



FORT WORTH  
HOUSING SOLUTIONS  
Housing with a Mission

# BUTLER AND CAVILE UPDATE

OCTOBER 15, 2019

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# WHAT IS ASSET REPOSITIONING?

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- HUD funding has not kept pace with the capital needs of public housing units
  - Now estimated at over \$30 billion nationally
- HUD has placed greater emphasis on repositioning assets away from Public Housing and toward the Section 8 platform
  - More sustainable funding
  - Access to outside capital
  - Public/private partnerships







# BUTLER PLACE UPDATE



Poverty Deconcentration and Affordable Housing Preservation





# BUTLER PLACE

- 412 units in 68 buildings
- Built in 1940
- Approximately 42 acres just east of downtown
- Rich African-American history
- Isolated concentration of poverty

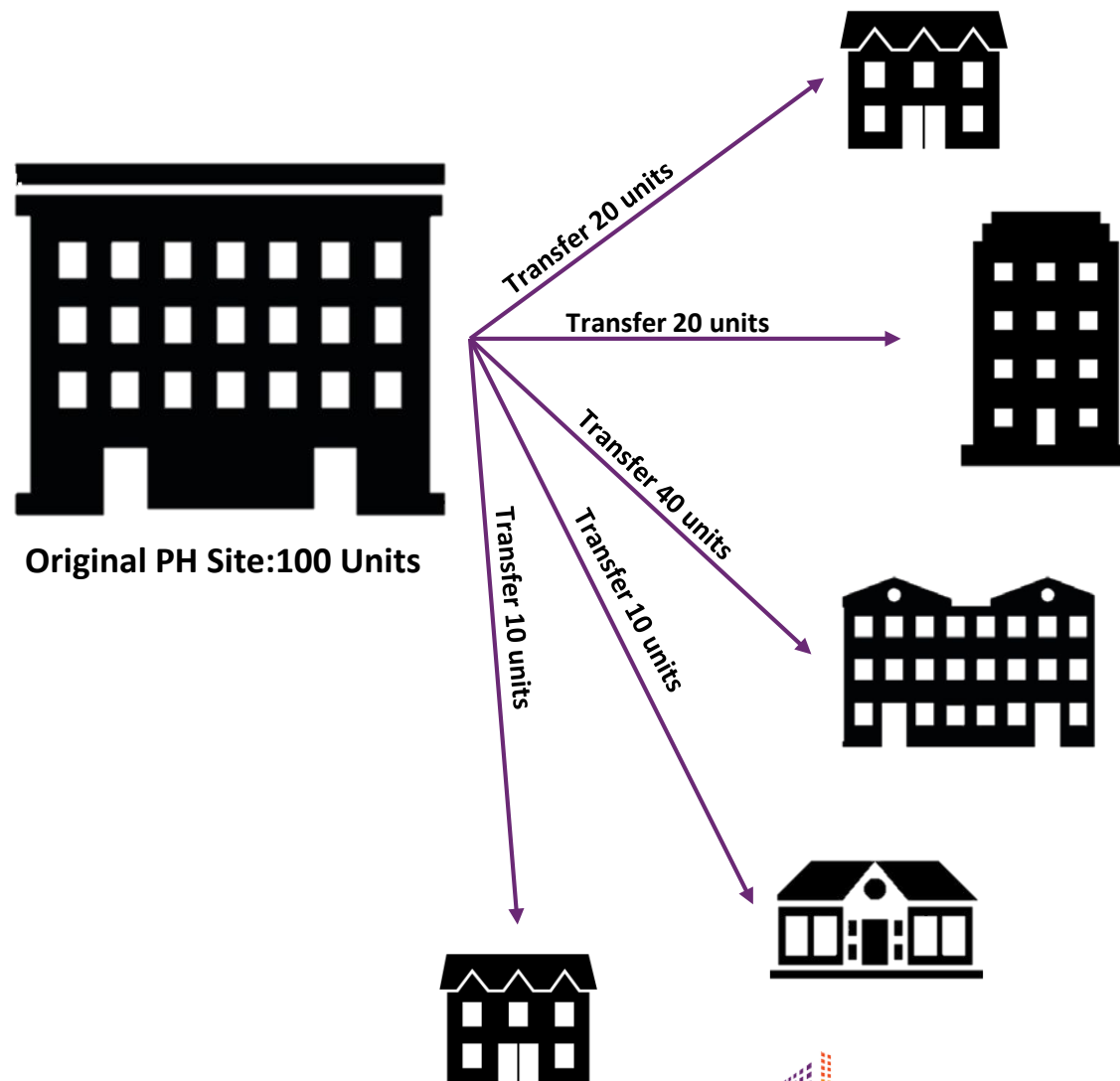




# RAD AND TRANSFER OF ASSISTANCE

- Rental Assistance Demonstration Program
  - Allows housing authorities to convert public housing subsidy to long-term Section 8 Housing Assistance Payment (HAP) Contracts
  - This approach deconcentrates poverty, preserves assistance of Butler residents, and helps to increase the number of affordable units in Fort Worth
- The RAD program allows housing authorities to move the converted assistance to a new geographic site(s), allowing them to:
  - Place assistance in areas of opportunity
  - Repurpose/sell the original site
- To-date, FWHS has utilized RAD to moving Butler-related subsidy to 13 different sites across the city
  - Residents are assisted with relocation and given choices in selecting their replacement units
  - All serving a mix of incomes beyond the RAD units

## RAD TOA Example

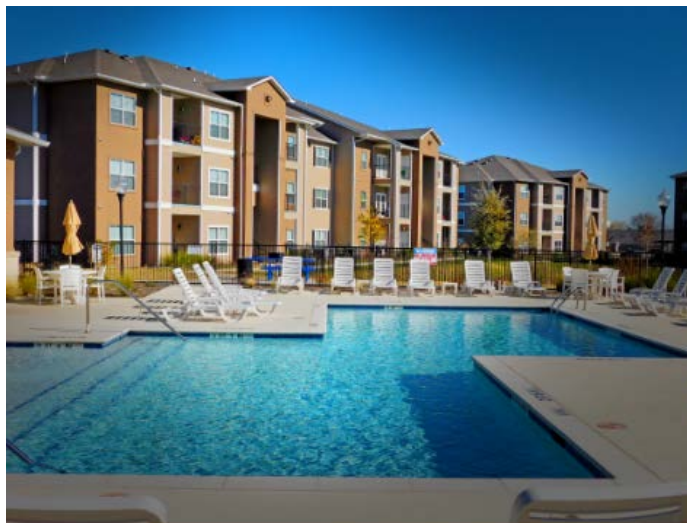






# RESULTS

- Began Butler's RAD conversions in 2015
- Closed 21 financing transactions, with 4 remaining closings expected in 2020
- In this process, FWHS has created 1,764 new affordable housing units since 2017
- 75% of Butler residents have been relocated to their replacement units in mixed-income communities in high opportunity areas
- On track to complete by the end of 2020







# CAVILE PLACE/STOP SIX UPDATE



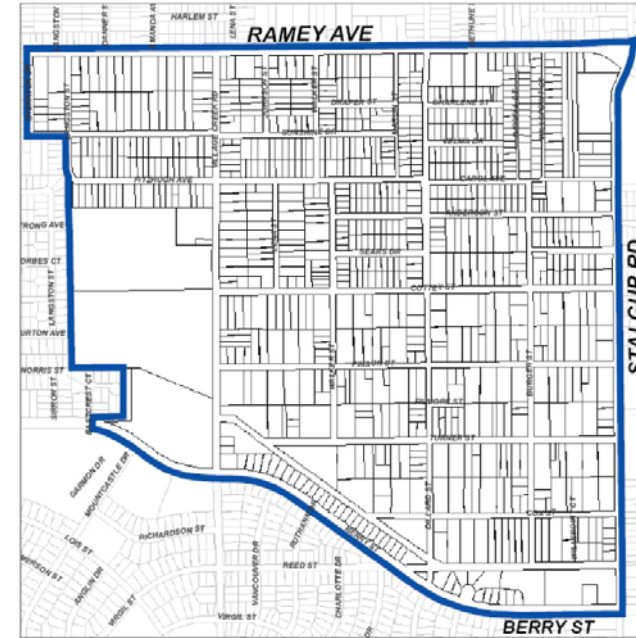
A Choice Neighborhood Initiative





# THE STOP SIX STORY

- Received its name in the early 20<sup>th</sup> century due to the area being the sixth stop on the Interurban streetcar line to Dallas
- Developed into a thriving African-American residential neighborhood through the first half of the 20<sup>th</sup> century
- Has suffered in recent decades from blight, disinvestment, and stigma
- Home to the physically obsolete Cavile Place public housing community, needing \$42 million in repairs







# CHOICE NEIGHBORHOODS

- HUD's signature place-based initiative for comprehensively revitalizing neighborhoods
- Provides competitive grants for planning, planning and action activities, and implementation
- Implementation Grants provide up to \$35 Million over 6 years to leverage private/public commitments
  - Highly competitive
  - 30+ Applicants, 4-5 Awardees annually







# ALIGNS WITH THE RACE AND CULTURE RECOMMENDATIONS

- Stop Six Neighborhood identified as a super - majority minority area (S-MMA) neighborhood
- Share strategies for 5 of the 7 priorities, including
  - Economic Development
    - Increase job training, education, minority entrepreneurship
  - Education
    - Grow involvement in early childhood education, civic engagement, college/ career centers
  - Health
    - Improve access to active lifestyles, healthy foods, healthcare providers
  - Housing
    - Increase supply of affordable housing for extremely low-income renters, homebuyer assistance
  - Transportation
    - Address street and sidewalk conditions in S-MMAs, provide safe spaces for pedestrians and bicycles







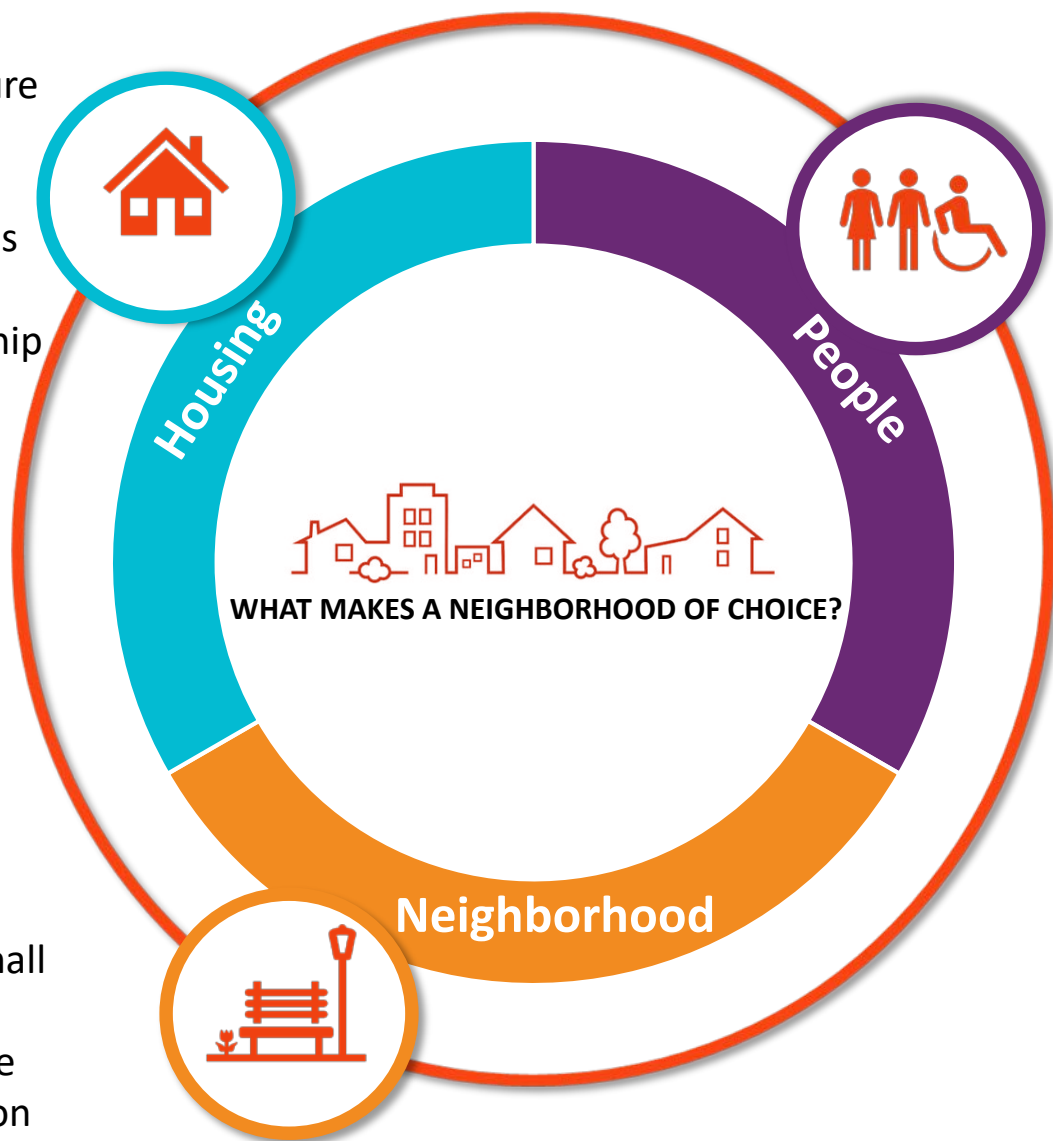
# COMPONENTS

- A comprehensive approach for revitalizing neighborhoods
- Focuses on three primary components:
  - Housing
  - People
  - Neighborhood

- Mix of incomes
- Mix of uses
- Mix of structure types
- Family and Senior Options
- Rental and homeownership opportunities

- Large and small businesses
- Infrastructure
- Transportation
- Public Amenities
- Public Safety

- Economic self-sufficiency
- Youth and Adult Education
- Health and Wellness
- Community Engagement





# CHOICE IS NOT BUSINESS AS USUAL

- Choice Neighborhood is a complete departure from the traditional approach to housing development
  - Comprehensive, collaborative and coordinated investments to address the needs of a distressed community
    - Not only housing, but also:
      - Economic Development
      - Resident-Tailored Supportive Services
  - Increased reliance on partnerships and leveraging federal funds
  - Data-driven goals and outcomes
  - Focus on connectivity to other neighborhood, local, and regional assets
  - Push for catalytic investments
  - Emphasis on sustainability







# COMMUNITY-DRIVEN PLANNING

- 2013 Transformation Plan
  - FWHS in partnership with the City
  - Planning While Doing
    - City of Fort Worth Neighborhood Improvement Program
    - Cavile Place Demolition Approval
  - FWHS and City preparing for a Choice Neighborhood 2019 Implementation Grant NOFA
- 2019 Transformation Plan Updates
  - Resident and Stakeholder Meetings, Listening Sessions, and Design Workshops





# UPDATED TRANSFORMATION PLAN



## The Housing Plan

- Develops several high quality, mixed-income/mixed-use phases including nearly 1,000 new units
- Replaces all Cavile Place units, while adding workforce, market, and permanent supportive housing units
- Deconcentrates poverty, while also spreading investments throughout the neighborhood



## The Neighborhood Plan

- Builds on assets and relationships in the neighborhood
- Provides a framework for development of a neighborhood of Choice
- Improves connectivity and infrastructure throughout the neighborhood
- Develops a multi-purpose Neighborhood Hub at the heart of the community



## The People Plan

- Addresses the specific needs of the 252 Cavile households, along with 48 households from the Cavile Place waiting list
- Connects residents with supportive services in education, workforce development and healthcare
- Provides Case Management and creates Individual Development Plans to create roadmaps and track resident progress





# NEIGHBORHOOD PLAN- GOALS AND GUIDING PRINCIPLES

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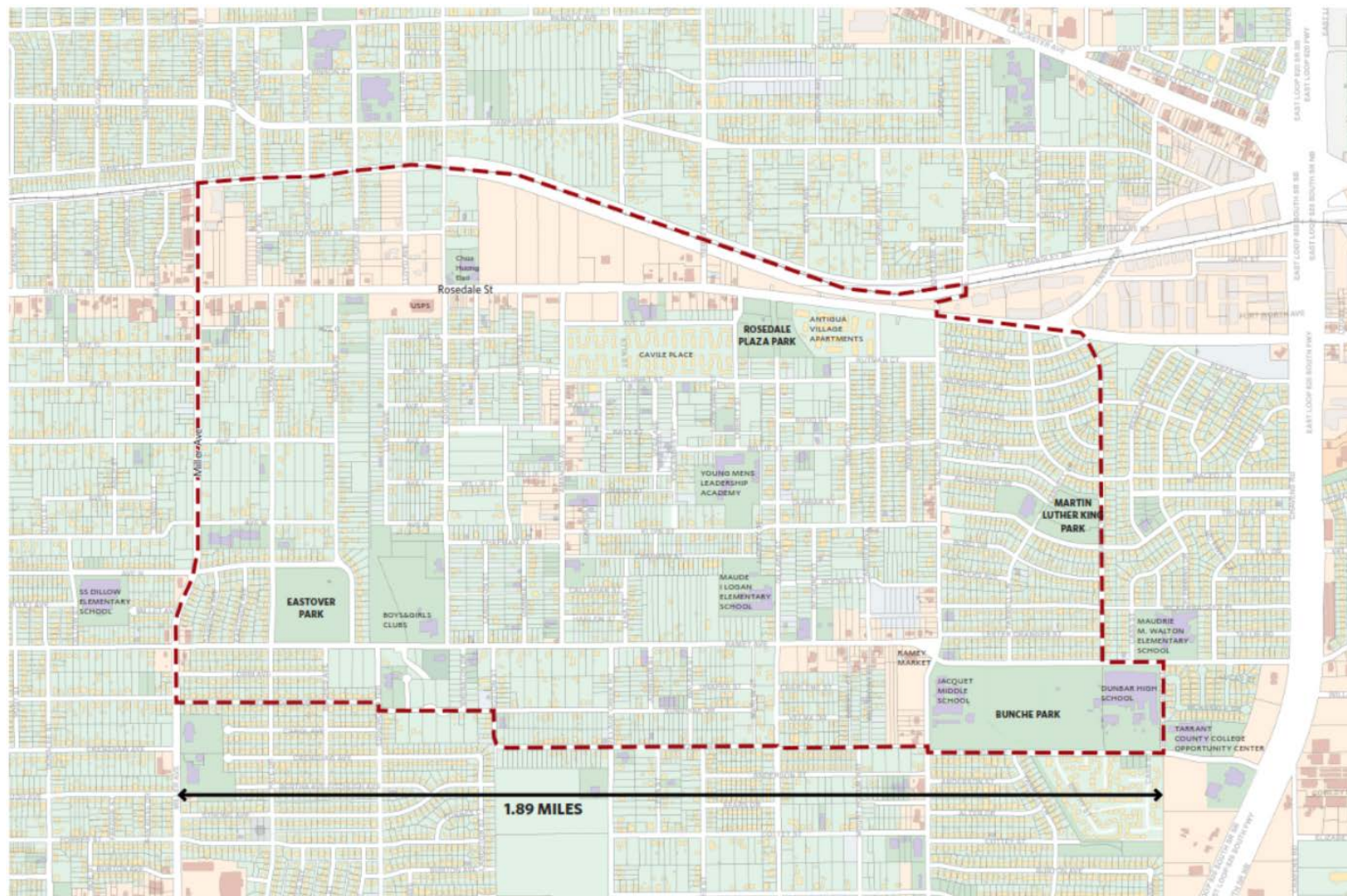
The Neighborhood Plan works within the following goals and guiding principles identified through community engagement during the planning process:

- Introduce neighborhood-serving amenities, such as recreation, restaurants, and retail, to return vacant land to productive uses.
- Improve transportation and mobility through improved transit service, new and improved sidewalks and new bike lanes.
- Create open space/recreational opportunities through community gardens, multi-use trails, linear and pocket parks, and sports fields.
- Celebrate the neighborhood's history and protect and preserve neighborhood character.
- Improve neighborhood stability through increased homeownership, reuse of vacant sites and demolition of vacant houses.
- Increase public safety by incorporating safety features into new construction, improving street lighting and working with the police department to increase the visibility of police in the neighborhood.



# NEIGHBORHOOD PLAN- OVERVIEW

- Connect existing and proposed assets and investments
- Provide a state-of-the-art neighborhood hub
- Improve access to transit
  - Relocated bus stops
  - Bike share stations
- Improve streets, parks, and sidewalks
- Create space and environment where private market will invest
- Create a neighborhood identity and brand







# NEIGHBORHOOD HUB AND ENVISION CENTER

- Primary proposed Critical Community Improvement in the application to HUD
- Replace MLK-based Envision Center
- Collocate services for neighborhood and city residents, potentially including:
  - Recreation/Fitness/Aquatics (YMCA)
  - Library (Fort Worth Library)
  - Health Clinic (Cook Children's/JPS)
  - Mental Health Services
  - Headstart (Childcare & Associates)
  - Code Enforcement/Public Safety Substation
  - Community Garden
  - Shared office/meeting space
  - Space for target resident case management
- Adjacent to Rosedale Park



Neighborhood Hub



# HOUSING PLAN- GOALS AND GUIDING PRINCIPLES

The Housing Strategy provides a comprehensive approach, plan and phasing sequence to revitalize the housing in the neighborhood, and addresses the following goals and guiding principles identified during community engagement throughout the planning process:

- Create a neighborhood comprised of high-quality, well-maintained, mixed-income housing that accommodates families and is compact and pedestrian-friendly with an interconnected network of streets and defensible public open spaces.
- Develop housing of the same design and construction quality, making assisted units indistinguishable from market rate, affordable and workforce housing and ensure adequate off -street parking.
- Follow a design approach that respects the historic “feel” of the neighborhood, and incorporates traditional elements like porches, masonry, and design details.
- Eliminate the stigma of Cavile Place by demolishing the site and dispersing HUD-assisted replacement units across multiple sites, and developing new mixed-income housing that blends with the density and character of the surrounding neighborhood
- Allow all existing Cavile Place residents the right to return to the site
- Build at densities that blend into the existing neighborhood character, scale, and building grouping
- Incorporate sustainable building elements





# HOUSING PLAN- OVERVIEW

- Presently relocating Cavile residents with Tenant Protection Vouchers; will demolish Cavile Place
  - 182 vouchers issued to date
- Replace all 300 Cavile units in four mixed-income development locations throughout the neighborhood
- Assist any qualifying former Cavile resident that wishes to return to replacement housing units
- Mix of incomes to include (PBV), market rate units, and workforce housing (for between 30-80% of AMI)
- Mix of unit sizes and structure types, as well as family and senior options
- Provide market-quality in-unit and site amenities
- Include ground floor commercial space at key neighborhood nodes
- 900 - 1,000 new rental units in the neighborhood

## Future Rosedale and Amanda Intersection



## Future Stop Six Neighborhood Street







# SAN ANTONIO- BEFORE AND AFTER EXAMPLE



**BEFORE**



**AFTER**





# STOP SIX- BEFORE AND AFTER

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**BEFORE**



**AFTER**



# PEOPLE PLAN- GOALS AND GUIDING PRINCIPLES

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The needs assessment activities informed the overall People Vision, which serves as the guide for strategies designed to achieve the People Goals:

- Increase income and financial stability of target households
- Improve the health of target residents by delivering comprehensive family-centered support, and high quality/accessible health services to youth and families
- Improve educational outcomes of target youth by delivering comprehensive family-centered support, and educational career services

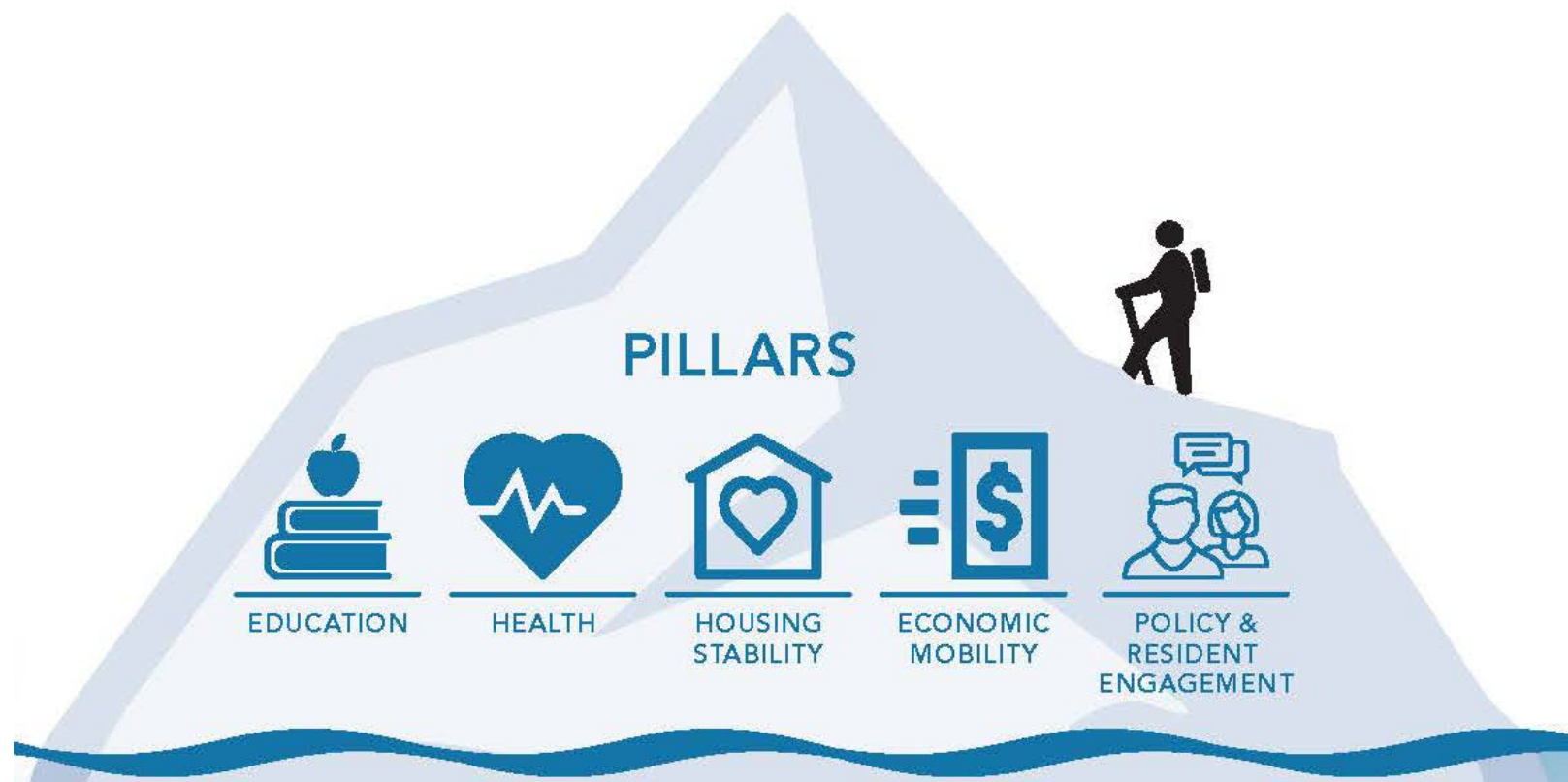




## PEOPLE PLAN- OVERVIEW






- Cavile residents (adults and children) will receive tailored supportive services
- Case Managers will work to pair residents with partner supportive service providers in areas such as:
  - Education
  - Health
  - Housing Stability
  - Economic Mobility
  - Policy and Resident Engagement
- Metrics will be established and monitored throughout the life of the grant to assess resident progress

### Five Pillars of Our People Plan





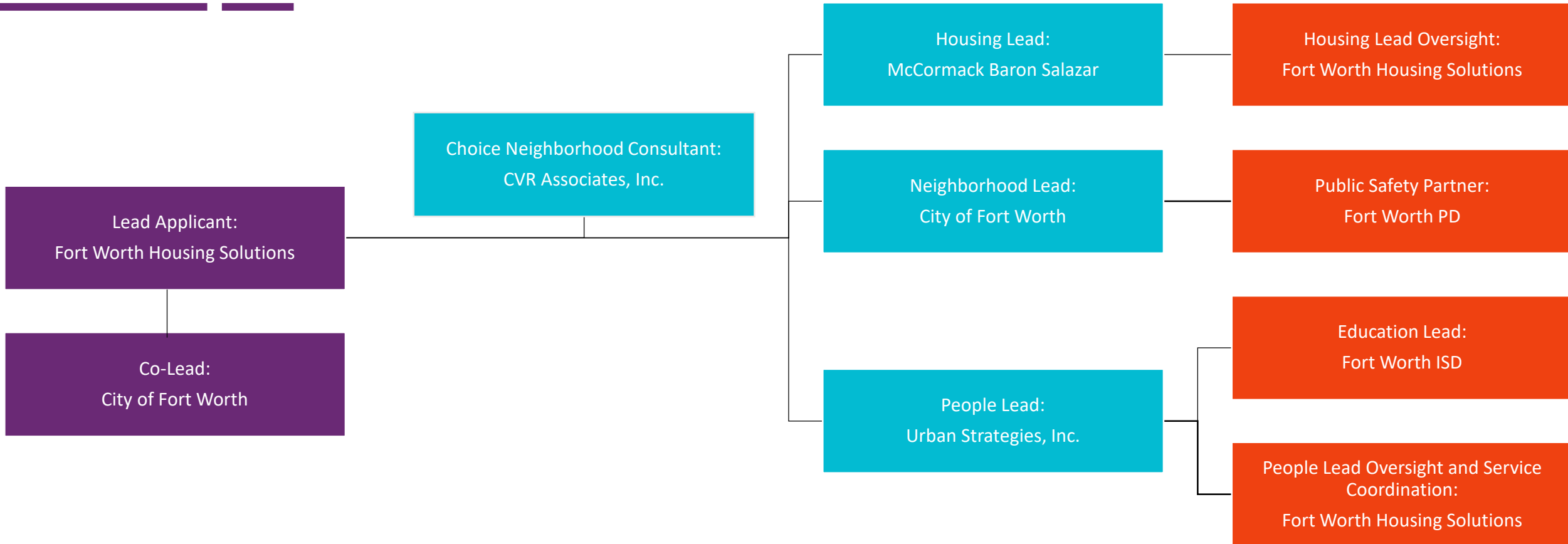
# TRANSFORMATIVE OUTCOMES

CATEGORY		CAVILE TODAY	SAMPLE CNI OUTCOMES
EDUCATION		<u>34%</u> of residents over 18 do not have a High School Diploma/GED	<u>100%</u> of target youth graduated from high school in 2018-2019 <i>Foote Homes Neighborhood, Memphis, TN (2015)</i>
HEALTH		<u>65%</u> of adults have a primary care doctor	<u>97%</u> of adults have a primary care doctor <i>Beecher Terrace Neighborhood, Louisville, KY (2016)</i>
EMPLOYMENT		<u>\$8,984</u> average annual household income	<u>\$19,000</u> increase in residents' average earned annual income <i>Foote Homes Neighborhood, Memphis, TN (2015)</i>
STOP SIX CRIME		<u>3.5</u> times more crime occurs here compared to the city of Fort Worth	<u>49%</u> decrease in residential crime after 5 years <i>East Liberty, Pittsburgh, PA (2014)</i>
STOP SIX HOME VALUE		<u>\$48,300 - 65,800</u> is the median home value range	<u>200%</u> increase in home values over 5 years <i>East Liberty, Pittsburgh, PA (2014)</i>





# OUR DREAM TEAM



## Stakeholders

Cavile Residents

Stop Six Residents

Elected Officials

Businesses

Places of Worship

Funders

Community Partners



# TOTAL IMPLEMENTATION PLAN INVESTMENT



**\$288 Million**

Includes \$24.5M in Choice Funds



**\$29 Million**

Includes \$3.15M in Choice Funds



**\$20 Million**

Includes \$5.25M in Choice Funds

**+\$2.1M of Choice Funds for Grant Administration and Evaluation**

## **Total CNI-Related Investment- \$339 Million**

*\*Values reflect estimates as of 10/13/19*





# ESTIMATED SOURCES AND USES-HOUSING AND COMMERCIAL



Development Uses	
Construction Hard Costs (\$165,990 Per residential unit) (\$9,942,650 Commercial and Mgmt. Spaces)	\$ 174,272,750
Soft Costs (Architectural, Engineering, Financing, Legal, Professional and Other Fees, Reserves, FF&E)	\$ 65,329,000
Site Preparation and Remediation	\$ 8,278,188
Offsite Public Improvements	\$ 28,886,112
Fees	\$ 4,568,558
Master Planning, Acquisition and Legal	\$ 6,594,993
<b>Total</b>	<b>\$ 287,929,601</b>

FWHS Predevelopment Investments	
Relocation and Demolition	\$ 4,961,880

Development Sources	
CNI	\$ 24,500,000
First Mortgage/Equity	\$ 168,588,877
City of Fort Worth (Subordinate Debt / Fee Waivers)	\$ 11,060,000
City of Fort Worth (Public Improvements)	\$ 25,000,000
FWHS (Master Planning, Acquisition, Legal)	\$ 6,594,993
PSH Foundation Matching Funds	\$ 1,250,000
Subordinate Debt/Grants/FWHS	\$ 50,935,731
<b>Total</b>	<b>\$ 287,929,601</b>

*\*Values reflect estimates as of 10/13/2019*



# ESTIMATED SOURCES AND USES- NEIGHBORHOOD

Uses	
CCI Neighborhood HUB and Bikeshare	\$29,325,000
<b>Total</b>	<b>\$29,325,000</b>

Sources	
CNI	\$ 3,150,000
City of Fort Worth	\$14,000,000
Philanthropic Contributions	\$12,175,000
<b>Total</b>	<b>\$29,325,000</b>

*\*Values reflect estimates as of 10/13/2019*





# ESTIMATED SOURCES AND USES- PEOPLE

Uses	
Workforce	\$4,200,000
Education	\$3,200,000
Healthcare	\$2,200,000
Case Management	\$10,400,000
<b>Total</b>	<b>\$20,000,000</b>

Sources	
CNI	\$5,250,000
Grants/Philanthropic Contributions	\$14,750,000
<b>Total</b>	<b>\$20,000,000</b>

*\*Values reflect estimates as of 10/13/2019*

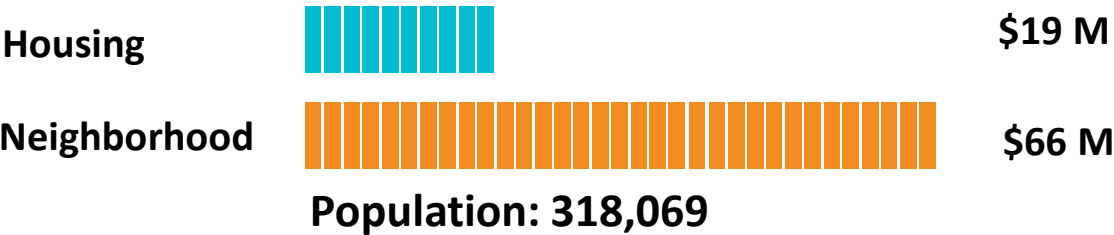


# SAMPLE CITY INVESTMENTS FOR CNI GRANTEES

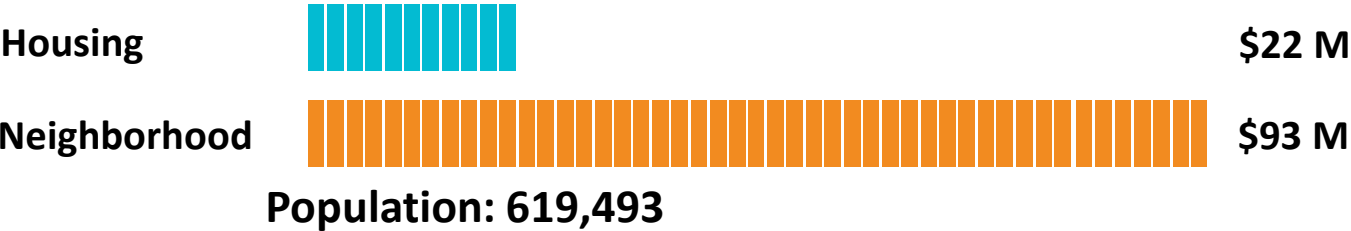
## Tulsa, OK: \$51 Million



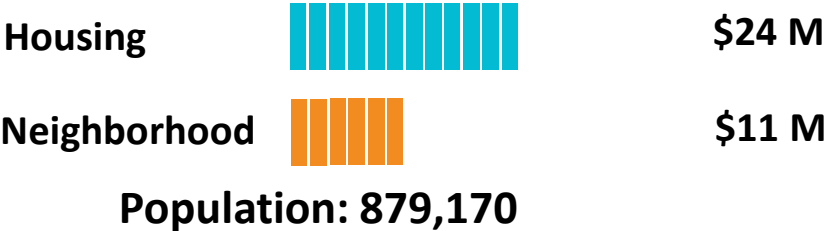
## St. Louis, MO: \$85 Million



## Baltimore, MD: \$115 Million



## Columbus, OH: \$35 Million







## COORDINATED PUBLIC INVESTMENTS

- Other public entities have already started making targeted investments in the Stop Six Neighborhood that align with our initiative
- These investments demonstrate a commitment and partnership to the neighborhood

\$77M

Fort Worth ISD



- Fort Worth Independent School District
- Bonds to renovate Dunbar High School and Young Men's Leadership Academy
- Includes Competition Basketball Gym, which will bring people into the neighborhood

\$21M

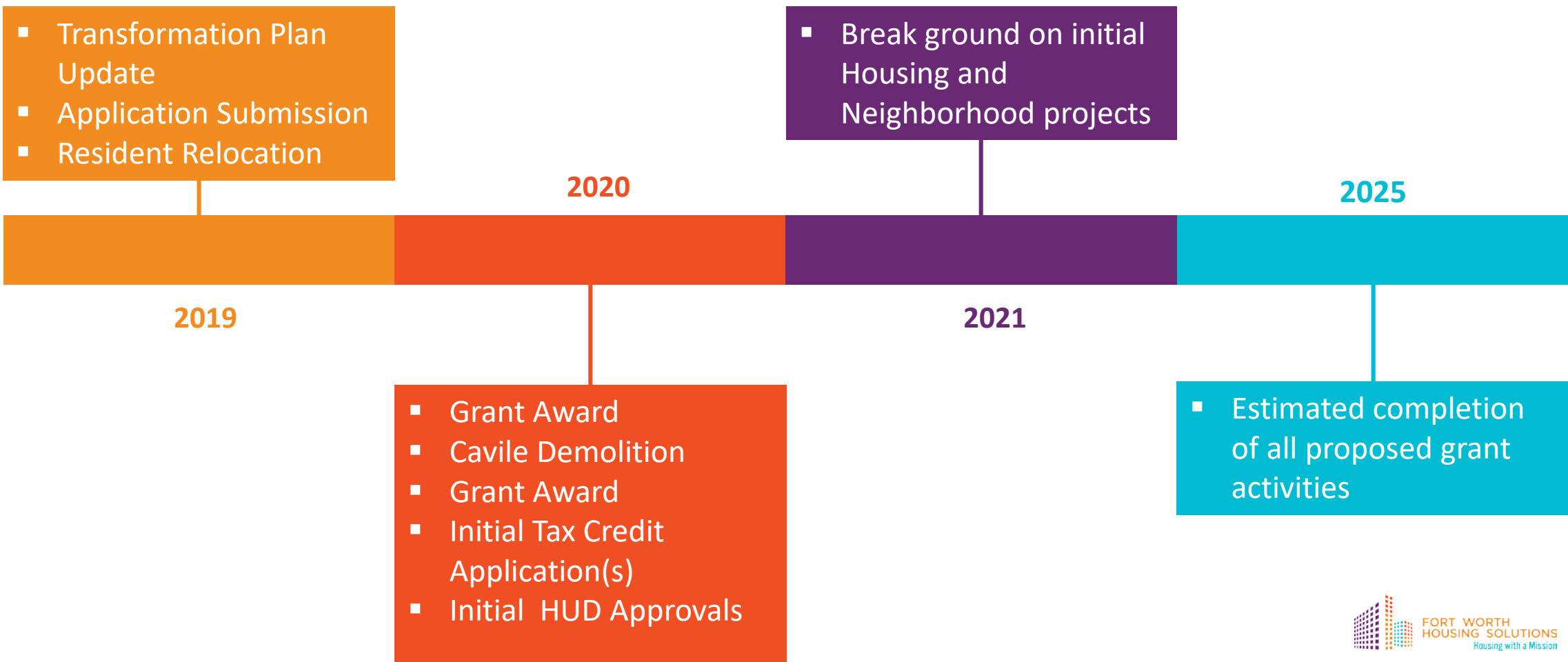
Texas DPS



- Texas Department of Public Safety
- Streetscape improvements of East Rosedale Street
- Improves sense of place, walkability, and flow of traffic



# INITIAL TIMELINE







# THANK YOU!

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