** NCI has developed new timelines for each neighborhood, with a clear path forward for each redevelopment effort. We took several steps to get to this point. Before we could set new timelines, we needed to set the redevelopment plan area for each neighborhood, including assumptions about phasing, so we would know what we were developing, in what order and what assumptions to make about disposition, zoning, relocation and demolition – the processes with the most unpredictable timelines. Specifically, we needed to determine going forward where we had the opportunity for additional "Build First" developments and where we needed to focus solely on onsite development.

In Northwest One, there was no opportunity for additional "Build First" units because the original Temple Courts/Golden Rule apartments were demolished in 2009 and all of the households were relocated. Three projects were constructed already in the neighborhood, with former Temple Courts/Golden Rule residents returning to those

buildings. Our future focus, as a result, was to return replacement units to the original Temple Courts site.

At Barry Farm, there was no opportunity because most of the existing units were in such a state of disrepair, taking the time to source additional "Build First" projects was infeasible. Our future focus was to begin redevelopment of the onsite and minimize the relocation period.

At Park Morton and Lincoln Heights/Richardson Dwellings, however, NCI identified opportunities to do additional "Build First" projects that would facilitate redevelopment of those neighborhoods without temporary involuntary displacement of existing residents. NCI identified the Bruce Monroe site as the "Build First" for Park Morton. For Lincoln Heights/Richardson Dwellings, NCI advanced two stalled projects (5201 Hayes and Strand) and sourced two new projects (Providence Place and Deanwood Town Center). Furthermore, NCI confirmed that both neighborhoods could be phased developments – where development could take place on a portion of the site while residents continued to live on other portions. NCI also estimated how many residents needed to relocate to "Build First" sites in order to begin onsite development.

Once we set the redevelopment plan area for each neighborhood (including the "Build First" sites) and confirmed assumptions about phasing options and order, we could build timelines for each neighborhood. Timelines always need to be flexible as long as there are multiple parts of the process that are unpredictable and outside the control of NCI and



its partners, but the current timelines have at least been built on a more complete set of assumptions than we have ever had previously.

NCI has also spent the past three years beginning to meet key development milestones which make the timelines more realistic and feasible, including:

- **Barry Farm** – NCI has achieved approval on the Demolition/Disposition application from the Department of Housing and Urban Development (HUD). We are beginning the temporary relocation for the remaining households and demolition and infrastructure activities are set to begin in 2018. Vertical construction will begin in 2019, pending resolution of an appeal to the site’s zoning order.
- **Lincoln Heights/Richardson Dwellings** – Closing and construction started for 5201 Hayes, which will begin “lease up” in 2018. We have also secured zoning and public gap financing approvals for both Strand and Providence Place, which are both set to begin construction in 2018. NCI has also kicked off the zoning process for the Deanwood Town Center.
- **Northwest One** – The master developer for the former Temple Courts site has been selected.
- **Park Morton** – The Public Land Disposition has been approved for Bruce Monroe. Zoning approvals for Bruce Monroe and Park Morton have also been secured. Construction is set to begin at Bruce Monroe in 2018, pending resolution of an appeal to the site’s zoning order.

## 02 CHALLENGE: FINANCING GAP

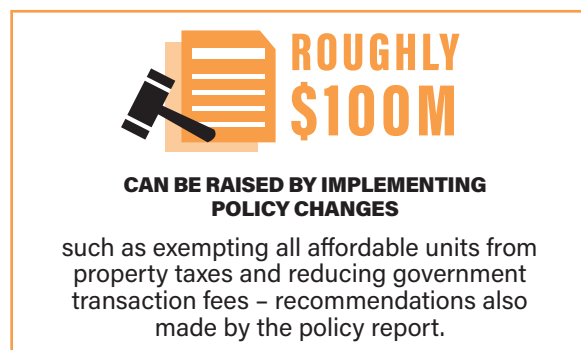
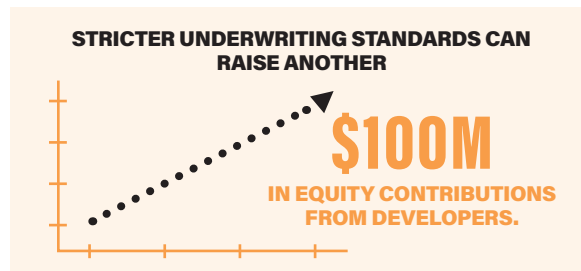
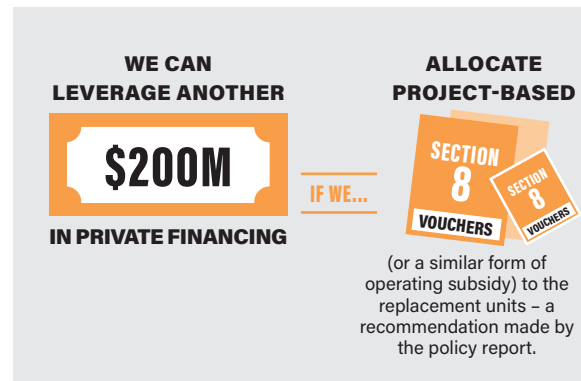
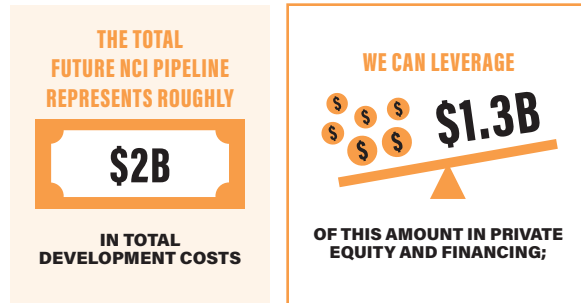
*“The original plans had an initial gap of \$566 million... The consultants estimate the current housing development gap at \$204 million.”*

### RECOMMENDATION: Develop New Funding and/or Identify Ways to Reduce Costs.

*“We recommend developing new funding opportunities and identifying ways to reduce costs.”*

**NCI’S RESPONSE:** Another benefit of our efforts to more accurately define NCI’s development pipeline is the ability to better estimate cost. We used recently underwritten developments to project costs for similar future developments/phases. We also developed standard underwriting criteria, including controls on

developer fees and project cost limits to minimize the overall funding gap. We quantified the value of many of the funding opportunities outlined in the policy report to determine which were worth implementing. We found the following:



These are the best and most thorough projections we have to date, but future costs can and will fluctuate. Construction costs will change, as well as the cost of financing deals. In just the past year, tax credit equity pricing has taken a significant dip and interest rates have taken a significant hike – both factors that have resulted in less private debt and equity for NCI deals. In order for those projects to proceed, they must make up those losses from other sources. These factors are the same for non-NCI developments as well. All developments will be responding to these industry changes in the coming months and years.

“NCI HAS RECOMMENDED TO ‘BUILD FIRST’ IN EVERY PLACE WHERE THERE IS AN OPPORTUNITY.”

seeking out partnerships with other developers, NCI sought development sites in close proximity to the existing public housing and large enough with development flexibility to accommodate a critical mass of replacement units within a mixed-income setting. NCI struck a partnership with the Progressive National Baptist Convention (PNBC), an adjacent landowner to Lincoln Heights that will be developing “Providence Place,” a 93-unit multifamily building that will include 35 replacement units for NCI in exchange for gap financing for the project. We struck a partnership with National Housing Partnership Foundation and the Warrenton Group to expand the Strand Development to include adjacent parcels for housing, and to develop Deanwood Town Center (across the street from Strand); both will be multifamily, multi-use buildings providing replacement units (28 and 61 respectively), other affordable units and over 30,000 square feet of commercial space on a corner long underserved by retail. These partnerships will allow NCI to bring additional “Build First” replacement units online in an expedited timeframe.

Despite the policy report’s recommendation to focus on replacement units, NCI intentionally seeks to develop other affordable units. NCI is a significant part of the District’s solution for public and affordable housing. There are 2,000 affordable housing units in NCI’s pipeline, above and beyond the replacement units. These units are also important to the District.

**03 CHALLENGE: NEED TO DEVELOP ALL UNITS**  
*“The current program structure places the onus on NCI to develop and finance all units in a mixed income development, not just the replacement units, which significantly increases the subsidy needed.”*

**RECOMMENDATION: Partner with Developers to Buy Units in Other Projects**  
*“In order to allow greater flexibility for how replacement units are generated, we recommend partnering with developers to buy units in other projects.”*

**NCI’S RESPONSE:** NCI implemented this recommendation, and as a result NCI has a redevelopment plan for Lincoln Heights/Richardson Dwellings that anticipates a full “Build First” scenario – development of the onsite without temporary involuntary displacement from the neighborhood. NCI developed criteria for partners to use for providing replacement units in exchange for gap financing with favorable terms. When

**04 CHALLENGE: BUILD FIRST**  
*“[Site control and limited boundary] constraints cause the developments to be expensive and time-consuming, as “Build First” requires the off-site housing to be fully completed prior to demolition of the on-site housing.”*

**RECOMMENDATION: Move Beyond Build First**  
*“In order to meet more efficient timeline demands, NCI will need to modify the “Build First” principle and develop on-site and off-site housing*

*simultaneously rather than spending an inordinate amount of time, staffing resources, and financing until adequate off-site housing is fully developed."*

**NCI'S RESPONSE:** This is another area where NCI views the issue differently than the policy report, and we have recommitted to "Build First" in every place where there is an opportunity. The issue of displacement, specifically of African American families from central neighborhoods close to transportation and jobs and where they were once the majority, was an important consideration when NCI was conceived. The concept of "Build First" was to be an improvement on old urban renewal models where neighborhood revitalization almost always meant displacement of existing residents. Discussions around issues of displacement have reached a fever pitch in the District, and the nation as a whole. We also have a lot of new research and data that reveals that many modern-day urban renewal practices were continuations of old redlining policies, where the relegation of households of color to economically depressed areas was intentional. (See <http://www.designingthewe.com/undesign-the-redline/>) As a result, it is no surprise that data collected and documented by researchers like the Urban Institute and the National Initiative on Mixed-Income Communities show that in these renewal efforts, households are often moved away from areas of opportunity, and their quality of life does not necessarily improve.

NCI's role as the government partner is to put policies and resources in place that meet the District's overall goals, so we may use our tools - financing with favorable terms, tax credits, zoning relief, and public land as well as policy directives - to encourage the private market to respond in a way that it may not otherwise naturally respond.

We deploy these strategies because it is important to the District to provide housing opportunities for households across the entire



**150**  
UNITS  
5201 HAYES

income spectrum, and part of that spectrum requires some policy and funding interventions from the government.

For this same reason, NCI recognizes "Build First" as an ideal worth continuing to strive for. We no longer have the opportunity in all NCI neighborhoods, but where we do have the opportunity, we consider it to be a model worth continued refinement. We anticipate that our work will be instructive for other revitalizing neighborhoods across the District, and across the country.

The key to NCI's new, reinvigorated approach to "Build First" has been the commitment of offsite, developable land at scale, and the intentional connection of these offsite developments with the planning, phasing, demolition, and relocation of the onsite properties. In the past, NCI had completed one-off "Build First" sites that did not tie back directly to the timelines and phasing of the onsite redevelopment in any significant or intentional way. The new plan for the Park Morton redevelopment is illustrative of this commitment. In the Fall of 2015, NCI identified the former Bruce Monroe school site as a "Build First" opportunity in Park Morton. The 2.8 acre site, four blocks away from Park Morton, has the size and density

to accommodate approximately 273 units, in addition to a one-acre public park space. The site will have 90 replacement public housing units, a critical mass that provides a path forward for the Park Morton site to be redeveloped in phases to prevent involuntary displacement of residents. The addition of the former Bruce Monroe School site, and the explicit connection to the timeline and development plan for Park Morton [which went through a Planned Unit Development (PUD) and planning process simultaneously and has the same developer] is the catalyst for moving

While challenging, this recommitment by the city to “Build First” is a significant financial and political investment that illustrates the feasibility of the original vision of New Communities, which can be done with enough political capital, developable land at scale, and intentional planning and coordination with the DCHA to connect the lease-up of a “Build First” property with the strategic clearing of portions of an onsite property that fits into a larger master plan and phased development. There are few large metropolitan areas in the country that have put

“WHILE CHALLENGING, THIS RECOMMITMENT BY THE CITY TO “BUILD FIRST” IS A SIGNIFICANT FINANCIAL AND POLITICAL INVESTMENT THAT ILLUSTRATES THE FEASIBILITY OF THE ORIGINAL VISION OF THE NEW COMMUNITIES INITIATIVE.”

forward the redevelopment in Park Morton under the original vision of “Build First” to keep families stably housed in the neighborhood throughout the redevelopment. Prior to this commitment by the city, Park Morton had stalled for several years with little progress to show.

In Lincoln Heights/Richardson Dwellings, the combination of several offsite, “Build First” properties are either under construction or in active predevelopment, which are also anticipated to provide a critical mass of units to free up enough space within Lincoln Heights/Richardson Dwellings, to allow for the phasing of the onsite property and prevent involuntary resident displacement from the neighborhood. Approximately 174 “Build First” replacement units are expected to come online over the next three years between 5201 Hayes St NE, the Strand Theatre (and adjacent property), Providence Place, and Deanwood Town Center.

forth the resources necessary to attempt to implement a true “Build First” development the way NCI is now planning for in Park Morton and Lincoln Heights/Richardson Dwellings.

In most public housing redevelopment scenarios, residents have a choice of housing options. They can move to other public housing, take a voucher to rent in the private market, and we have added the option of moving to a “Build First” unit. “Build First” does not mean residents do not have access to those other options. NCI’s goal as part of our 100% Resident Success platform is that residents thrive whether they choose to move into the redeveloped housing or not. What we know from years of experience with these redevelopments across the country, though, is that these other options do not always result in better quality housing. Another reason for persisting with the “Build First” developments is the assurance that we are providing quality housing options throughout the redevelopment effort.



## 05 CHALLENGE: MIXED INCOMES

*"Although a mix of incomes is desired in each of the neighborhoods, market-rate units with self-supporting rents are not feasible at this time in every neighborhood."*

### RECOMMENDATION: Clarify Public Expectations

*"Inform public of expectations and make clear that this outcome is a goal that will require a longer term than initially anticipated."*

**NCI'S RESPONSE:** Each of the four NCI neighborhoods have different market conditions that allow for a varying mix of incomes within a mixed-income context. Most of NCI's multifamily developments will use the Low Income Housing Tax Credit (LIHTC) program to help finance the redevelopment, and will be a mix of 0-60% of AMI units that include replacement public housing units. In stronger markets, like Northwest One and Park Morton, NCI anticipates creating unrestricted market-rate units to complement the subsidized units. While the income mix of a third replacement, a third affordable and a third market rate is the general policy goal, each development's specific mix will be determined based on the replacement housing needs and market dynamics of the neighborhood.

## 06 CHALLENGE: ONE FOR ONE REPLACEMENT

*"The principle has been interpreted by some stakeholders to mean that the existing mix (number of bedrooms per unit, primarily) will be replicated in the new developments. There is also an assumption that every replacement unit will be built within the footprint of the existing neighborhood, which limits the possibilities for new development as site control is a significant challenge."*

### RECOMMENDATION: Clarify Expectations

*"This definition needs to be clarified with stakeholders so expectations can be properly aligned."*

**NCI'S RESPONSE:** NCI remains committed to one-for-one replacement, and has clarified that the commitment refers to bringing back online the same number of housing units that were previously available. DCHA Resolution 16-06 made an important clarification - households have a right to return to a unit that fits their family size at the time of return. NCI recognizes that family composition changes over time, and some families may be under-housed, while some may be over-housed. With each new development, NCI works with developers, service providers, and DCHA to determine the current housing need of existing NCI residents and families, and strives to build to meet that need. A significant number of 3+ bedroom units will be programmed for the new developments, and the NCI team works creatively with architects and planners to create housing situations appropriate for a range of demographic and housing needs. As an example, the existing Park Morton development consists of only 2-bedroom units, but the redeveloped Park Morton and Bruce Monroe will feature 3- and 4-bedrooms because there is a need among the existing households for those bedroom sizes. Further, in preparation for the Northwest One RFP process, NCI took a fresh survey of household sizes for the former Temple Courts residents who have yet to return to the neighborhood, and directed respondents in the RFP to submit designs with a range of larger bedroom size units.

## 07 CHALLENGE: RIGHT TO RETURN/STAY

*"While a guiding principle, there is not a guarantee that every resident will return."*

### RECOMMENDATION: Early Establishment of Reentry Protocol

*"A consistent reentry protocol will have to be established with residents at all properties. This*

**NCI HAS INVESTED  
OVER \$33M**

in support services and community engagement activities.

*protocol can then be inserted into the solicitation process for developers to respond to and implement.”*

**NCI’S RESPONSE:** The DCHA Board of Commissioners recently passed Resolution 16-06, which outlines that the screening criteria for New Communities projects will be no more stringent than what is currently administered by DCHA for access to public housing. This is a significant milestone for NCI, as it provides additional protection to ensure NCI residents are not unduly displaced from the new redevelopments and establishes a baseline of non-negotiable lease-up criteria for private property managers who will ultimately be responsible for managing the new housing.



## 08 CHALLENGE: ADMINISTRATIVE SUPPORT

*“The administrative support structure for NCI needs to suit its roles and responsibilities.”*

### **RECOMMENDATION: Clearly Define Roles**

*“As the administrator of the New Communities funding awards to DCHA and private developers, DMPED must define clear and effective roles, with written MOUs for all parties so that DMPED can better administer its funds, and DCHA and developers have defined responsibilities and performance schedules.”*

**NCI’S RESPONSE:** DMPED and DCHA do not have an established MOU, but the work done over the past few years to establish new timelines, underwriting criteria, and right to return guidelines has served some of the same purpose. This work has required collaboration and further definition of roles to reach our current milestones.

## 09 CHALLENGE: CLOSER COORDINATION WITH DCHA

*“Now that Barry Farm and Park Morton are moving into a more active phase with developers on board or being solicited, the need for coordinated planning and messaging to residents and the public becomes increasingly important.”*

### **RECOMMENDATION: A Facilitated Staff Retreat**

*“We recommend a facilitated strategic retreat for DMPED and DCHA to recognize and detail the new phase of their coordination going forward.”*

**NCI’S RESPONSE:** The NCI team has been coordinating closely with the DCHA across the four neighborhoods. In particular, DMPED has taken a stronger lead with “Build First”, offsite properties and their related solicitation processes, while DCHA has taken more of a lead with the onsite



SEVERNA ON K,  
NORTHWEST ONE

redevelopment planning. However, with onsite redevelopment timelines upcoming, DMPED is working intentionally and strategically with DCHA to ensure the “Build First” developments, and the replacement units they yield, are leveraged to help phase redevelopment of the onsite public housing. This is particularly illustrative in Park Morton and Lincoln Heights/Richardson Dwellings, where a critical mass of offsite “Build First” properties will tie directly into the phasing plan of the onsite housing to prevent involuntary displacement of residents outside of their neighborhood. This coordination is critical for timing of land use and HUD approvals, as well as the alignment and deployment of financing for the projects.

## 10 CHALLENGE: INSTITUTIONAL HISTORY

*“Staff and leadership turnover has made it difficult to maintain the institutional history of the program.”*

### **RECOMMENDATION: Memorialize program history, policies, and procedures in writing.**

*“We recommend putting more of the program history, policies and procedures in writing.”*

**NCI’S RESPONSE:** On the real estate side, the NCI team has and continues to develop a suite of materials related to its underwriting and financing commitments. NCI has a standard application for requesting gap financing, including a financial model and underwriting terms for project loans. On the human capital side, NCI has developed a logic model around its “100% resident success” platform, and is currently operationalizing this model. The NCI team is also using the ETO (Efforts to Outcomes) platform to organize data and key resident information.



# RESPONSIBLE RELOCATION & RETURN

**As part of the 100% Resident Success platform, NCI set a goal that every resident is offered the support needed for a successful relocation,** whether temporary or permanent, and whether or not they choose to live in the new mixed-income community. A new policy from the DCHA Board of Commissioners has helped to clarify relocation and return, providing a basis for information and support NCI can offer residents in neighborhoods where redevelopment is imminent.

## A NEW RETURN POLICY

In March 2016, the DCHA Board passed Resolution 16-06 to set a relocation and right to return policy for properties redeveloped under NCI. The policy clarified questions about who has a right to return, and established guidance ensuring that residents who are eligible to live in public housing will also be eligible for units in the new developments without additional barriers to entry.

### WHO HAS A RIGHT TO RETURN?

- Residents have a right to return to a new NCI unit:
- At Barry Farm if they lived at Barry Farm at any time on or after October 12, 2012.
  - At Park Morton if they lived at Park Morton at any time on or after November 1, 2014.
  - At Northwest One if they lived at Temple Courts or Golden Rule when they were being demolished.
  - The right to return date will be determined for Lincoln Heights/Richardson Dwellings once the master developer has been selected or some portion of the onsite is demolished, whichever comes first.

Residents have a right to return to a unit that fits their family size, which will be determined by who is on the lease at the time of return. Residents and other community stakeholders will decide through community processes in each neighborhood which households will be offered units first, second, and so on in the new developments.

### HOW LONG DOES YOUR RIGHT TO RETURN LAST?

Residents' right to return lasts until they move into a new NCI unit. All NCI neighborhoods are being redeveloped in phases, and residents do not lose their right to return if they are offered a unit in an early

phase and they do not take it. Residents keep their right to return until all units in all phases are built.

### WHAT IS THE CRITERIA FOR RETURNING?

- Criteria to return to a new unit has to be the same or less than DCHA's current rules, and property managers for the redeveloped units must follow these guidelines. The resolution specifically details rules for the following:
- **Work Requirements** – DCHA has no work requirements.
  - **Service Requirements** – DCHA requires eight (8) hours per month of community service or eight (8) hours participation in an economic self-sufficiency program. Residents who are elderly, disabled, a caretaker of an elderly/disabled resident, or working are exempt.
  - **Criminal Background** – DCHA does not accept applicants with 1) a felony conviction within the last 5 years; 2) a conviction for manufacturing methamphetamines; and/or 3) a current requirement to register on the National Sex Offender Registry. DCHA may make exceptions for felony convictions on a case by case basis.
  - **Credit Screening** – DCHA has no minimum credit score to meet, but does review applicants' past rental history.
  - **Drug Screening** – DCHA has no drug screening requirements.

### WHEN WILL DCHA NOTIFY RESIDENTS ABOUT MOVING?

- DCHA will provide proper notices for any temporary and permanent moves, including but not limited to:
- A **General Information Notice (GIN)** to inform residents when the redevelopment will require them to move from their unit.
  - A **Notice of Relocation Eligibility**, which will inform residents what relocation assistance they will receive; and



- A **90-Day Notice to Move**, which will tell residents the earliest date they have to move from their current unit.

Although households may be offered the opportunity to move to “Build First” units becoming available in their neighborhood, no one will be required to move (as a result of a redevelopment effort) until their property receives official HUD approvals for redevelopment.

**DCHA Resolution 16-06 can be found at**  
[http://www.dchousing.org/docs/res16\\_06.pdf](http://www.dchousing.org/docs/res16_06.pdf).

### RESPONSIBLE RELOCATION IN PRACTICE

Resolution 16-06 sets a baseline policy and new expectations for relocation and return, and NCI has been working with its partners to operationalize that policy. We have been working with our government agency partner, DCHA, as well as development and service provider partners to:

- **Reflect Resolution 16-06 in project closing documents.** Some of these closing documents govern property operations long-term (after construction is complete), such as the affordable housing plan, property management plan, and operating agreement. The Residences at Hayes (5201 Hayes Street NE) was the first project to close with the new policy, and the documents recorded for that project at closing indicate that the property manager must follow the criteria detailed in the resolution for replacement public housing units.
- **Regularly coordinate in the relocation and return (lease-up) processes**, where partners are specifically sharing information and making referrals for households who may need more support in either of those processes; and
- **Integrate support services into relocation and return (lease-up) processes** to support residents in ways such as setting up payment plans or even clearing past rent and utility balances; checking credit reports to clear old and/or incorrect information (which is particularly important for residents trying to relocate with vouchers to the private rental market); and gather any documents (identification, income, guardianship, etc.) needed for lease up to their new unit.



METHODOLOGY

ASSESSMENT & EVALUATION LEAD: URBAN INSTITUTE

110 NCI HOUSEHOLDS SURVEYED

FOCUS GROUPS: 06 GROUPS CONDUCTED

SERVICE ASSESSMENT: 16 STAKEHOLDERS INTERVIEWED

SURVEYS: CONDUCTED BY HOWARD AND UDC STUDENTS

OUTREACH: CONDUCTED BY DCHA RESIDENTS

# HUMAN CAPITAL: PLANNING FOR 100% RESIDENT SUCCESS

## Needs Assessment and Evaluation

**The human capital component of NCI is critical to the overall success of the program.** The District partners with community-based service providers to provide comprehensive case management and other services to residents in NCI neighborhoods. Service providers have received over \$32M since 2007 from NCI's Human Capital Grant Fund to provide case management, workforce development, youth development, education, senior and outreach services to public housing residents in all four NCI neighborhoods.

In 2015, NCI began planning for more robust development movement in NCI neighborhoods. At the same time, we also began asking key questions about the human capital program. Chiefly: *Is NCI providing access to services that support our goal of 100% Resident Success - that every current resident has both the opportunity and a path to return and stay in the new mixed-income communities?*

To prepare NCI and its providers to better target and meet this goal, we embarked on a year-long evaluation and revamp of the human capital program, the centerpiece of which was a needs assessment and evaluation conducted by the Urban Institute (UI). The study originated as an expansion of a needs assessment conducted by UI on behalf of the DCHA on all their family properties. NCI worked with DCHA and UI to expand the assessment specifically in the NCI neighborhoods.

### STUDY GOALS:

- Update data about resident housing, health, human services and other needs
- Evaluate how well existing services meet residents needs
- Make recommendations for how services should expand and/or change
- Make recommendations for how to better measure NCI's progress
- Make recommendations for how to operationalize NCI's 100% Resident Success platform, which commits to a clear and realistic path to success for every NCI resident

### STUDY ACTIVITIES:

- Assess current provider performance using interviews, observations and focus groups
- Expand DCHA's existing community needs assessment survey to analyze NCI developments as a group
- Plan for changes to human capital services, including changes to provider performance measurements



## ASSESSMENT METHODS:

- Resident Survey – 110 NCI households surveyed
- Focus Groups - Six (6) groups conducted (3 adult, 3 youth)
- Service Assessment - 11 interviews conducted with 16 stakeholders (including case managers, DCHA service navigators, other service providers, and representatives from various government agency staff)
  - The UI worked with partners from Howard University, University of District of Columbia (UDC), and DCHA. Students from Howard and UDC conducted surveys.
  - DCHA residents served as “field locators”, assisting with outreach, communications, and logistics.
  - Interviews were conducted on-site with tablets using a mobile and secure survey platform.

## NEEDS ASSESSMENT HIGHLIGHTS:

The results of the needs assessment paints a complicated picture of parents who are doing their best for their children, but often in daunting circumstances where progress can be hard to achieve. We found the following from the assessment:

### CHILDREN AND YOUTH

- Parents are an asset, with almost all reporting high levels of engagement (reading, telling stories, singing songs or playing outside) with their children multiple times per week, and about half reporting overall positive behavior among their children.
- At the same time, parents report high levels of chronic health problems, behavioral problems (many that could be linked to poor mental health), and significant contact with Child Protective Services.

### EDUCATION AND EMPLOYMENT

- Almost 80 percent of parents have a high school diploma or GED.
- Still, few work outside the home and a high number are dependent on public assistance (above and beyond their housing subsidy) – including the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) and Supplemental Security Income (SSI).

### HOUSING, HEALTH & SAFETY

- Despite so many households enrolled in housing and health subsidy and support programs, many still report experiencing food and housing insecurity, including poor housing conditions.
- Families are raising their children in dangerous conditions, with most reporting drug sales, drug use and shootings/violence.
- In focus groups, both youth and adults expressed concerns about property maintenance and safety issues, with lighting at properties being a particular complaint that is related to both issues.
- Still, a persistent fear expressed in focus groups was that of being pushed out of their homes as a result of the looming redevelopments, with rent arrears and poor credit perceived as the main barriers to new housing.
- These conditions likely provide some explanation for why the most prevalent poor health conditions are related to behavioral health challenges.

### SERVICE PROVISION

- Residents had overwhelmingly positive things to say in focus groups about external service providers and expressed a desire for more services, including more after-school, youth development and employment services.
- Still, too few residents participate in job training and health programs, especially given the challenges they face.

## HUMAN CAPITAL NEEDS ASSESSMENT AND EVALUATION CON'T...

- Also, too few children are involved in after-school, tutoring or mentoring programs, and behavioral health counseling.

### RECOMMENDATIONS:

- Improve government agency level communication and collaboration, particularly between DMPED and DCHA, but also with government support services agencies (Department of Human Services, Department of Health, Department of Behavioral Health, Children and Family Services Agency, Department of Employment Services, etc.)
- Maintain a focus on on-site services to reduce barriers to access
- Increase services in primary needs areas – employment and job training; youth services and educational enrichment, especially out-of-school time programs; health and wellness including behavioral health and substance abuse treatment; and crime and safety
- Develop a closer partnership (possibly a pilot) with the Department of Employment Services to focus on training and peer to peer exchange.
- Deepen partnership with Department of Behavioral Health, as their services target core needs of NCI families
- Develop a mental health liaison for the properties that do not currently have one

### FY17 AND BEYOND AS A RESULT OF THE STUDY:

- New roadmap for service delivery to operationalize 100% Resident Success that includes:

- At least annual outreach to all residents with a right to return to ensure they are aware of their eligibility for new housing, pathways to become eligible, and to update anticipated timelines for relocation into new housing
- Annual screening of all residents with a right to return to capture high-level data about their current needs, including identifying households who may have developed additional barriers to stability and need more intensive services
- New service tiers to capture residents who may not agree to comprehensive case management, but may participate in service referrals and/or general community building activities
- Regular caseload discussion and referral meetings between all service providers and (where applicable) DCHA navigators and relocation specialists at each property
- Housing Stability and Wellness Survey – Ongoing screening to assess over time if households are:
  - Informed – Is the household aware of the redevelopment plan, relocation plan, return criteria and services available?
  - Stably Housed – Is the household in a unit (either on or off site) that does not pose health/safety concerns, is the right size, and does not pose a housing cost burden?
  - Personally Stable – Does the household have any barriers to housing stability, self-sufficiency and/or wellness?
  - Personally Thriving – Does the household have increasingly positive indicators in employment and income; neighborhood safety; physical and behavioral health; and educational attainment?
- New Behavioral Health Liaison for Park Morton and Northwest One residents.





"THERE'S AN OLD SAYING 'IT TAKES A VILLAGE'... [PARK MORTON] IS THAT VILLAGE."

— SHAWN HIGH, PARK MORTON RESIDENT COUNCIL PRESIDENT



# PARK MORTON - A NATIONAL MODEL

**In 2015, NCI began planning for the redevelopment of Park Morton in a way that would strengthen and revitalize the community,** while ensuring that Park Morton residents have a front seat at their neighborhood's progress. We anticipate Park Morton will be the first public housing redevelopment completed in the country that does not involuntarily displace residents from their neighborhood during the redevelopment process. Park Morton will be a national model that improves upon the history of public housing redevelopment, where historically better-quality housing and neighborhoods were only achieved at the expense of displacing long-time residents.



PHASE 1

## PARK MORTON TODAY

The existing Park Morton development is a 174-unit public housing community in the Lower Georgia Avenue corridor, made up of all 2-bedroom walk-ups situated between Park and Morton Streets Northwest. It sits in the Park View neighborhood, just a ¼ mile from the Georgia Ave-Petworth Metro Station, and within a half mile of eight Metro bus lines. It was designated for redevelopment under the New Communities Initiative, and a plan was approved by the DC Council in 2008. That original plan had two significant gaps, which the current plan (developed in 2015) improves upon:

- 1.** The 2008 plan highlighted the need to identify offsite parcels in order to complete the redevelopment without any temporary displacement of residents from the neighborhood, but did not identify what those parcels would be.
- 2.** It contemplated building heights and density for future development on the Park Morton site that were inconsistent with the District's Comprehensive Plan.

## THE UPDATED PARK MORTON MASTER PLAN

The current plan for Park Morton includes all of the parcels needed to complete the redevelopment while meeting all four core NCI principles, including "Build First", which is the process of building new housing in the neighborhood prior to demolishing existing housing in order to prevent displacement. The Avenue, an 83-unit development just one block north of Park Morton - was completed in 2012 as a "Build First" project for Park Morton, and includes 27 replacement units for Park Morton residents. This was great progress, but ultimately not enough to facilitate redevelopment at Park Morton without displacement of existing residents out of the neighborhood.

In 2015, DMPED reviewed roughly a dozen public and privately-owned parcels and determined that Bruce Monroe - a roughly 2.8 acre publicly-owned site just five blocks south of Park Morton - would serve as the next (and final) "Build First" site for Park Morton. Together, Bruce Monroe and Park Morton provide sufficient land to fully complete the Park Morton redevelopment plan. The ability to integrate Bruce Monroe into the Park Morton master plan represents NCI's first opportunity in its 13-year history to fully realize all of the program's core principles - one-for-one replacement, build first, mixed-income, and right to return - in one development.

The updated master plan also conforms to the District's framework for growth in the Park View neighborhood and along Georgia Avenue, as articulated by the Comprehensive Plan.

**PARK MORTON**

**UNIT TYPES:**



**189** Units - Total  
**57** Replacement



**50** Affordable  
**82** Market

**ADDITIONAL DETAILS:**

- New North-South street from Park Road through Morton Street to the alley network
- New extension of Morton Street through to Warder Street

**OUTDOOR SPACE:**

¼ Acre Public Park

**OUTDOOR PARKING:**

- **109** New Parking Spaces
- **71** Below Grade
- **38** At Grade

**BRUCE MONROE**

**UNIT TYPES:**



**273** Units - Total  
**90** Replacement



**111** Affordable  
**72** Market

**ADDITIONAL DETAILS:**

- 76 Affordable Senior Units
- 8 Family-Sized Townhomes
- New North-South Street

**OUTDOOR SPACE:**

1 Acre Public Park

**OUTDOOR PARKING:**

- **115** New Parking Spaces
- **99** Below Grade
- **16** At Grade

**THE AVENUE**

**UNIT TYPES:**



**83** Units - Total  
**27** Replacement



**56** Affordable

**ADDITIONAL DETAILS:**

- Constructed in 2012
- Community Amenities including exercise facilities for residents
- Retail space for community businesses

**OUTDOOR PARKING:**

**25**  
Parking Spaces

The Park Morton redevelopment plan includes support services for existing public housing residents. Services are integrated to address residents' additional needs beyond new housing. Currently, NCI provides grants to Housing Opportunities Unlimited, which provides comprehensive case management to Park Morton residents. They work with residents one-on-one, as well as in groups, and provide support related to behavioral health, physical health, employment, financial literacy, youth services, and relocation support.

**COMMUNITY ENGAGEMENT - I BELONG HERE**

When NCI began engaging Park Morton residents and the broader Park View community in 2015 about plans to redevelop Park Morton, the community conversations that followed were stark, revealing deeply rooted racial, social and economic divisions. In order

to promote inclusion and awareness in the community, neighbors from both Park Morton and Park View formed a movement called [NeighborUp Park View](#) with support from NCI. NeighborUp Park View revolves around the central question: "What does it mean to belong here?" Residents named ideals such as "diversity" and "respect" as values that define their neighborhood.

Neighbors posed for a series of photos dubbed the "I Belong Here" campaign, which brings attention to the central idea of belonging, and captures the diverse Park View community that is determined to continue to live and thrive together, even as the neighborhood changes.

Through this effort, Park Morton residents and their neighbors were able to stake their claim to a diverse and inclusive neighborhood long before many of the additional neighborhood changes occur. This is an important part of promoting positive neighborhood revitalization without displacement and isolation of long-time residents.

# WHAT'S NEXT FOR NCI

## DEVELOPMENT

**Barry Farm** - up to 1,420 units planned, 50,000+ square feet of commercial/community space, 2 acres of green space

- **Relocation** - Began in 2017; continuing through 2018
- **Demolition** - Beginning Q2 2018
- **Infrastructure** - Beginning Q4 2018
- At least one (1) year of demolition/infrastructure work before vertical development begins
- 170 of the remaining 344 replacement units to be built in Phase 1
- \$25M in recent NCI funding commitments for predevelopment, relocation and demolition activities

**Lincoln Heights/Richardson Dwellings** - 777+ units planned, 30,000+ square feet of commercial/community space

- **Residences at Hayes** - 150 units (50 Replacement, 100 Affordable); complete in Q2 2018
- **The Strand** - 86 units (28 Replacement, 58 Affordable); \$9.9M NCI funding committed; construction starts Q4 2018
- **Providence Place** - 93 units (35 Replacement, 58 Affordable); \$9.5M NCI funding committed; construction starts Q4 2018
- **Deanwood Town Center** - 183 units (61 Replacement, 104 Affordable, 18 Market); PUD approval expected Q3 2018
- **Lincoln Heights** - Master Developer Request for Qualifications (RFQ) release in 2018
- \$4.3M NCI Funding Committed for capital improvements on existing units/sites

**Northwest One** - 800+ units planned

- **Master Planning and Community Engagement** - Continuing through 2018

**Park Morton** - 462 units planned, 5,000 square feet of commercial space, 1+ acres green space

- **Bruce Monroe** - Construction starts Q4 2018
- **Park Morton** - HUD Demolition/Disposition Application submittal Q2 2018
- \$400K NCI funding committed for capital improvements on existing Units

## HUMAN CAPITAL

**Ward 8 Works (W8W)** - NCI piloted this effort with 30+ government and private sector partners to better connect Ward 8 residents to construction jobs on the Barry Farm and other Ward 8 development projects. Almost 200 residents are currently working with Ward 8 Works service providers to become job-ready and connect to those jobs once they are available. Significant hiring is expected to start in 2018.

### Barry Farm Redevelopment Plan



THE BARRY FARM REDEVELOPMENT SITE PLAN ABOVE INCLUDES 1,400+ HOUSING UNITS, 2+ ACRES OF PARK, RETAIL AND COMMUNITY SPACE, AND A COMBINATION OF APARTMENTS AND TOWNHOMES TO ACCOMMODATE A RANGE OF HOUSEHOLD SIZES.

**344**  
REPLACEMENT  
UNITS TO BE  
REPLACED ONSITE





**Bruce Monroe**

**273**  
TOTAL UNITS PLANNED



**Park Morton**

**189**  
TOTAL UNITS PLANNED

**Housing Stability and Wellness Survey** – NCI launched the survey in 2017 to begin creating a baseline of data for whether NCI households are stably housed and thriving. It was created in response to the 100% Resident Success platform, and will be repeated each year to track changes in our outcomes. By Q3 2018, we will have a full first year of baseline data, and, as the Urban Institute study recommend we will use partners to better meet the tenets of the resident success platform.

**Early Resident Services Engagement** – NCI requires its master developers to plan for services to support the successful transition of residents into their new units/communities. Typically, these services do not begin until after at least one phase of development has been completed. NCI is supporting the nonprofit developer for Park Morton to begin engaging early, prior to the completion of a first phase. The intent is to begin

building relationships and trust early between the residents and the staff who will eventually serve them, as well as begin building early connections to the broader neighborhood.

**POLICY/SYSTEMS CHANGE**

**100% Resident Success** – NCI created this platform in 2015, and we are continuing to use it to inform all of our work, from planning, design and development to support services to community engagement.

**Resolution 16-06** – Lease up at the Residences at Hayes (5201 Hayes Street NE), which will begin Q2 2018, will be the first NCI project to lease up using the criteria set by the resolution. NCI is working with DCHA, the developers (Penrose Companies and Warrenton Group), and the NCI-contracted case manager (Homes for Hope) to ensure we adhere to the requirements of the resolution and promote resident success.







**The New Communities Initiative**

An initiative of the Office of the Deputy Mayor for  
Planning and Economic Development