

MAKE MOTT HAVEN...

Our Housing, People and Neighborhood



MAKE MOTT HAVEN... TRANSFORMATION PLAN

Choice Neighborhoods Initiative
Make Mott Haven... Transformation Plan
October 2014

Mott Haven Neighborhood, The Bronx
New York City



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MESSAGE FROM NYCHA CHAIR



Shola Olatoye
Chair & Chief Executive Officer
New York City Housing Authority

Dear Hon. Secretary Castro,

On behalf of the New York City Housing Authority (NYCHA), I am thrilled to submit Make Mott Haven: a transformation plan for the revitalization of Mott Haven, a neighborhood in the Bronx, New York. This plan is the product of two years of input from public housing residents and community stakeholders, and broad collaboration with local agencies and organizations. This letter serves as a commitment to this project, and a commitment to the future of public housing.

The Choice Neighborhoods Initiative is a demonstration of effective agency collaboration. This framework is a cornerstone of how NYCHA will transform as a business.

One of Mayor de Blasio's major commitment is to reset relationships between city agencies and the residents they serve. NYCHA's collaboration and community engagement through Choice Neighborhoods has demonstrated that principle.

Resource integration is central to the sustainability of a community. Our transformation plan aims to encompass residents' quality of life from multiple angles, working to fortify housing while expanding local resources. It is a roadmap which will not only address the maintenance and expansion of affordable housing, but the preservation of existing stock. It will create more usable open space, increase youth programming, implement crime-reduction programming, and increase access to community health resources.

This roadmap will create new jobs, increase access through job training, and thus enhance the local economy. As such, our multi-pronged transformation plan will expand opportunity and vibrancy in Mott Haven. Affordable housing will be developed on three new sites with mixed-use opportunities for community amenities such as schools, supermarkets

and day care. Existing public housing will be preserved with the rehabilitation of 493 units at two housing developments, along with other upgrades and increased participation in resident self-governance.

The Mott Haven community has already begun to see the benefits of this collaborative effort. Choice Neighborhoods Initiative provides NYCHA with the unique opportunity to marry housing with the economic, educational, and social resources to enhance community capacity. Resiliency will only continue to grow as this initiative continues.

To demonstrate our commitment, we have dedicated resources to push our plan forward. We will create a Steering Committee so that diverse stakeholders can help us expand our vision and implement our roadmap. If NYCHA is chosen, the implementation grant will be leveraged by multiple city agencies as a testament to future collaboration.

I look forward to Making Mott Haven a reality for generations to come.

Sincerely,
Shola Olatoye



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Make Mott Haven...

The Neighborhood Challenge

Mott Haven – located in the southernmost section of the Bronx – is the focus of the New York City Housing Authority’s (NYCHA) Choice Neighborhoods Initiative Transformation Plan. Within the area, there are thousands of units of public housing, local businesses, places of worship, institutions of education, community gardens and many resources for both seniors and youth. Despite these assets, Mott Haven is in one of the poorest congressional districts in the country, and is plagued by deteriorating housing, low educational achievement, few job prospects, and high crime. Unfortunately, these difficult challenges have come to define the neighborhood and its residents.

In early 2013, NYCHA embarked on a comprehensive planning process to reverse these trends, funded by HUD’s Choice Neighborhood Initiative. Early on, 10 neighborhood challenges were identified by the community and elevated

as the key issues. They included:

- NYCHA developments are in disrepair.
- The affordable housing supply is limited.
- Parks are underutilized because residents do not feel safe in them.
- All children are not school ready or testing at/above grade level.
- Students are not prepared for 21st century jobs.
- Residents’ skills are mismatched with the current needs of the economy, and limited job training opportunities are available for growth-sector industries.
- Limited jobs in the neighborhood make it difficult to connect to workforce opportunities.
- Local small businesses need support to grow.
- Rates of chronic diseases are very high in Mott Haven, and residents with chronic disease need targeted and consistent support.
- Mott Haven has among the highest

violent crime rates in the city, particularly gun crimes.

Over the course of the two year planning period, we focused on addressing these concerns. The result is a comprehensive transformation plan which will change the trajectory of Mott Haven.

Historically, the presence of public housing prevented a full-scale abandonment of the neighborhood in the 1970s, and the construction of new public housing in the 1970s and 1980s helped to revitalize the area. Public housing preservation will help to ensure that new generations of residents benefit from the stability and security that permanently affordable housing provides. And in many ways, it is why the neighborhood revitalization is deeply connected to public housing. Preserving the existing public housing stock is the core of the transformation plan. Furthermore, NYCHA residents, consisting of a third of the population, have long standing roots in the neighborhood which sustain and support the surrounding community.



Alongside residents, we named the Choice Neighborhoods Initiative Transformation Plan **Make Mott Haven...** The premise is that through a transparent and inclusive process, we can make the community into a celebrated, vibrant, and diverse place to live and raise a family. Make Mott Haven... is a call to action for the residents, local organizations, government and businesses. No longer can organizations operate in silos or residents accept a deteriorating neighborhood. All of the stakeholders will come together to be part of the solution. The plan is a comprehensive roadmap for an expanded and comprehensive array of capital and human development programs, pursuing

a substantial increase in private and public investment, and enlarging the circle of partners.

Planning for Neighborhood Transformation

In five years, Make Mott Haven... envisions a safe and healthy neighborhood with decent, affordable housing that offers quality education and opportunities for economic success.

In planning for this neighborhood transformation, the collective “we” had to tackle the overarching question: How can community revitalization and development reconnect a disinvested neighborhood back into the economic mainstream and change the economic conditions of the people who live there? And how do we do so in a way that leverages assets that currently exist, fills in the gaps, and creates a cohesive strategy that has meaningful impact and is multi-dimensional?

At the heart of the planning process were residents, organizations and institutions that are essential to the community’s life and prosperity. Together we created a comprehensive place-based strategy for housing, people, and neighborhood. Make

Mott Haven... is based on hundreds of hours of community outreach conducted by NYCHA and Local Initiatives Support Corporation NYC (LISC), which was engaged by the Authority to coordinate the planning and visioning efforts that underlay the plan. Implementation will consist of strategic alliances with resident associations, dozens of community-based organizations, governmental and social services agencies, businesses and large anchor institutions. Strategies detailed in the Transformation Plan emphasize NYCHA’s commitment to partnering with everyone who shares our goal of igniting transformational change in Mott Haven.

Transforming Housing

Make Mott Haven... is unique in that it envisions transformational change through a preservation strategy: rehabilitation of existing buildings and re-designing the neighborhood. We have developed a plan that weaves together community needs with market conditions to preserve the current public housing resources and provide needed affordable housing in Mott Haven. The plan encourages public and private reinvestment by:

- (1) Transforming Betances North through the major rehabilitation of 493

public housing apartments.

(2) Developing additional affordable housing and mixed-use resources for the neighborhood on three NYCHA sites.

(3) Engaging in intensive effort to address the general conditions of all the public housing developments in the community.

The 16 buildings of Betances North occupy three of four square blocks and are a combination of taller, elevator buildings and small walk-ups. Rehabilitation of these buildings will focus on interior unit improvements with green and energy efficiency upgrades, common space renovation and integration of active design features, façade improvements, exterior envelope sealing, and infrastructure improvements in lighting, security cameras, roof work, among others.

NYCHA is committed to improving the sustainability of these buildings. Make Mott Haven...will ensure that all building upgrades meet the standards of LEED – ND, and NYCHA will pursue Stage 1 certification. The streetscape of Betances North will also be revitalized to promote a greater sense of connectivity with the

broader community. The Plan includes redesigning several outdoor spaces to delineate public and private spaces and introducing structural and lighting enhancements to promote active use of the areas. Redesigning East 146th Street -- currently an underutilized pedestrian plaza -- will promote both pedestrian and vehicular traffic as well as include a new bicycle route that links with the Randalls Island Connector. Creating more foot traffic and activity on the street will also address neighborhood safety concerns, as the area is currently seen as a safe haven for drug dealing.

NYCHA is planning to leverage its assets to develop new affordable and/or senior housing on NYCHA-owned land. Multi-story, mixed-income housing with commercial space on the ground floor will go far in transforming the area and encouraging continued investment in Mott Haven. This new development will yield over 300 apartments and thousands of square feet of commercial and community facility space. Throughout the planning process, the community expressed their need for services. NYCHA is committed to providing space for programs such as a fresh food market, the Resident Training

“With all this work, energy and effort being synchronized and mobilized I can’t tell you how optimistic it makes this lifelong resident. It makes me almost cry (ok I did!) for the hope of my kids and neighbors. Much Success!”
~Resident at Draft Presentation

Academy, and Universal Pre-K classrooms. The planned development of these three NYCHA-owned sites will incorporate design elements and amenities that will enable them to blend into and enrich the neighborhood and appeal to intended market segments.

Investing in public and affordable housing is essential in a community where rental vacancy rates remain very low – at 3.2% in 2011 – and lower-income households often spend up to 50% of their incomes on rent. Preservation of permanently affordable public housing is essential for a community with a historically underserved population in a city suffering from a crisis-level shortage of affordable housing.

Transforming People

Opportunity and connectivity are themes that reverberate throughout the entire

Make Mott Haven... Transformation Plan. Opportunities to be creative and explore ideas combined with connectivity and genuine access to tools and resources are twin pillars for creating transformative neighborhood-wide change.

In Transforming People, we start with education. We value the fundamental premise that all students and their families should have access to quality education and be supported by a culture of high achievement. Through strategic partnerships with the NYC Department of Education and United Way of NYC, Make Mott Haven... has linked evidence-based interventions to key educational transition points. For early childhood education, the interventions focus on getting toddlers and young children ready to enter school through the Universal Pre-Kindergarten program, and by fostering connections through expanded learning programs and family involvement in order to achieve reading proficiency by third grade in the ReadNYC program, part of the national Campaign for Grade-Level Reading. When the youth reach middle school, we continue with the strong academic focus through contextualized learning of Science, Technology, Engineering and Mathematics

(STEM) and career-based curriculum, and add a comprehensive set of wrap around services – individualized to each student and family – through the community school model. By high school, youth will have a strong base of educational achievement from which to build, and will be supported with supplemental academic support and preparation for a college or career-track. The interventions are also consistent with the Common Core State Standards, a set of high-quality, academically rigorous standards in math and English that outlines goals and expectations of what a student should know and be able to do at the end of each grade.

If we are actively motivating and engaging youth in authentic and relevant experiences at these points, then together we will see the cohesive cradle-to-career strategy culminate in improved student achievement and strengthened family participation. Doing so ensures that youth and their families are encompassed by strong supports and individualized attention along their entire educational trajectory. Continuity, follow through and feedback, over the course of a young person's education, at these strategic checkpoints will keep youth on-course and

focused on high standards. As students begin to achieve, they will take increased responsibility for their own education and share their knowledge and know-how with others as peer leaders and mentors. Make Mott Haven's vision for education will ensure youth are on par with their counterparts throughout the City and State, and can compete on a national scale.

Another sign of a thriving community is residents who feel confident their lives will improve, their incomes rise, and their job prospects widen. Achieving community economic stability is a long-term process that builds upon a neighborhood's human capital – the skills, educational attainment, talents, and creativity of the working age population. The historical lack of educational achievement in Mott Haven continues today with far too many residents who are unemployed, underemployed or marginally attached to the workforce. While the impacts of the Make Mott Haven... Education Plan will ultimately result in young people prepared with the education, skills and experience needed to succeed in a career, the Make Mott Haven... Workforce Plan is bridging the immediate gap in labor force participation for disconnected youth and adults.

With the goal of improving career preparation, skill development, employment and job retention rates, the Plan seeks to help people where they are now get to where they need to be to achieve economic stability and ultimately, advancement. Through a collective impact network, Make Mott Haven... will fundamentally change how residents, multi-service providers and the business community interact by replicating best practices through a partner learning community; improving outreach and sharing information on services to residents; developing measurable referral systems; and attracting more investment in Mott Haven for economic and workforce development. The goal is to streamline services, remove duplication, and add capacity to fill identified gaps in training and service delivery. Additionally, we will increase residents access to information through multiple venues – from individual connections to an online web portal and referral system. Make Mott Haven... is also working to substantially increase the number, type, and offering of workforce training programs that match the varied skill sets and interests of community residents, which include programs such as the Resident Training Academy,

Market-Driven Skills Training, Section 3, JobsPlus, and Business Incubation and Entrepreneurship Support.

Make Mott Haven... strives to create a healthy community—one in which residents have good health, strong relationships, access to quality education, well-paying employment, a safe environment and participate in family and community life. These basic pillars make up the Make Mott Haven... Transformation Plan and without which, access and opportunities are limited. Studies conducted over many years have confirmed that low-income communities are disproportionately affected by health disparities. Individuals who are vulnerable to unhealthy behaviors and environments are challenged to attain and sustain good health. In turn, when individuals are not healthy, they are less likely to maintain employment or be active participants in family and community life. The challenge is further expanded to family members, who are often burdened with supporting the unhealthy, thereby putting additional pressures on the family's economic and employment situation. Studies also indicate that positive impacts on individual and neighborhood health can have a profound

effect on transforming the community. Working along the health continuum from prevention to care, we have developed a robust and comprehensive set of strategies to promote healthy human and physical development.

The goal of the health initiatives is to transform the neighborhood of Mott Haven from a chronic disease hotspot into a community where residents and public and private partners work in close collaboration to reduce health disparities and ensure resources to support healthy living are within reach of all residents. To accomplish this work NYCHA will for the first time enlist the partnership support of the City's accomplished Department of Health and Mental Hygiene (DOHMH) to focus attention and resources on a particular NYC community with a high density of NYCHA housing. Make Mott Haven...Health will reduce rates of chronic diseases by increasing health knowledge and changing the environment to make healthier choices the easier choices through evidence based programs, such as Diabetes Prevention Program and a.i.r. Bronx. We will increase physical activity through active design and fitness programming by promoting fitness

classes, walking groups, and additional free physical fitness activities. Lastly, Make Mott Haven... will improve connectivity and service coordination between local health providers and residents through the Mitchel HUB and support seniors aging in place.

Make Mott Haven... anticipates promoting a sense of neighborhood to stimulate resident engagement in community life. The feeling of community will inspire greater participation across community activities and issues, and create resident networks. This connectivity will enhance the value of Make Mott Haven's initiatives to identify additional community needs and connect with the neighborhood's services and amenities.

Transforming Neighborhood

MakeMottHaven...isfocusedondeveloping stability and promoting growth. For most residents and families in Mott Haven, there is nothing more important in transforming the neighborhood than their safety. In response, we focus our safety strategies on intervention and prevention. Make Mott Haven... is building on, expanding, and integrating a set of discrete programs and strategies into a multi-layered initiative to

reduce violence in the neighborhood. This collective impact of resident engagement, infrastructure improvements, agency connectedness, and early intervention programs will ensure its success. For intervention, we seek to reduce the most pervasive and pressing safety issue in Mott Haven: gun violence. By expanding the evidence-based Cure Violence model, we can aggressively interrupt gun violence at its core. For prevention, we will significantly alter the physical landscape to create a safer environment and expand educational programs that support young people on a path away from criminal or negative behavior.

The neighborhood is also bustling with new activity that will further promote its growth. Make Mott Haven... Housing Plan sets forth an ambitious and aggressive strategy to preserve the neighborhood's existing public housing resources and create new mixed-use developments on NYCHA-owned land. To complement this goal, Make Mott Haven... is working closely with developers to establish and preserve over 1,000 affordable apartments for families, and an additional 169 units for seniors. These developments come with amenities such as an expanded senior

center. The vision for Make Mott Haven... Economic Development is to bring the economic investment that is underway into Mott Haven by connecting the residents of Mott Haven to the New Bronx workforce. This will allow for more resources within easy reach of their homes.

First, we will marshal the jobs, internships, training, and other employment-related opportunities that grow out of the construction and operation of buildings that are planned and already underway. Second, we will leverage the Plan's health initiatives to facilitate residents' use of the forthcoming full-service supermarket, YMCA, health centers, to support active living initiatives. Third, we will use the Mitchel HUB to connect Mott Haven residents to the cultural and community-building activities that grow out of the Roberto Clemente Plaza's transformation into the Town Square.

Make Mott Haven... also recognizes that opportunities for new open space for community interaction will come from reclaiming streetscapes, revitalizing underutilized space, and expanding access to resources. We have identified several key places for open space

transformation, including opening up 146th Street, beautifying vest pocket parks and formerly closed off NYCHA space. This will create a new passive open space at the HUB plaza at 149th Street and 3rd Avenue. This transformation continues with installing recreational equipment and physical activity programming at various parks and open space areas throughout the neighborhood. On 138th Street for open space improvements, programming and beautification that seeks to deter crime. Make Mott Haven... also sees the value in activating these revitalized and new spaces into cultural havens. The community, rich in history, will utilize these spaces to recognize and celebrate its past and future. For example, our partner, Casita Maria is expanding its South Bronx Cultural Trail into Mott Haven. The South Bronx Cultural Trail is a major effort to protect the community's great cultural heritage and use it as a force for future creative and economic development. To celebrate the completion of the planning process, Make Mott Haven... commissioned a mural, called Alphabet City Shapes, painted at Patterson Houses. Alphabet City considers the forms and shapes of NYCHA building footprints as an alphabet that, put together, is a language

of the physical space of the City.

Transforming Mott Haven

The people of Mott Haven are its most important asset. Central to the success of all of these efforts is the recognition that resident empowerment, both within and outside of NYCHA developments is the best way to build and sustain the momentum required to transform Mott Haven. By engaging residents directly via the reestablished Betances Residents' Association, and through existing and newly-forged partnerships among community-based organizations, social service agencies, educators, religious and cultural institutions, and city agencies, Make Mott Haven... is stimulating the community for continued renewal and revitalization in and around Mott Haven.

The Plan is developed by the residents of Mott Haven, for the residents of Mott Haven. We believe that to have genuine community transformation, we must see both physical and human capital revitalization, and the following chapters set forth a roadmap to get there. The Make Mott Haven... Transformation Plan is dynamic and continuously evolving, and at its core is a vision and set of impactful

outcomes that NYCHA, residents and partners will champion over the next five years and beyond.

LOCAL 

NYPD
SECURITY
CAMERA

E 147 St

 BIKE LANE

NO STANDING
ANYTIME


BUSES ONLY


NO STANDING
ANYTIME
WITH BUSES

BUSES
& ONLY
ARE GIVEN
PRIORITY



2

VISION STATEMENT &
GUIDING PRINCIPLES

VISION STATEMENT

Make Mott Haven... a safe and healthy neighborhood with decent, affordable housing that offers quality education, opportunities for economic success and positive quality of life.

The South Bronx neighborhood of Mott Haven is at the center of new development and investment committed to revitalizing the New Bronx, a comprehensive borough-wide vision spearheaded by Bronx borough leadership and community organizations. While Mott Haven remains one of the poorest communities in the nation, it is also a place of nascent economic development, cultural activity and strong community ties.

Centrally located within this neighborhood are four square blocks of public housing that are part of the New York City Housing Authority's Betances North Houses, which is adjacent to the active Betances Community Center, close to public transportation, and a vibrant commercial corridor along 149th Street.

Leveraging rehabilitation work at these Betances properties as a catalyst for a new vision of what public housing can be, this plan offers a valuable opportunity to transform Mott Haven's housing, people and neighborhood by connecting what remains an isolated and underserved area to greater opportunity and resources in a revitalizing New South Bronx.

TRANSFORMING HOUSING

The buildings of Betances North – 500 units of public housing with 1,300 residents – is part of a four-square block area that also includes private and rental housing and commercial establishments. Given the size of Betances Houses' physical and demographic footprint in the neighborhood, its rehabilitation is key to transforming this community and galvanizing

continued investment throughout Mott Haven. Make Mott Haven... envisions fundamental renovations and repairs to the comprehensive needs of the Betances North buildings. The transformation of the buildings include moderate to substantial in-unit rehab and a focus on water and energy efficiency, common space upgrades and active design features, façade improvements, exterior envelope sealing, infrastructure improvements, and clearly defined public and private spaces. Concentrated investment in the four square blocks of Betances North will demonstrate that rehabilitating existing residential buildings, reinventing the streetscape and reconnecting residents is a viable model for revitalizing the New Bronx. Comprehensive capital investment in the Betances North buildings will ensure long-term integrity by bringing all buildings to a state of good repair. Make Mott Haven... will also address safety and security concerns by redesigning lighting, securing building entrances, and installing security cameras. Construction of new affordable housing development on NYCHA-owned land that includes commercial space on the ground floor will add much needed housing and will further reinvigorate the area.

Preservation of public housing and building new affordable housing is essential in a community where rental vacancy rates remain low - at 3.2% in 2011 - and lower-income households in the private market often pay up to 50% of their incomes in rent. In this community, preserving permanently affordable public housing is truly transformative. Make Mott Haven... at Betances North will showcase how positive outcomes in a targeted demonstration program can act to spur additional improvements and benefits area-wide. The Plan seeks to create safe and secure housing conditions that trigger increased resident pride, comfort, and enjoyment of their community and homes.

TRANSFORMING PEOPLE

Make Mott Haven... expects that revitalized housing and neighborhood improvements will galvanize resident engagement in community life, acting as a catalyst for greater participation in health, education, workforce development, public safety and environmental activities. A key principle linking housing preservation and rehabilitation to social development is the recognition that resident empowerment, both within and outside of NYCHA housing, is the best way to build and

sustain the momentum required to transform Mott Haven. The recently reconstituted Betances Residents' Association represents an important step toward the development of more robust and sustained resident networks that can capitalize on an integrated loop of enhanced access to services in and around Mott Haven. Make Mott Haven... is working with these resident networks to address the community's most pressing needs: ensuring that children and young adults are connected to education from cradle to career; introducing innovative educational programs that increase consistent attendance, keep students engaged and achieving, and connect school to the world of work; promoting health programs to reduce chronic illness, including diabetes and asthma, and encouraging healthy lifestyles; and supporting employment programs that connect workers to career pathways in growth industries and improve work skills to access those pathways.

TRANSFORMING NEIGHBORHOOD

Make Mott Haven... is leveraging community partners to revitalize the Mott Haven community. Violence, particularly gun violence, remains a persistent problem

in the neighborhood. Make Mott Haven... will work to reduce gun violence through people- and place-based strategies that effectively change the norms of the community and aspects of the physical environment that contribute to the problem. Focusing on public spaces and parks with attention to safety – including lighting, cameras, and streetscape redesign – will redefine the spaces allowing residents to reclaim the community at all times of day. Revitalized open space supports the goal of improving the health of the community by providing opportunities for outdoor physical activity. And new affordable housing developments on non-NYCHA property will bring confidence to the community revitalization and encourage continuing investments in the community.



GUIDING PRINCIPLES

In organizing stakeholders, undertaking visioning, developing the Transformation Plan, and ultimately implementing the plan, NYCHA is committed to six principles that will guide every aspect of the Make Mott Haven... and ensure its short-term and long-term viability.

- Preserve **NYCHA's** existing public housing resources, and preserve and develop new affordable, mixed-use projects;
- Utilize the knowledge and ensure the commitment of **community residents, leaders, organizations, and institutions** throughout the planning process and implementation;
- Prioritize **community needs** identified in data, surveys, resident recommendations and community forums;
- Have a positive, **transformative impact** across the Mott Haven community
- Facilitate stronger, systematic **connections** among **service providers, government agencies** and **residents** in different sectors; and
- Partner with **local organizations** to **build** their **capacity** and competency to meet community needs.

3

MOTT HAVEN TODAY

HISTORY OF MOTT HAVEN

The Mott Haven neighborhood has gone through many changes in its history to develop into the unique place it is now. Today, Mott Haven is a vibrant, predominantly Latino community of just over 50,000 residents with an extensive public transportation network connecting it to midtown Manhattan in less than half an hour.

“I am glad Mott Haven has great History”
~Health Visioning Participant

Yet it remains the poorest neighborhood in one of the poorest Congressional Districts in the nation. Despite this fact, Mott Haven continues to attract new immigrants from diverse cultures because of its relative affordability and its proximity to economic opportunities and good public transportation.

Mott Haven has a long and rich history. In 1639 Jonas Bronck and his wife arrived in what was known as New Netherlands. The Broncks built a house on 132nd Street and Lincoln Avenue in the vicinity of what is now Mott Haven. They were the first

European settlers in “the Bronx” and the borough is named for them.

The Bronx was also the home to two American founding fathers. In 1670 the Morris brothers, two Englishmen, purchased “West Farms” in the Bronx. During the Revolutionary War period their descendant, Lewis Morris III, was a general in the Congressional Army. He eventually became a member of the Continental Congress and signed the Declaration of Independence. After the War, Morris unsuccessfully tried to have the new nation’s capital located in the township of Morrisania, an area he established at West Farms, which covered the current Mott Haven neighborhood and extended to 170th Street.

Early American history continues with Lewis Morris III’s half-brother, Gouverneur Morris, a delegate to the Constitutional Convention, who had a major role in drafting the United States Constitution. Gouverneur later became

a United States Senator from New York. In 1840, Gouverneur Morris' son founded St. Ann's Episcopal Church, the first house of worship in the Bronx at the site of his parents' tomb. It is named for his mother Ann. St. Ann's Church was placed on the National Register of Historic Places in 1980 and is a New York City landmark. It continues to be used as a church by the community.

The neighborhood's industrial history begins with the purchase from Gouverneur Morris II, in 1828, of the southwestern section of Morrisania by Jordan Mott and other investors. It was renamed Mott Haven. Mott, the inventor of the coal burning stove, developed his iron works business on the Harlem River at East 134th Street. The sewer grates produced by Mott's iron works were so durable some can still be found on the streets of New York City. Mott went on to build the Mott Haven Canal which reached 138th Street. The Canal spurred the development of manufacturing industries in the 1850s – which also brought worker housing development to the area.

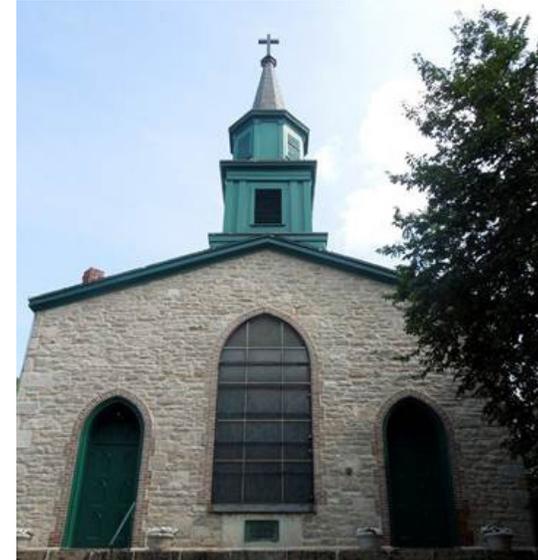
The Mott Haven iron works industry was renowned. In 1858 the cast iron

dome crowning the Capitol Building in Washington, D.C. was cast by Janes, Fowler Kirtland & Company, an iron foundry. The Foundry was located in the vicinity of St. Mary's Park.

Bridges extending over the Harlem River from Manhattan brought railroads to the neighborhood, contributing to expanded industrial and residential growth. Elevated mass transit arrived with the extension of Manhattan lines into the Bronx in the 1880s. A large number of piano factories were also established in Mott Haven and produced 50% of the pianos made in the United States.

By 1900 East 138th Street had become one of the main industrial and commercial districts in the Bronx. This further spurred the growth of Mott Haven. During this time the first tenements were built in the southwestern section. Development expanded north and throughout the Bronx.

In the 1880s and 1890s, upper-middle class residential areas, marked by beautiful and unique brownstones, were developed along Alexander Avenue and eastern parts of the neighborhood. Today,



St. Ann's Episcopal Church
Source: Historic District Council



U.S. Capitol Building's Cast-iron Dome
Source: Architect of the Capitol

three areas within Mott Haven have been designated Historic Districts by the New York City Landmarks Preservation Commission as a result of their cultural and architectural significance.

Mott Haven's significant contribution to American history continued into the twentieth century. From 1890 through 1940 the Bronx was the fastest growing borough in New York City. Irish, German, and Jewish immigrants populated the district in large numbers until the conclusion of World War II. As housing and residential areas developed in Mott Haven, Melrose and areas to the north, 149th Street became a major commercial and entertainment corridor and the busiest shopping district in the Bronx.

Willis Avenue and 142nd Street was the location of the studio, since demolished, where the six Piccirilli brothers, master marble artisans, carved the statue of Abraham Lincoln that sits in the Lincoln Memorial in Washington, D.C. The two iconic stone lions that grace the entrance to the New York Public Library on Fifth Avenue in Manhattan are also enduring examples of Piccirilli work made in Mott Haven.

Also in 1913, the Bronx Opera House was built at 149th Street and Third Avenue. It housed the Aborn Opera Company with a full calendar of the popular operas of the day. It also hosted performances by a spectacular array of famous performers including the Marx Brothers, Ethel Barrymore and Lionel Barrymore, George M. Cohan, Eddie Cantor, Harry Houdini, and Fats Waller. In the 1940s it became the Bronx Theater and in the '50s through '70s became a series of Latin music dance clubs. Eddie Palmieri, Tito Puente and Johnny Pacheco, performed there in the '50s and '60s. In 2013, it was renovated and reopened as the Opera House Hotel, a boutique hotel.

The other major commercial corridor, 138th Street, has a vibrant cultural history too. Pre-World War II and lasting into the late '50s, 138th Street was a big center for Irish music and musicians. After World War II, 138th Street became the destination to hear Latin music, and especially Puerto Rican music, in New York. In the 1940s and '50s, the music scene centered around Teatro Puerto Rico which featured Latin music's greatest stars including Tito Puente and Cuban salsa star Guadalupe Yoli, known as La

Lupe. It was also the place to see Mexican films.

The tradition of being a center of musical innovation continued in the 1970s and 1980s, Joseph Saddler, known as Grand Master Flash, attended Samuel Gompers High School in Mott Haven. He was one of a group of artists who invented and popularized hip hop. They first played in homes and school yards in Mott Haven, Melrose and Morrisania, then South Bronx clubs and then exported the sound all over New York City and the world.

After World War II, a growing number of African-Americans and Puerto Ricans, many of whom were displaced by urban renewal projects in Manhattan, moved to Mott Haven. Soon after, federal slum clearance initiatives started to transform Mott Haven. Combined with urban planning initiatives pushed through by Robert Moses, both highways and public housing development were introduced in Mott Haven beginning in 1950. As New York City enjoyed the benefits of post-New Deal Federal urban investment, public housing developments were being built across the City, clearing out whole neighborhoods and redeveloping

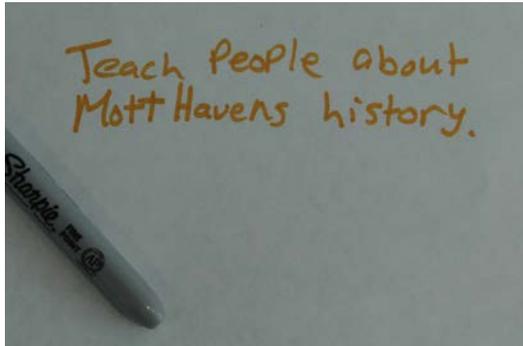
Lincoln Memorial in Washington DC
Source: U.S. Department of the Interior,
Lincoln Memorial



the areas with large, multi-block developments known as “towers in the park.” The New York City Housing Authority, established in 1934, built five housing developments in Mott Haven between 1950 and 1966 together totaling almost 6,000 apartments.

In the early 1970s, the Model Cities Program brought smaller scale, “vest pocket” or “infill” development into inner city neighborhoods. Mott Haven was part of this second wave of urban renewal in the City. The rehabilitated, formerly privately-owned buildings of Betances III, V, and VI – acquired by NYCHA in 1973, 1974 and 1982 – and the new development of Betances I, II, and IV in 1973, were part of the Model Cities program. Together, the six Betances public housing developments added almost 1,110 apartments to the neighborhood.

At the same time, post-World War II suburbanization and the development of moderate and middle- income housing in the north Bronx also contributed to increased vacancy rates in privately-owned apartment buildings in the South Bronx. The economic downturn and recession of the mid-1970s accelerated the disinvestment.



In New York City, this disinvestment, coupled with fire insurance policies that did not require the proceeds to be used to rebuild, resulted in waves of arson which ravaged low- and moderate-income communities. The often-referenced phrase “The Bronx is Burning” – attributed to Howard Cosell during the 1977 World Series at Yankee Stadium – was emblematic of the distress suffered by residents as the fabric of many South Bronx neighborhoods unraveled. In New York City, the problems associated with disinvestment were compounded by the City’s near bankruptcy in 1975 – resulting in cuts in city services, closing of fire stations, and lost tax revenue. Despite this period of urban crisis, the public housing in Mott Haven provided stability and ensured that a community of residents remained in the area. The next step in rebuilding the South

Bronx, including some sections of Mott Haven, was Mayor Koch’s Ten Year Housing Plan that was launched in 1985 and lasted almost fifteen years. It provided the resources to reclaim and renovate both abandoned and severely distressed, occupied, formerly privately-owned apartment buildings the City had taken title to through tax foreclosure during the ‘70s and ‘80s. Also during that time South Bronx Churches was organized. In the 1980s and 1990s, they went on to obtain vacant City land and construct hundreds of one- to three-family houses, named the Nehemiah Homes, which sold to moderate-income families.

Over the last thirty years much of the blight that plagued Mott Haven has disappeared and given way to improved affordable housing that serves a wide income band ranging from extremely low-income to moderate-income households. In recent years, however, cuts to federal funding for public housing has left NYCHA with little money to make the capital investments needed to renovate and maintain its developments throughout the City. Fortunately, the new mayoral administration has already given NYCHA some capital funds and is committed to

increasing funding further and to finding creative solutions to improving the City’s public housing stock.

At the same time, new development has returned throughout the South Bronx. The Bronx is going through a revitalization with investments in commercial, residential and institutional development projects across the borough. Make Mott Haven... is the transformation plan that takes Mott Haven community-building to the next level, connecting residents to each other, the resources of Mott Haven and the New Bronx to make it a neighborhood of choice.

MAKE MOTT HAVEN... CATCHMENT AREA

Mott Haven's boundaries for the Make Mott Haven... Initiative, starting from the north and moving clockwise, are: 149th Street; St. Mary's Park/Jackson Avenue to the east; down to 132nd Street to the south; ending at Lincoln Avenue/Morris Avenue to the west in the South Bronx section of New York City.



Both 149th and 138th Streets are commercial thoroughfares, consisting of mostly retail with 149th Street the busy commercial corridor at the top of the catchment area. The neighborhood is well connected to the rest of the City through three NYC Metropolitan Transit Authority subway lines: 2, 5, and 6.

Along with a solid transportation infrastructure, Mott Haven is home to one of the great assets in the South Bronx area, St. Mary's Park, spanning 35 acres, in which residents enjoy summer picnics and concerts and a well-equipped recreation center. Residents tend multiple community gardens across the neighborhood.

There are two major anchor institutions at the edge of Mott Haven. Lincoln Medical Center, a member of the New York City Health and Hospitals Corporation, is a teaching hospital affiliated

with Weill Cornell. Its Level One Trauma Center is the third busiest in the United States. Hostos Community College, a bilingual Spanish/English community college, is a member of the City University of New York system.

A section of New York City's Empowerment Zone is located to the south in the Port Morris area, which includes a few blocks within Mott Haven. There are New York State designated Brownfield Opportunity Areas to the south, east and west along the waterfront where much of the Bronx's industrial area is located.

Public housing is another important asset in the neighborhood. There are five NYCHA developments within the Make Mott Haven... catchment area: Ramon Betances Houses, Millbrook Houses, Mitchel Houses, Mott Haven Houses, and Patterson Houses. The housing focus of Make Mott Haven... is the Betances IV, V, and VI.

MOTT HAVEN - THE BRONX



Source: New York City Housing Authority data, 2014

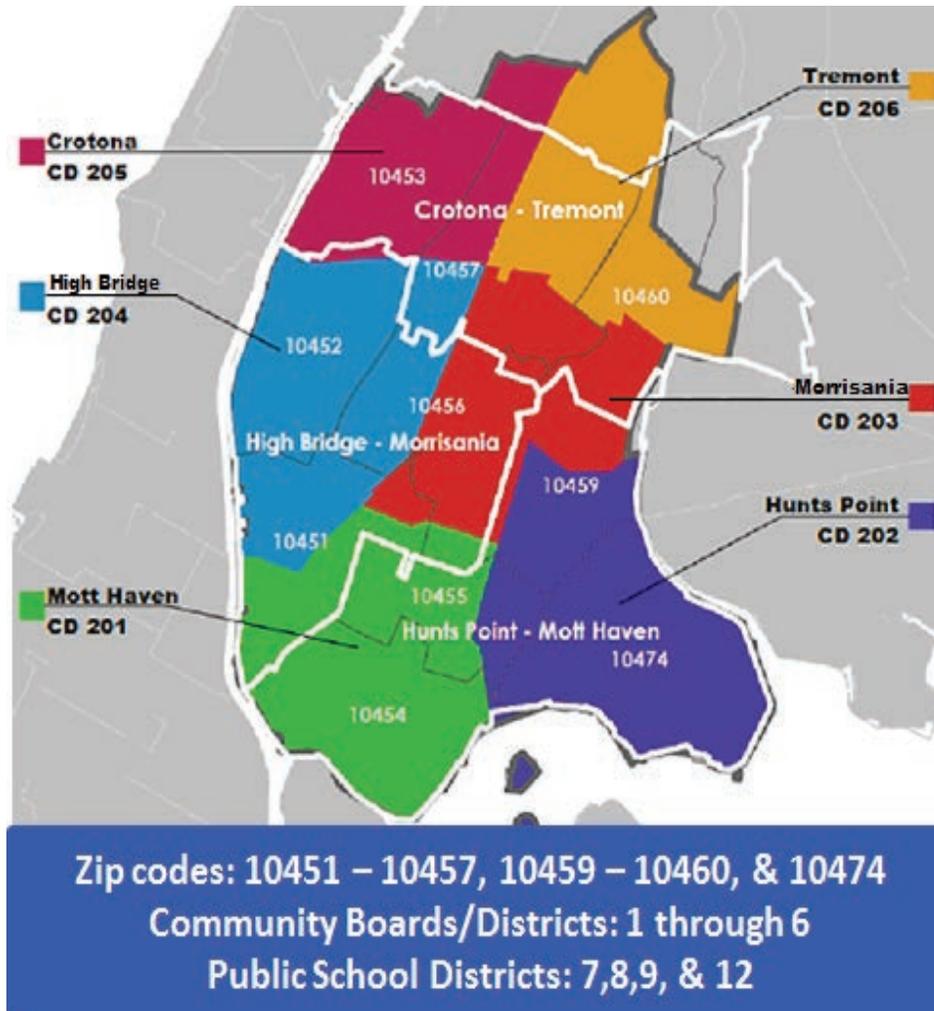
Note on Data Sources

City government and local organizations have gathered considerable data on Mott Haven and the surrounding area. NYCHA and its planning coordinator, LISC, analyzed their studies and surveys to build a robust understanding of the neighborhood. In some cases, the geographical focus of these partners differ from the Make Mott Haven... catchment area, but is inclusive and representative of Mott Haven nonetheless. The plan will always use Mott Haven-specific data when available, and will clarify where different boundaries are used. The geographical categories mentioned here include:

- Make Mott Haven... catchment area population

»At the block level, the population is 46,354 which is the most precise population number. However, to find other demographic and socio-economic data, 12 Census tracts were segregated at the level of the Make Mott Haven... A total of 52,392 people live within Census tracts 19, 23, 25, 27.01, 27.02, 33, 37, 39, 41, 43, 51, and 65.

THE SOUTH BRONX



Source: Complimentary of the NYC Department of Health and Mental Hygiene, Bronx DPHO

•Community District: for planning purposes the City is divided into Community Districts or CDs

»Mott Haven is part of CD 1 (pop. 91,497).

»Often, CD 1 and CD 2 are studied together (pop. 143,743), CD 2 is known as Hunts Point.

»Some partners aggregate data for the South Bronx, which is defined as CD 1 to 6 (pop. 550,000).

»Mott Haven is in School District 7 as well as in Police Precinct 40, which approximates CD1 boundaries.

Public Housing



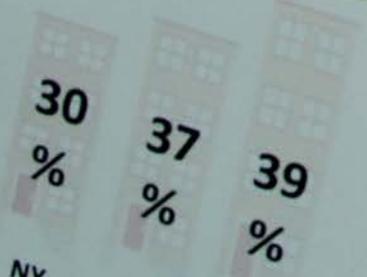
16,908 or 32.2% of Mott Haven residents live in New York City Public housing developments (NYCHA)

Housing Units



18,161 housing units in Mott Haven. 6,977 of them are public housing (NYCHA)

Rent Burden



People who pay 50% of their income on rent



Preserve and stabilize existing affordable housing, preventing displacement of local residents and seeking opportunities for the development of new affordable housing



Preserve and green Betances Houses to ensure the continued viability of Betances Houses as a long-term low-income housing resource through rehabilitation



Seek ways to make NYCHA housing more energy efficient to generate savings

MOTT HAVEN TODAY: HOUSING

Mott Haven Today: Housing

Rental housing is a significant asset in Mott Haven, particularly for low-income families. The catchment area has a total of 17,018 households, of which 95% are renters and 5% are owners. Below is a chart with more details on housing stock for the larger areas of Community Districts 1 and 2, which include both Mott Haven and Hunts Point.

HOUSING UNITS BY TYPE (MOTT HAVEN/ HUNTS POINT), DISTRICT 1 AND DISTRICT 2

	NYC	NYCHA RESIDENTS
Owner Occupied	3,973	8.2%
Rent stabilized	18,608	38.5%
Mitchell Lama	1,179	2.4%
Public Housing	16,648	34.5%
Other Regulated rental	1,975	4.1%
Non-Regulated Rental	5,938	12.3%

Source: 2011 Housing & Vacancy Survey, Rent Guidelines Board

NYCHA Developments in Mott Haven

Make Mott Haven... is an investment in the public housing infrastructure of the community. Public housing, the most affordable subsidized housing because tenants pay no more than 30% of their incomes as rent, is a substantial portion of the rental housing stock in Mott Haven. Today, the five NYCHA housing developments in Mott Haven include 6,974 housing units with a population of 17,000, comprising 44% of the housing units and 36% of the population in the neighborhood. Because of the centrality of public housing to the neighborhood's development and the fact that the long-time residents who live in public housing help to sustain and support the community, it is essential to invest in and preserve this housing stock. The presence of public housing prevented a full-scale abandonment of the neighborhood in the 1970s and the construction of new public housing in the 1970s and 1980s helped to revitalize the area. Public housing preservation will help to ensure that new generations of residents benefit from

the stability and security that permanently affordable housing provides.

NYCHA provides housing to families. Over three-quarters of the public housing units in Mott Haven are two- and three-bedroom apartments, and the average household size is 2.43 persons. Children under 18 account for 32% of the total population of 17,000, and seniors 15%. NYCHA also administers

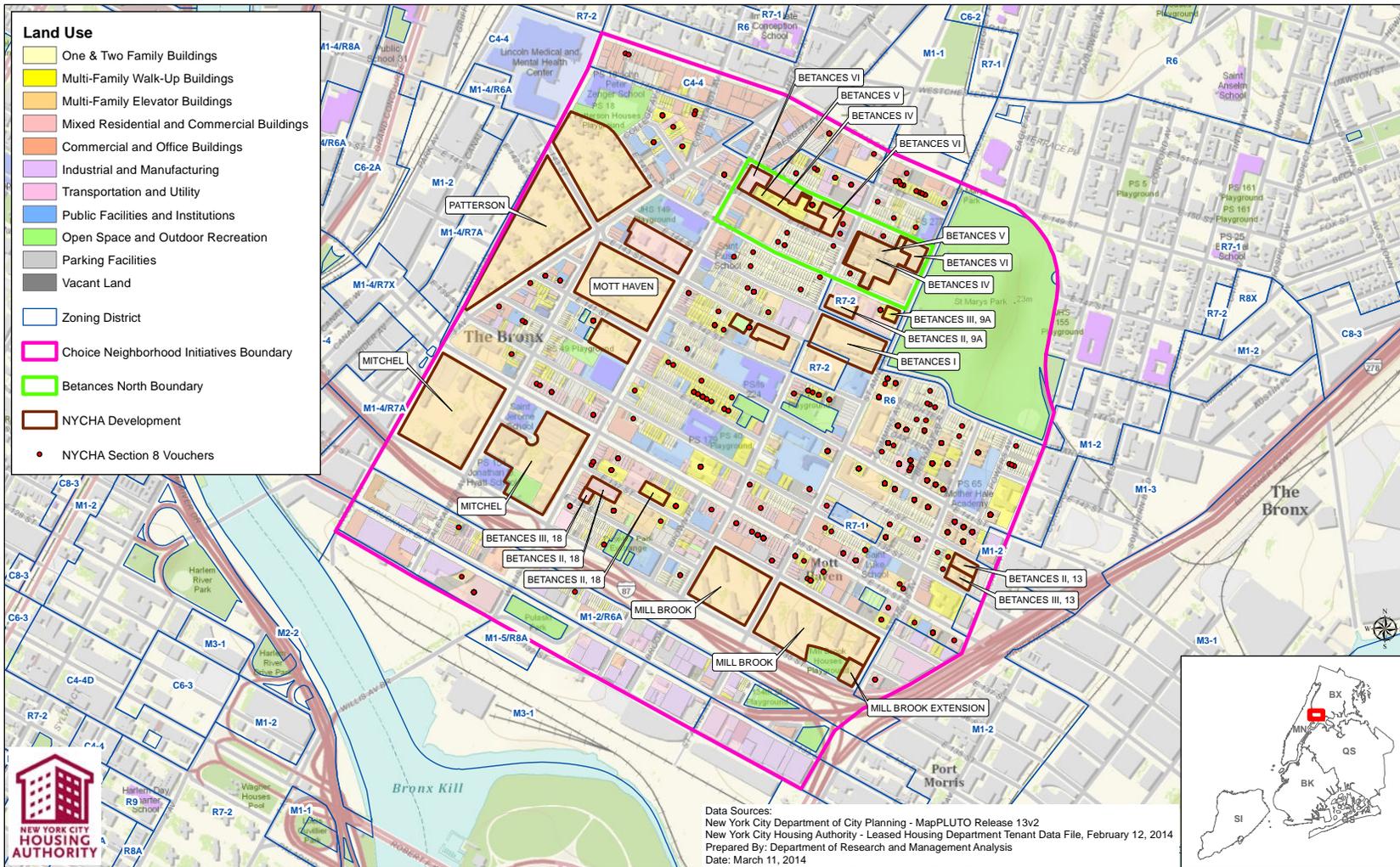
1,200 Section 8 vouchers in Mott Haven benefitting 3,030 residents, an average household size of 2.5 persons. An additional 1,411 housing units in Mott Haven are in buildings that are part of the NYC Department of Housing Preservation and Development's project-based section 8 program. The capital needs of the NYCHA buildings in Mott Haven are substantial. NYCHA's 2011 Physical Needs Assessment (PNA) estimates a total of \$653 million is needed to bring these

NYCHA PUBLIC HOUSING DEVELOPMENTS IN MOTT HAVEN

	PATTERSON	MILL BROOK	MILL BROOK EXTENSION	MOTT HAVEN	MITCHEL	BETANCES I, II, IV	BETANCES III, V, VI	TOTAL
YEARS COMPLETED	1950	1959	1962	1965	1965	1973	1973, 1974, 1982	
TYPE OF CONSTRUCTION	NEW	NEW	NEW	NEW	NEW	REHAB		
RESIDENTIAL BUILDINGS	15	9	1	8	10	25	14	82
NUMBER OF STORIES	6, 13	16	16	20, 22	17, 19, 20	3, 4, 6, 12, 20	5, 6	
TOTAL CURRENT UNITS	1,790	1,252	125	992	1,730	765	320	6,974
0 BEDROOM	0	24	1	0	64	33	13	135
1 BEDROOM	104	126	30	315	664	167	64	1,470
2 BEDROOM	1,123	777	32	300	541	232	99	3,104
3+ BEDROOM	563	325	62	377	461	333	144	2,265
TOTAL POPULATION	4,386	2,905	313	2,513	4,069	1,937	842	16,965
CHILDREN <18	1,334	855	84	839	1,336	602	287	5,337
ADULTS 18-61	2,418	1,596	182	1,333	2,038	989	461	9,017
SENIORS 62+	634	454	47	341	695	346	94	2,611

Source: New York City Housing Authority, 2014

NYCHA DEVELOPMENTS AND SECTION 8 VOUCHERS IN MOTT HAVEN



Source: New York City Housing Authority data, 2014



developments to a state of good repair, with almost 50% of this amount related to architectural, electrical and mechanical needs. However, the buildings are structurally sound. Despite these repair needs, all of the buildings remain fully occupied.

Housing in Mott Haven

A housing market study for Make Mott Haven..., to inform and support the planning process, was completed by Novogradac and Company. The study sought to determine the unmet demand for additional housing units for each income level in Mott Haven. It coupled this analysis with an analysis of the projected growth in each income level. Novogradac also analyzed the physical and financial health of the neighborhood's housing to understand the nature and size of the need for preservation of affordable and low-income housing.

According to the study, the majority of the housing supply in Mott Haven consists of renter-occupied, multi-family units in structures with more than 50 units. The housing supply is aging and in need of re-investment, the study reports. A majority of the non-NYCHA multi-family properties with 10 or more units in the Mott Haven catchment area have at least one open health or safety violation (Class B or C). However, due to the low market rents in the area, renovations are not typically feasible without some form of public subsidy.

Finally, the study estimates that there is a pent-up demand for an additional 1,881 units of low-income, or affordable, housing in the neighborhood given the average income of residents and recent population growth. The full housing market study is attached as Appendix B at the end of this Draft Plan.

“Fixing the elevators in the NYCHA buildings are needed. There are many people, elderly, children, people with chronic asthma and other respiratory illness living in the neighborhood.”



The people
Transportation
Programs like
East Side House
can help people

The people who
are the fabric of
A Community.
Our Youth who want
safety to go to
School.
Our Seniors who
help with services
they don't know of.

MOTT HAVEN TODAY: PEOPLE

Mott Haven has a population of 46,354 and it is growing. In 2010, the U.S Census Bureau reported a 7% growth since 2000. The neighborhood has the highest concentration of Puerto Ricans in all of New York City. There is also a significant African-American, Dominican, and small, but growing, Central American population. The diversity is also reflected in the languages spoken in the neighborhood. About 65% of Mott Haven residents speak a language other than English. While residents are proud of the diverse local culture, they have also noted that language can be a barrier. According to the Census, almost 35% of the residents of Community Districts 1 and 2 do not speak English very well.

Mott Haven residents are younger than New Yorkers overall, even while NYCHA developments have a higher concentration of elderly residents compared to their neighbors. 30% of Mott Haven residents are under 18 years of age, compared to just 21% citywide. Of non-NYCHA residents, only 7% are over 65; by

comparison, 13% of all NYCHA residents in the Mott Haven area are 65 or older.

Income & Poverty Rates

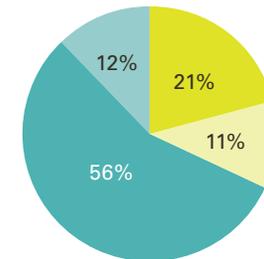
For decades Mott Haven has been one of the poorest communities in America. 45% of residents from Community Districts 1 and 2 live in poverty. Poverty among children is one of the highest in the city, 57.9% compared to 28.6%. Research shows that poverty can be a barrier to children’s ability to learn and mental health stability. A quarter of residents in these neighborhoods report less than \$10,000 in income. The median income for Community Districts 1 and 2 is \$20,986. More NYCHA residents live in poverty and have a lower income than non-NYCHA residents in

13 percent of all NYCHA residents in the Mott Haven area are 65 or older.

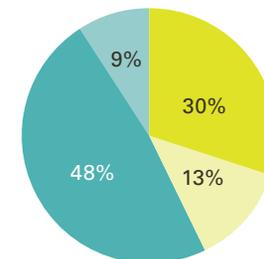
AGE DISTRIBUTION



NEW YORK CITY



MOTT HAVEN



Source: US Census 2010, New York City Housing Authority, January 2013

RACE, ETHNICITY, AND IMMIGRATION STATUS

IMMIGRATION STATUS	NYC	BRONX	MOTT HAVEN
NATIVE	62%	65%	72%
Born in Puerto Rico, U.S. Island Areas or born abroad to American parent(s)	4%	8%	12%
FOREIGN BORN	38%	35%	28%
Naturalized U.S. citizen	20%	16%	8%
Not a U.S. citizen	18%	19%	21%

Source: US Census, American Community Survey 2012, 3 Year Estimate

RACE/ETHNICITY	NYC	BRONX	MOTT HAVEN
WHITE NON-HISPANIC	33%	11%	2%
BLACK NON-HISPANIC	23%	30%	25%
HISPANIC	29%	54%	72%
ASIAN NON-HISPANIC	13%	3%	1%
ALL OTHERS	13%	2%	0%

Source: US Census Fact Finder 2010

LANGUAGE SPOKEN AT HOME (Age 3 and older)	NYC	BRONX	MOTT HAVEN & HUNTS POINT
English only	51%	43%	35%
Language other than English	49%	57%	65%
Speak English less than "very well"	23%	26%	35%
Spanish	25%	46%	61%
Speak English less than "very well"	12%	21%	33%
Other languages	24%	11%	4%
Speak English less than "very well"	12%	5%	2%

Source: US Census 2009-2001 American Community Survey 3-Year Estimates

the neighborhood. According to NYCHA data, 55.3% live below the poverty line even while 52% of non-disabled residents age 18 to 61 are employed.



INCOME DISTRIBUTION BY HOUSEHOLDS	NYC	BRONX	MOTT HAVEN & HUNTS POINT	NYCHA RESIDENTS
Less than \$10,000	10.8%	16.3%	24.9%	31.5%
\$10,000 to \$14,999	6.3%	9.1%	13.5%	16.6%
\$15,000 to \$24,999	10.9%	14.6%	17.6%	22.3%
\$25,000 to \$34,999	9.6%	11.4%	12.8%	11.5%
\$35,000 to \$49,999	12.1%	13.4%	12.4%	9.1%
\$50,000 to \$74,999	16.0%	15.5%	11.2%	4.6%
\$75,000 +	34.3%	19.6%	7.5%	1.6%

Source: US Census 2009-2001 American Community Survey 3-Year Estimates; New York City Housing Authority data, 2013

OTHER INCOME	NYC	BRONX	MOTT HAVEN & HUNTS POINT	NYCHA RESIDENTS IN MOTT HAVEN
CASH PUBLIC ASSISTANCE INCOME	4.3%	7.6%	11.0%	14.0%
FOOD STAMP/SNAP BENEFITS IN THE PAST 12 MONTHS	19.1%	35.0%	54.7%	

Source: US Census 2009-2001 American Community Survey 3-Year Estimates; *This data is not collected by NYCHA

	NYC	BRONX	MOTT HAVEN & HUNTS POINT	NYCHA RESIDENTS IN MOTT HAVEN
RATE OF POVERTY	21%	31%	45%	55%

Source: US Census 2009-2001 American Community Survey 3-Year Estimates

Education

Mott Haven has low educational attainment among adults and its schools face multiple challenges. Educational attainment is lower than New York City as a whole for adults 25 years and older (see figure). It is encouraging that the number of adults with at least a high school diploma or GED grew by 22% in the last decade; however, 46% of residents still lack a high school diploma or GED (versus 20% citywide).

The challenges with education start early. The third-grade reading level proficiency in School District 7 is the lowest of all neighborhoods in New York City; with only 27.6% of students achieving proficiency, compared to 49.0% in the City overall. In addition, the math proficiency rate is the second lowest in New York City; only 38.5% of third to eighth graders passed math proficiency tests in 2012. Throughout the planning process, the lack of parent engagement in children's education was identified as one of the barriers for kids to be successful in school. Similarly, parents expressed that single parenting and conflicting schedules with school meetings were barriers that would prevent them from staying engaged in

Residents 25 years and older who completed high school or GED and those who completed college	NYC	BRONX	MOTT HAVEN & HUNTS POINT
Percent high school graduate or higher	79.4%	69.2%	53.6%
Percent bachelor's degree or higher	33.7%	17.9%	7.9%

Source: US Census 2009-2001 American Community Survey 3-Year Estimates; New York City Housing Authority data, 2013

CHILDHOOD EDUCATION, LITERACY AND NUMERACY	NYC	BRONX	DISTRICT 7	COMPARED TO CITY
Enrollment of 3- and 4-year olds in Early Childhood Education (2011)	58.9%	51.6%	49.5%	50th out of 59 CDs
3rd grade students passing reading proficiency tests (2012)	49%	34.9%	27.6%	32nd out of 32
3rd through 8th grade students passing math proficiency tests (2012)	60%	46.6%	38.5%	31st out of 32

Source: Citizens' Committee for Children of New York, Keeping Track database

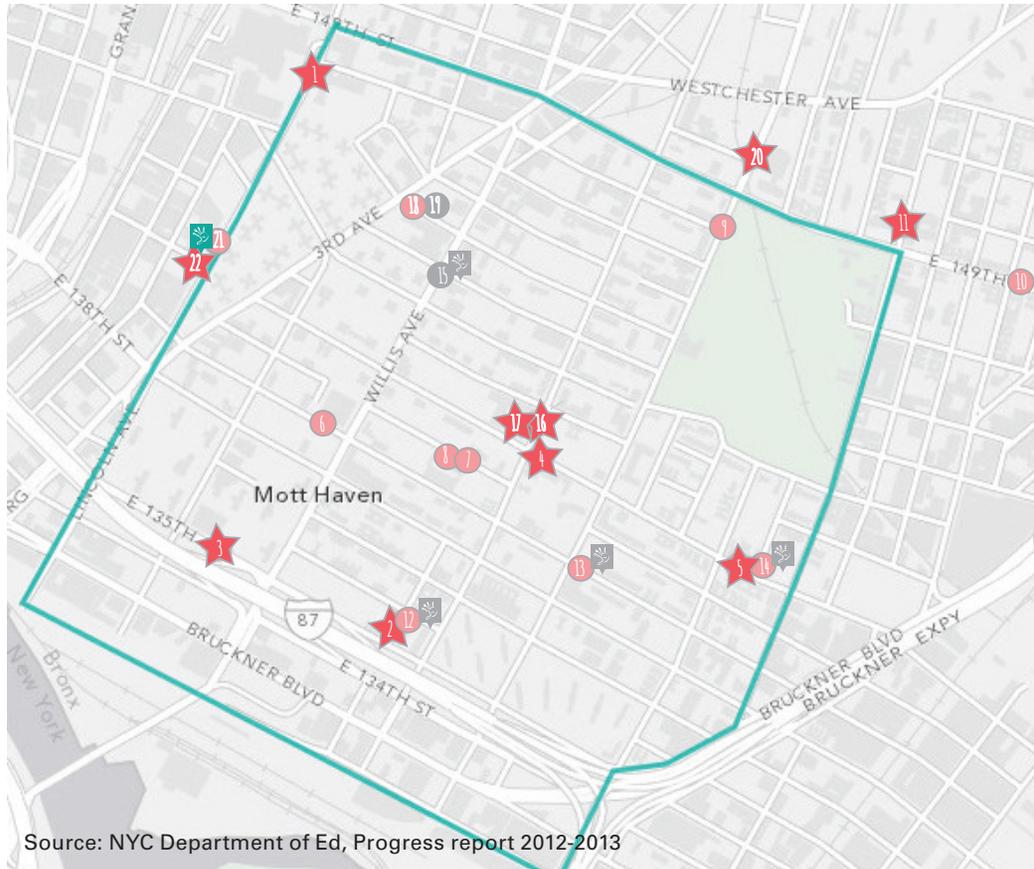
their children's education. In School District 7, about 73% of parents are single compared to 28.6% citywide.

The NYC Department of Education tracks chronic absenteeism as a strong indicator that students are not on the path to succeed at school. Students who miss 10% of school or more are considered chronically absent. While the citywide average is 20% of students are chronically

absent, only a handful of Mott Haven schools are at or below that average. According to the Make Mott Haven... Betances Household Survey, many Betances elementary school students go to PS 65, where 45.7% of the kids in 2012-2013 were chronically absent.

Mott Haven students benefit from having a variety of educational institutions and services in or near the neighborhood,

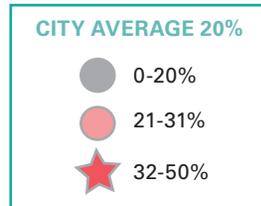
CHRONIC ABSENTEEISM IN MOTT HAVEN, DISTRICT 7, BRONX



Chronic Absenteeism: Students with less than 90% attendance. City average is 20.02%

D75 (PS 168 | Absenteeism, N/A)

Charter School



ELEMENTARY	ABSENTEEISM
1- PS 18 John Peter Zenger	38%
2- PS 43 Jonas Bronck	35%
3- PS 154 Jonathan D Hyatt	35%
4- PS 30 Wilton	36%
5- PS 65 Mother Hale Academy	46%
6- PS 49 Willis Avenue	31%
7- Young Leaders Elementary School	24%
8- PS 179	28%
9- PS 277	26%
10- PS 25 Bilingual School	25%
11- PS 5 Port Morris	35%
12- Mott Haven Academy Charter School	24%
13- South Bronx Charter School-Inter Cultures And Arts	26%
14- Academic Leadership Charter School	25%
15- Bronx Charter School For Children	6%

MIDDLE	ABSENTEEISM
16- Academy Of Applied Mathematics And Technology	32%
17- MS 224 (Aka PS/IS 224)	43%
18- South Bronx Preparatory	30%
19- MS 223 Laboratory School Of Finance And Technology	19%
20- Jhs 162 Lola Rodriguez De Tio	46%
21- The Urban Assembly Bronx Academy Of Letters	24%
22- MS 203	39%

including public, charter, and private schools, and Hostos Community College. In addition, multiple organizations provide afterschool programs, GED testing and preparation, English as a Second Language (ESL) instruction, and supportive services for students. These organizations include BronxWorks, FECS, East Side Settlement Houses, and SoBRO. There are also faith-based organizations like Graffiti Ministry and St. Anns Church that provide afterschool and summer school activities for youth. Specialized services come through small grassroots organizations like the Mexican American Students Alliance that assist the small, but growing, number of Mexican immigrant families.

Although Mott Haven has extensive educational services, there is a tremendous need for expansion and to better connect families to resources in the neighborhood. During the Choice Neighborhood Asset Mapping workshops, residents pointed out

that some programs are usually at capacity or with an endless waitlist which prevents them from participating in programs. The demand for resources is much higher than the programming currently supplied in the neighborhood.

Employment

According to the 2010 Census, 49.6% of Mott Haven and Hunts Point residents are in the labor market (residents age 16 or older who are working or looking for work), which is lower than the percentage for the City or the Borough. Young adults age 18-24 are especially struggling – in 2011, 42% were both out of work and out of school, as compared to 22% citywide, according to Barriers to Entry, a report by JobsFirst NYC, Fiscal Policy Institute and the Community Service Society.

Not only is the rate of employment low, but wages for those who do work are also low. Community members, including

EMPLOYMENT STATUS OF RESIDENTS 16 YEARS AND OLDER	NYC	BRONX	Mott Haven & Hunts Point
Employed	56.2%	50.4%	40.2%
Unemployed (not working but looking for a job)	6.9%	9.0%	9.4%
Not in labor force	36.9%	40.6%	50.4%

2009-2011 American Community Survey 3-Year Estimates

EMPLOYMENT OF NYCHA RESIDENTS IN THE MOTT HAVEN AREA

WORKING RESIDENTS 18 YEARS AND OLDER	PERCENT OF NON-DISABLED RESIDENTS AGE 18 TO 61 WHO WORK
24%	52%

NYCHA 2013 resident data

YOUTH EMPLOYMENT

18- to 24-year-olds out of school *and* out of work 2011

- In Mott Haven and Hunts Point – that number is **42.4 %**
- It has the highest rate out of 55 New York neighborhoods
- On average, 21.6% of New York City youth are both out of school and out of work

JobsFirstNYC, Fiscal Policy Institute and Community Service Society report
Barriers to Entry

both residents and service providers, note that low wages mean high poverty and that some jobseekers stop looking for work. In Community Districts 1 and 2, the top industries that residents are employed in are education, health and social services; retail; and entertainment, food and accommodation. For NYCHA residents in Mott Haven, the top three industries of occupation are the same, but with a larger plurality working in education, health care and social services.

Jobseekers in Mott Haven receive job preparation and placement assistance from multiple providers in the vicinity. NYCHA residents benefit from two JobsPlus programs in the neighborhood that also provide financial counseling, job retention and mentorship services. Hostos Community College provides multiple training programs outside of its degree track for free or at reduced costs. Two Workforce1 Career Centers are near Mott Haven, including one in Hostos and a second one in the nearby neighborhood of Hunts Point.

INDUSTRY OF OCCUPATION FOR MH & HP RESIDENTS	% OF EMPLOYED MOTT HAVEN & HUNTS POINT RESIDENTS	NYCHA RESIDENTS IN MOTT HAVEN
Educational, health care and social services	29.4%	40.7%
Retail trade	14.9%	12.0%
Arts, entertainment, food and accommodation	13.7%	9.8%
Professional, scientific, and administrative services	9.0%	0.4%
Other services, except public admin	7.2%	5.3%
Public Administration	2.3%	8.5%

Health

Mott Haven residents experience higher rates of asthma, diabetes and other chronic conditions than the City as a whole.

Diabetes: Approximately one person dies of diabetes-related causes every 90 minutes in New York City and Mott Haven suffers disproportionately. The City’s diabetes rate is 10%, the Bronx is 13%, and Mott Haven/Hunts Point is 17%. Two risk factors for diabetes are being overweight or obese and physical inactivity; obesity in Mott Haven and Hunts Point residents is higher as well. Not only is the rate of diabetes very high, but data suggest that there are a lot of people at-risk for diabetes and/or other

2009-2011 American Community Survey 3-Year Estimates

chronic diseases like hypertension.

Surveys indicate that residents consume relatively fewer servings of fruits and vegetables, and at Make Mott Haven... community meetings, residents have commented that the quality of the fruits and vegetables in the local supermarkets is poor. Residents report traveling long distances to purchase fresh produce.

Asthma: The Bronx has one of the highest rates of asthma in the United States. It's especially concerning that Mott Haven and Hunts Point residents struggle to manage this condition and face conditions that trigger attacks, frequently ending up in the hospital. Hospitalization rates and emergency room visits are especially high among children. The NYS Statewide Planning and Research Cooperative System found that in 2011 for every 1,000 children age 0 to 14 in Mott Haven and Hunts Point, 12.65 were hospitalized for asthma.

Health insurance: About a quarter of South Bronx residents have private insurance, and 22%, mostly immigrants, have no insurance, while the remainder are covered through public programs.

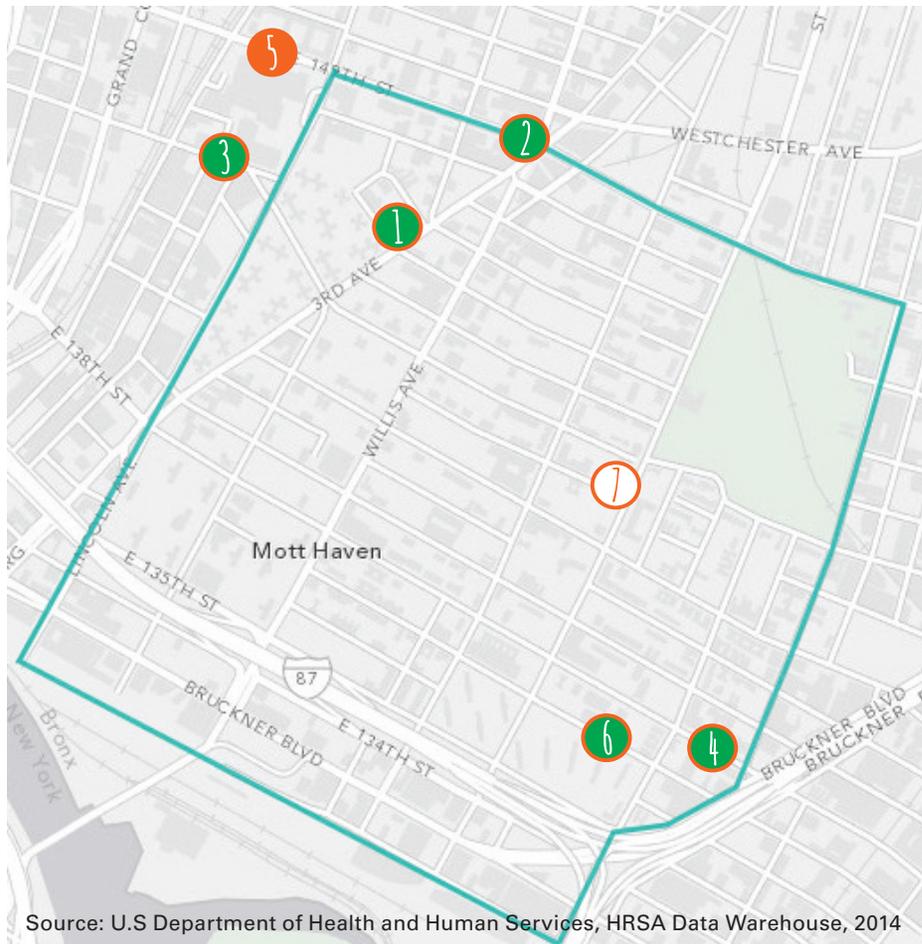
DIABETES AND RELATED DATA	NYC	BRONX	MOTT HAVEN & HUNTS POINT
DIABETES PERCENTAGE 2010-2011	10%	13%	17%
OBESE OR OVERWEIGHT	56%	65%	71.4%
HOW MANY FRUITS OR VEGETABLES DID YOU EAT YESTERDAY?			
None	12.3%	17.4%	23.3%
1 to 4 servings	77.3%	75.6%	73.0%
5 or more servings	10%	7%	4%

NYC Department of Health and Mental Hygiene, Community Health Survey 2010-2011

HOSPITALIZATION FOR ASTHMA BY AGE, RATE PER 1,000	NYC	BRONX	MOTT HAVEN & HUNTS POINT
0-14 YEARS OLD	5.15	9.26	12.65
15-34 YEARS OLD	0.99	2.16	3.68
35 years and older	3.50	6.62	8.94

New York State Statewide Planning and Research Cooperative System (SPARCS), 2000-2011 (updated March 2013)

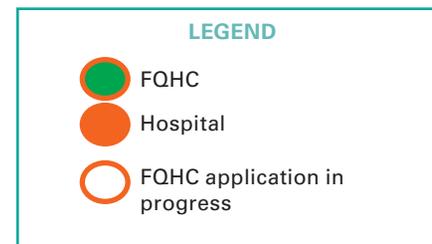
FEDERALLY QUALIFIED HEALTH CENTER (FQHC) IN MOTT HAVEN



Federally qualified health centers (FQHCs) include all organizations receiving grants under Section 330 of the Public Health Service Act (PHS). FQHCs qualify for enhanced reimbursement from Medicare and Medicaid, as well as other benefits. Definition source: HRSA, Research and Statistics

Health Centers in the Neighborhood

- 1 Bronx Care at Third Ave
- 2 Casa Rita (Women in Need)
- 3 Help/ PSI Harm Reduction Health Center at Citywide
- 4 Jackson Avenue Family Residence
- 5 Lincoln Hospital
- 6 Morris Heights Health Center
- 7 Segundo Ruiz Belvis Diagnostic & Treatment Center

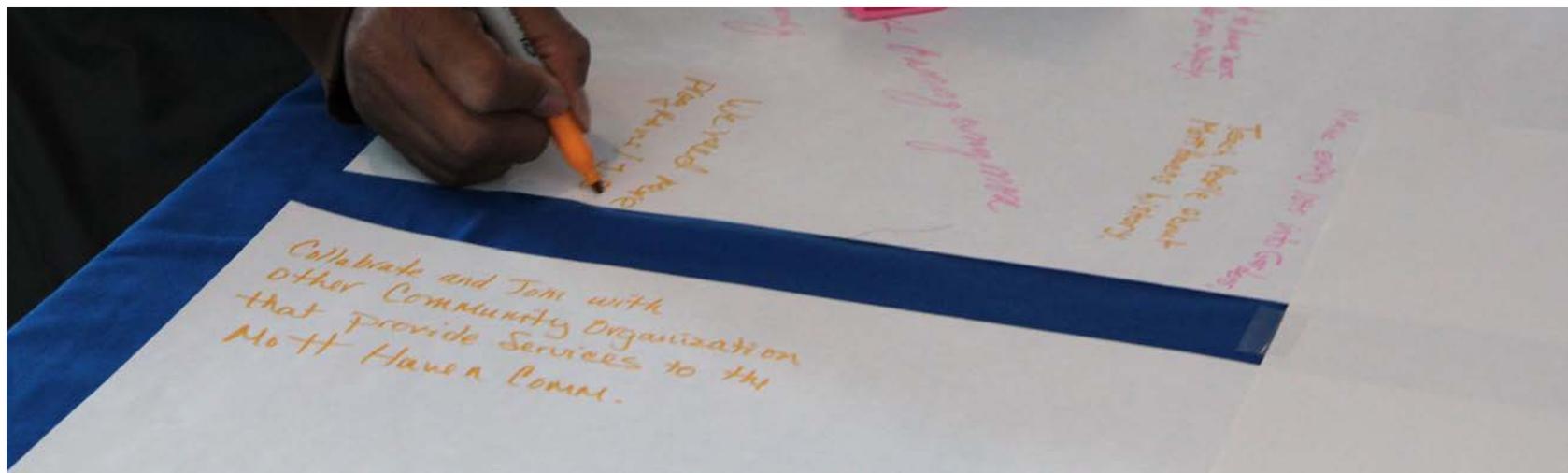


Mott Haven is designated a medically underserved area. There are long waits in the Lincoln Medical Center emergency room yet there is unused capacity at some of the community health centers, according to discussions with partner organizations as well as Lincoln Hospital and Segundo Ruiz Belvis, an affiliated health clinic. In the Choice Neighborhood health asset mapping, residents considered proximity to health centers, crowding, poor quality of care, and lack of service awareness as the barriers to health access in Mott Haven.

Lincoln Medical Center, a New York City Health and Hospitals Corporation facility providing services to the community for 175 years, is located on the edge of Mott Haven. A teaching hospital, Lincoln has an academic affiliation with Weill Medical College

of Cornell University. Lincoln's Level One Trauma Center is the busiest in the northeast and the third busiest in the country. In addition to traditional hospital services including in-patient care and emergency room facilities, Lincoln has mental health services, asthma care, teen and pediatric health centers, HIV/AIDS treatment and other resources. Its affiliated primary health clinic, Segundo Ruiz Belvis, is adjacent to the Betances Houses and has applied for status as a Federally Qualified Health Clinic.

There are some existing healthy living resources in the neighborhood. Shape Up NYC and WalkNYC, free fitness programs offered by the Parks Department, are offered at Lincoln Hospital, Betances Community Center and St. Mary's Recreation Center. There are also some healthy food resources



available locally. Friends of Brook Park grow produce in Brook Park that is sold to the community and payments can be made using SNAP benefits. Lincoln Medical Center runs a Farmers' Market on its grounds. This is a short walk from the northern end of the Choice catchment area. Health REACH works with area schools to provide nutrition education. City Harvest runs a mobile food market on some days near St. Mary's Park, and provides fresh fruit to the Betances Community Center.

Betances Residents Survey

As part of the planning process for the Make Mott Haven... Initiative, residents of NYCHA's Betances Houses were interviewed to identify issues and opportunities in the areas of education, economic development, health and housing. Key survey findings are outlined below. To learn about survey methodology, a full report of the Betances Community Survey is attached as an Appendix at the end of the Plan.

On education, 78 households out of the 218 interviewed have children younger than 18 years old. 64% of those households with children said that they

were somewhat or very happy with the quality of the schools their children attended. The most cited challenge for parents in terms of school engagement is timing or scheduling (42%); 19% report language translation as a challenge.

In terms of employment, of the 372 adults included in the survey sample, 27% reported full-time employment, 13% part-time, 16% retired and 10% disabled. A quarter of adults were reported as looking for a job, regardless of employment status. When asked what kinds of education or employment services were most needed in the neighborhood, 38% cited GED preparation, 41% computer training, 39% job readiness, 36% English as a Second Language (ESL), 23% 4-year college/university.

A plurality of households – 43% – use a private doctor as their primary source of medical care, 28% reported a health clinic as their primary medical care, and 12% said the emergency room is their primary source for medical care.

Information on health insurance coverage was not collected for 73 of the 218 households. Among those that

did report on health insurance (N=145), 17% reported private health insurance, 29% reported Medicaid, 10% reported Medicare, and 9% reported Family Health Plus. However, because of the high percentage of missing data, it is not clear if the difference is due to missing data or not having health insurance coverage.

Public safety was a significant concern among respondents. Only 6% of respondents reported that they found their neighborhood to be very safe; 19% reported it to be somewhat safe. Almost 60% of households reported that their neighborhood was somewhat unsafe or very unsafe. The central component of the Mott Haven Housing Plan is the transformation of Betances Houses in the four blocks north of 145th Street. For purposes of planning, the four square blocks are referred to as "Betances North." One part of the survey was analyzed separately for Betances North households to inform the planning process. Among residents of Betances North (N=88), 44% reported problems with plumbing or leaky faucets in their apartments; 39% reported lack of heat/hot water; 30% reported drafty windows, 30% reported leaks from the roof, 27% reported poor condition of appliances, and 24% reported mold.



responsibilities that come with
YOUR choice to live with...

for her usual and
reproductive health policy
attainment

Visiting sessions, committee meetings & community
events have generated innovative ideas for Mott Haven



We respect each
right as "15" or
not usual

You cannot "15" a
"1500" to any of the
and then you right to
right to have a right to
letter to will not be for
and relations or to be
that regulations

Mott Haven Family Day
Photo credit: [unreadable]



Mott Haven Family Day
Photo credit: [unreadable]

Your Ideas



MOTT HAVEN TODAY: NEIGHBORHOOD

Mott Haven is primarily a residential neighborhood, with three commercial corridors: 149th Street, Third Avenue, and 138th Street. Industrial uses surround the border. A walk through the neighborhood starts at 149th Street, the “HUB”.

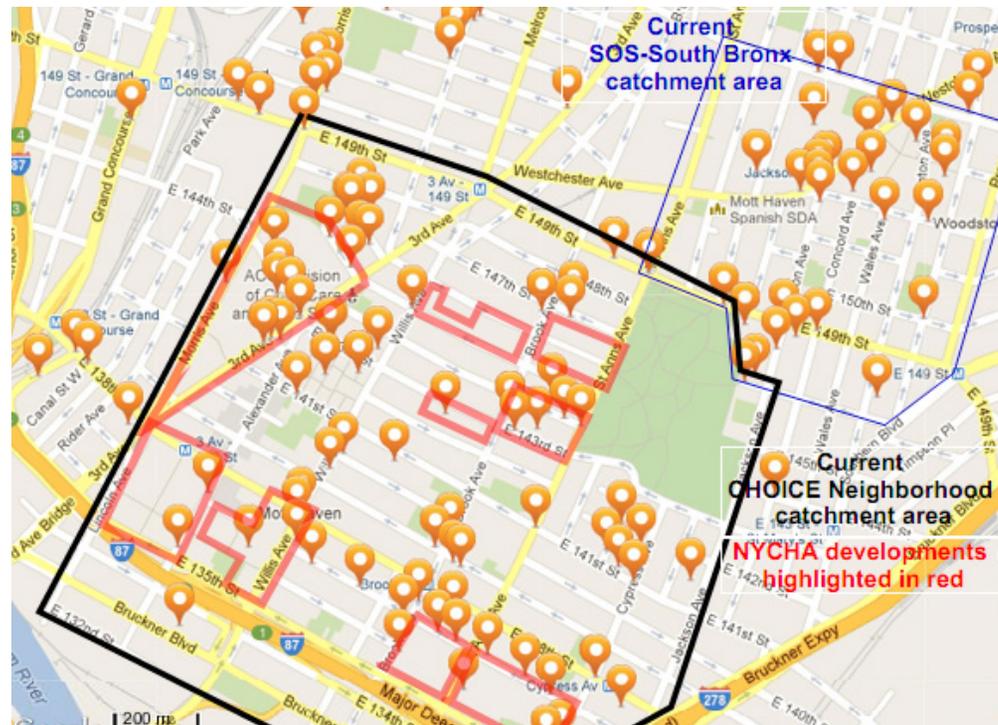
There is a subway station at the intersection of 149th Street and Third Avenue served by three subway lines: the 2, 5 and 6. They provide ready access to Manhattan, one to three stops away. There is a new boutique hotel, the Opera House Hotel, in a renovated building on 149th Street. Nearby is St. Mary’s Park. Along St. Ann’s Avenue is the historic St. Ann’s Church, one of the oldest buildings in the neighborhood.

The neighborhood includes three small historic districts with fine, old brick buildings. Sprinkled throughout the neighborhood are pocket parks, playgrounds, and community gardens. Traditional public housing developments (towers in the park) dominate much of the southern and western sections of the

neighborhood. Other public housing is a mix of towers and rehabilitated tenement and walk-up buildings. The public housing is mixed with privately-owned rental housing and single-family homes, some of which were built by the New York City Housing Partnership.

Public Safety

Mott Haven is served by the New York Police Department’s 40th Precinct, which shares the same boundaries as Community District 1. Mott Haven residents continue to see more crime than other New Yorkers. According to the New York City Police Department, the violent felony rate in the 40th precinct from 2008

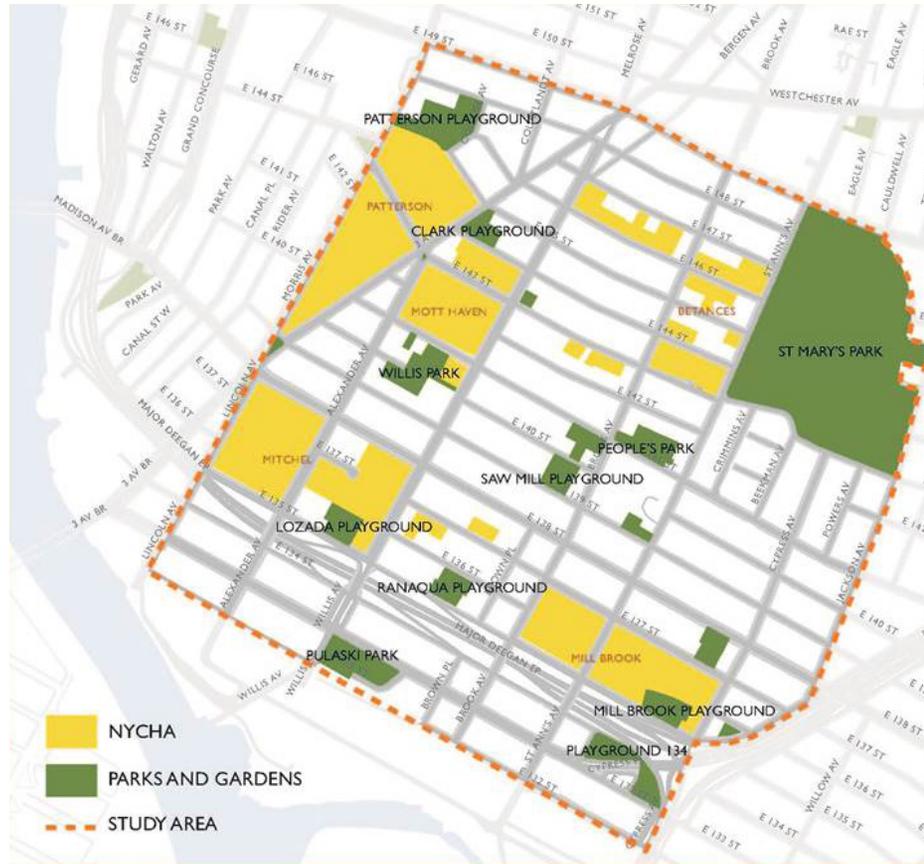


Hot Spots Map of Gun Violence in Mott Haven
Credit: NYCHA & Center for Court Innovation

to 2010 was more than double the rest of the City (9.9 per 1,000 people in 2008-2010, compared to 4.6 per 1,000 citywide). The City overall experienced a reduction of major crimes and Mott Haven was no different. However, crime declined at a lower rate in the 40th Precinct than in the City or in the Bronx. In the 40th Precinct, crime dropped 23% from 2001 to 2012; in the Bronx, it declined by 25%; and in New York, it fell 31%.

Further, the fear of crime is compelling – 59% of the Make Mott Haven... Betances Household Survey respondents report feeling somewhat or very unsafe. Participants in visioning sessions and Make Mott Haven... committee members noted that territoriality among residents in the neighborhood combine to undermine trust and impair relationships. Finally, community members consistently cite poor lighting and vacant lots in disrepair as especially attractive for criminal activity.

The gun violence and high rate of shootings are areas of equal concern in Mott Haven. In 2012 four of the city's 80 fatal shooting incidents occurred in the South Bronx, a community of approximately 91,000



Source: Complimentary of the New Yorkers for Parks, 2014

people—4.5 times the per capita shooting rate citywide. Hot spots of violent activity are both numerous and concentrated, often in or around public housing. The map on previous page illustrates the high rate of gun violence in the neighborhood,

concentrated around public housing developments.

Parks and Open Spaces

According to the New Yorkers for Parks study for Make Mott Haven..., the

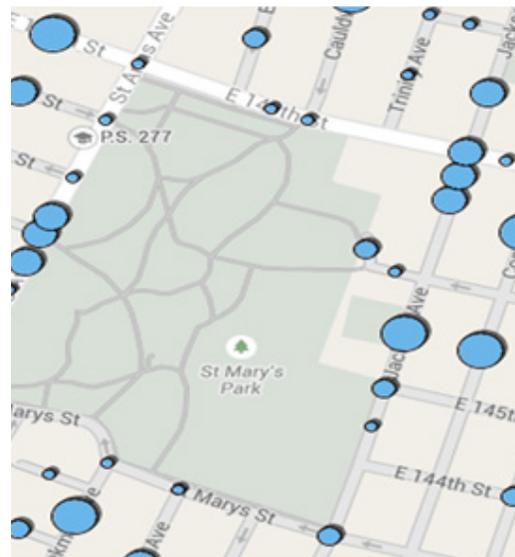
neighborhood contains a variety of open space resources: large park, playgrounds, pocket parks, green spaces and community gardens. Some of these open spaces are within the public housing developments; the majority are within the wider Mott Haven neighborhood.

The jewel of Mott Haven parkland is St. Mary’s Park, which – at 35 acres – is the largest park by far in the South Bronx. It contains barbecue areas, baseball fields, basketball and handball courts, soccer fields, running tracks, playgrounds, spray showers and even Wi-Fi hot spots. It also has an indoor recreation center that includes a pool, basketball courts and recreational programming. The City Parks Foundation hosts very popular summer concerts in St. Mary’s Park through Summer Stage. Unfortunately, there is much work to be done to upgrade and refurbish St. Mary’s Park. It has aging playground equipment, crumbling walkways and bleachers, inadequate lighting, and pervasive litter.

A group of students from the Academy for Language and Technology (ALT) with the Yplan program conducted a study that reaffirmed the need for St. Mary’s Park upgrades, particularly the center’s gym. According to their Yplan report – Health and Access to Recreation Centers in Mott Haven – St. Mary’s Recreation Center is a place that residents like to visit; however, students found that the services offered were not matching the services people wanted to see at their local gym. Students recommended that more services and a variety of classes, such as an outdoor walking group, be added to the list of gym activities. The students also found that people were worried about safety around the St. Mary’s Recreation Center. Through background research, students found that there were a



St. Marys Park
Source: Complimentary of the New Yorkers for Parks, 2014



Crimes per location	
	1
	2
	3 - 4
	5 - 7
	8 - 12

Crime per location around St. Mary’s Park
Source: Yplan report, Center for Court Innovation

high number of crimes around the Saint Mary's Recreation Center in 2013. A map of the location of these crimes can be seen above.

Recreational facilities are often located in small pocket and neighborhood parks. There are 1.1 acres of open space per 1,000 residents, which fails to meet the New Yorkers for Parks' standard of 2.5 acres. Also, as residents have noted in numerous community meetings, with much open space paved over, the neighborhood lacks green space. The New Yorkers for Parks study found that 60% of the land is permeable – an approximation for lawns, trees, or natural areas – whereas the standard is 70%.

The neighborhood exceeds or approaches open space standards for active open space features—such as parks that contain play equipment, basketball courts, adult fitness centers, baseball fields and grassy areas to play. Kids run through the sprinklers in People's Park on hot summer days, and caretakers flock to Clark Playground with their children after school hours.

Mott Haven's many community gardens

are small spaces that in aggregate account for just 2.48 acres of land. Yet these gardens are well used in some creative ways. Some host community health fairs, cooking demonstrations, youth gardening and afterschool tutoring. Brook Park, home to one of these community gardens, has an expansive vegetable garden and the yield is sold to the community – promoting good health in addition to the active use of park space. The Friends of Brook Park work with hundreds of young people in afterschool and summer programs on gardening and healthy eating.

In addition to the current community garden, the "Betances 15", a group formed out of the Make Mott Haven... planning process, is starting a community garden at Betances Houses. According to the New Yorkers for Parks index, with the exception of a single play area in the Mill Brook Houses, Betances is the only neighborhood development in which they observed locked open spaces. It is one of the early wins of the planning process to add beauty, appreciation and ownership for green spaces in the area through the Betances 15 initiative. Similarly, the newly organized group, Friends of St.

Mary's Park, which also emerged through the Transformation Plan development, is helping in the creation of the community garden and connecting the group to additional resources.

In terms of NYCHA open space usage, the New Yorkers for Parks study highlighted some commonalities across all developments. Their findings state that playing was never the most common activity in play areas, but rather standing and sitting (hanging out) were the most frequently observed. They also observed a preponderance of male visitors, with them outnumbering women at least 60:40 in each development. Women, argued urban theorist William H. Whyte, are more likely to leave a place when uncomfortable and are quicker to perceive public disorder, making the equal presence of women a barometer of the perceived safety and welcoming nature of a public space. This is notable given the proliferation of play spaces across all developments, and raises a number of questions: Do residents avoid play because nearby City parks offer a larger variety of activities and amenities? Does current play equipment lack engaging design? Do residents feel unsafe using

common open spaces?

To answer New Yorker for Parks' question on safety, the greatest barrier to resident use of Mott Haven parks and open spaces is fear about safety. Residents said repeatedly in many Make Mott Haven... meetings that safety concerns reduce their use of these spaces. Yet, increased use of parks and open spaces tend to make them safer. Residents suggest that improved lighting, security cameras and increased policing would decrease the number of crimes and increase the sense of security necessary for people to use the open spaces more often and for longer amounts of time.

Culture

Throughout Make Mott Haven... workshops, residents identified the diversity of the Mott Haven community, as well as its active arts and cultural producers, among its greatest assets. However, residents also said that public safety issues have contributed to a lack of cultural and social cohesion in the neighborhood. Adults that grew up in Mott Haven who now have children of their own remembered a time when they would play outside together, with a sense

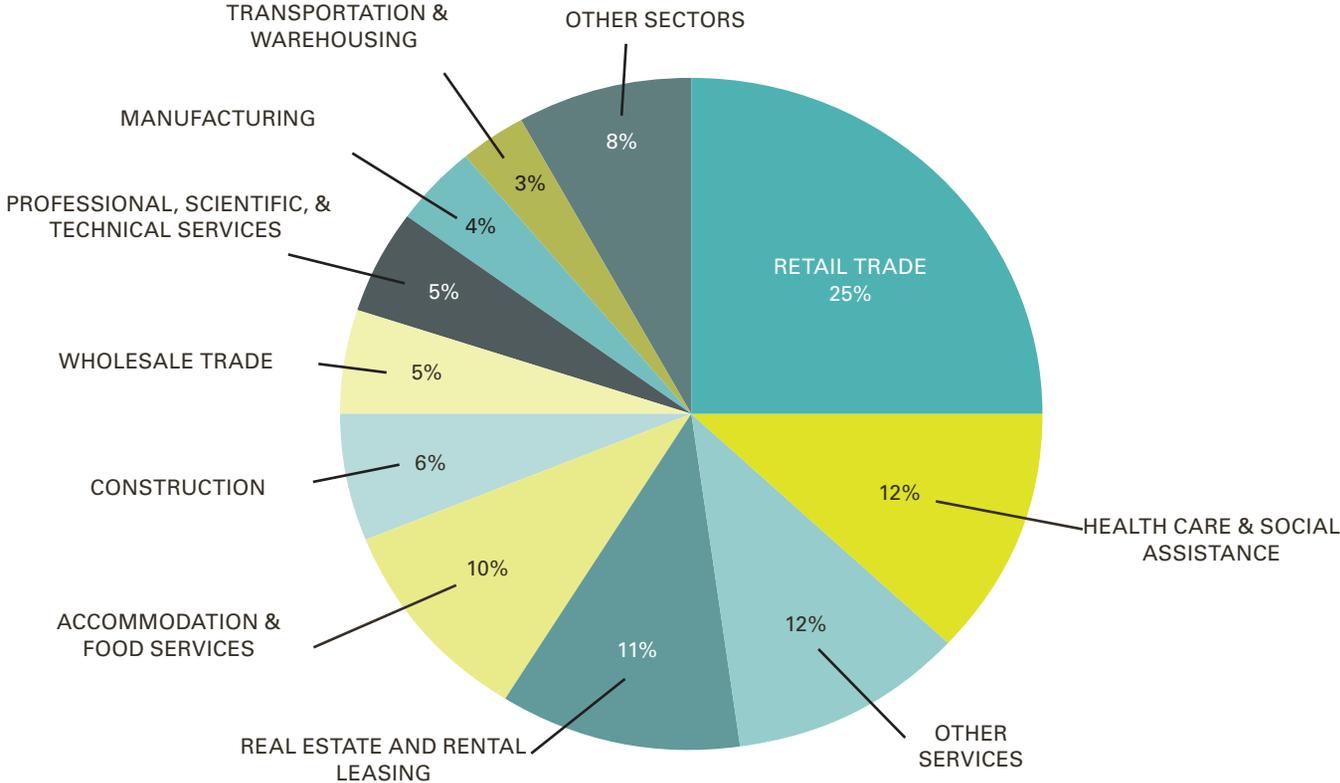
of safety encouraged by the fact that they knew their neighbors and someone was always watching out. Today, they said, they would never allow their children to play outside unsupervised as they once did, due to the real and perceived dangers of neighborhood violence, and to the fact that the social network they once had no longer exists. Within NYCHA in particular, residents noted that a lack of maintenance of the buildings and public spaces exacerbates public safety issues and also leaves many public spaces, which would otherwise encourage social and cultural interaction, underutilized. Residents suggested that more culturally oriented programming, which would bring community members together, such as events focused on instilling neighborhood pride, would help address this issue.

In response to this repeatedly expressed desire for culturally oriented programming, Make Mott Haven... partnered with Casita Maria, an arts and culture community based organization in the Bronx to bring a series of multi-genre culture events to Mott Haven. These events are taking place in September and October 2014 to culminate the planning



MAKE MOTT HAVEN LEMONADE STAND'S
EXHIBIT OF POTENTIAL HISTORIC SITES
PHOTOGRAPHY CREDIT: CASITA MARIA

BUSINESS TYPES IN MOTT HAVEN*



*Includes all businesses in zip codes 10451, 10454 & 10455
 Source: US Census: <http://www.census.gov/econ/cbp/>

process in Mott Haven. Additional details on sustainability and resident engagement in the culture activities can be found in the Community Engagement section.

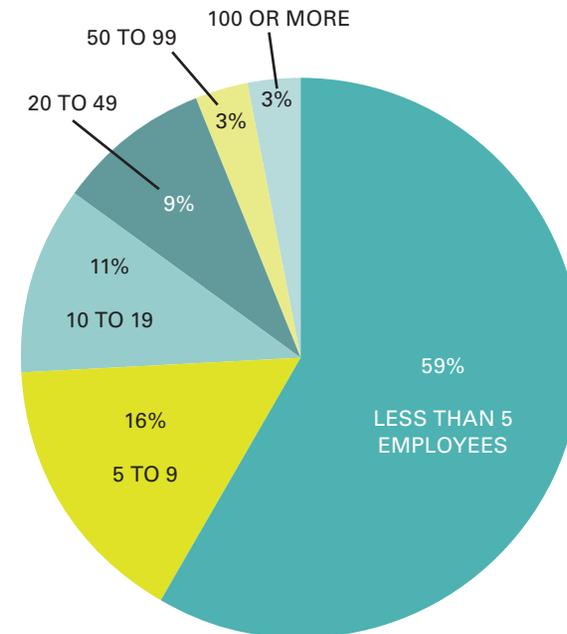
Economic Development

The neighborhood is surrounded by considerable business activity. The 149th Street and Third Avenue Business Improvement District to the north attracts shoppers from around the Bronx; the 138th Street commercial corridor is home to more local and small businesses; and immediately outside the catchment area are manufacturing and industrial areas.

Mott Haven, a neighborhood with almost 53,000 residents and a strong transportation network to attract New Yorkers from other boroughs, has so much potential to increase the local economic activity. Despite the workforce and poverty struggles, the neighborhood has a tremendous gap of retail stores. According to a City Planning market study, performed for Make Mott Haven..., within 1/2 mile of the catchment area center, retail sales (including drinking and eating places) are estimated as \$301 million in 2014. On the other hand, consumer expenditures for the same year are almost \$399 million, excluding \$98 million spent outside of Mott Haven’s economy.

The commercial corridors, while containing a number of stores and restaurants, also suffer from many empty storefronts. Despite being one of the major Bronx shopping districts, 149th Street lacks a cohesive look, basic storefront maintenance, and a variety of shopping choices. The Third Avenue Business Improvement District is working to develop signage guidelines to improve the commercial environment.

SIZE OF BUSINESSES IN MOTT HAVEN*



*Includes all businesses in zip codes 10451, 10454 & 10455
 Source: US Census: <http://www.census.gov/econ/cbp/>

Your Ideas

Tom with
Community Organization
side Services to the
have a Comm.

Jardin donde los
niños pueden aprender
como se cultivan los
verduras para que vean
Cochin ellos mismo
que que queremos que
comen Verdura pero
no saben como se cultivan.

Incorporate
math + nutrition
education as a
part of addressing
math
in the
OLS.

Ne se citamos
mas Limpieza
en los edificios
de Housing, Camaras
y mas lugares
para los

Helping business to
helping the youth
of the neighborhood
to also become eco-friendly

Financial
Literacy
to increase
generational
wealth + sustainability
Educational attainment
will in create as a
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Construcción
de áreas
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All elements +
Students should
regular ac
Interest +
NEVER STOP LEARNING



COMMUNITY ENGAGEMENT

EXIT



One of the best things about **Mott Haven** is...



Mott Haven Choice Neighborhoods Initiative



Community Planning Kick-Off
Saturday, April 20



COMMUNITY ENGAGEMENT

Mott Haven, a neighborhood with many assets, solid cultural pride, diversity and home to a large community of Hispanic and African Americans, is one of the most challenged neighborhoods in New York City.

Lack of resources and of social capital and civic engagement were among the main barriers identified early in the Make Mott Haven... planning process. In order to engage residents in a meaningful way it was important to overcome these barriers to establish trust, build relationships, develop resident capacity, as well as create open lines of communication to develop a well-grounded plan for transforming life in the neighborhood and beyond.

The Make Mott Haven... planning process evolved to develop its own brand of resident engagement to fit its unique environment and circumstances. This was challenging and difficult work, particularly drawing Mott Haven stakeholders in to build a two-way connection model to collectively define new thinking, new

actions, and a new vision for Mott Haven. Of course, this required a meaningful community engagement strategy to identify, educate, activate, and mobilize Mott Haven stakeholders.

Today, the Make Mott Haven... team can state proudly that every stakeholder played an important role in the planning process; NYCHA and other neighborhood residents, local leaders, community based organizations, city agencies, and elected officials. The planning process engaged a remarkable number of these stakeholders. Over 6,000 individuals, through 78 visioning and planning events, helped draft a Transformation Plan that is comprehensive, meaningful, viable and sustainable. To develop the plan, Make Mott Haven... implemented the following

best practices:

- A. Establishing Goals and Strategies.
- B. Drafting a Mott Haven Vision.
- C. Building Residents' Capacity.
- D. Sharing Best Practices & Lessons Learned.

A. ESTABLISHING GOALS AND STRATEGIES

As mentioned earlier, to create a two-way relationship with stakeholders, Make Mott Haven... began a neighborhood mobilization and awareness campaign in the early months of 2013. Our vision was to actively engage community members in the initiative and see which aspects of the Transformation Plan they would choose to make their own. In order to accomplish viable results we developed series of goals and strategies, including:

- 1) Help re-establish the Betances Residents' Association.
- 2) Empower residents and stakeholders

to take ownership of community issues to inform the Make Mott Haven... planning process.

3) Open channels of communication to provide updates and gather feedback from stakeholders as the work of the Plan progressed.

4) Build partnerships with community members while enhancing their capacity to lead initiatives to obtain sustainable neighborhood improvements.

Through these goals, the Make Mott Haven... team developed a unique approach to facilitate community partnership in Mott Haven. One challenge to building community engagement was discovered early in the process when the team learned about the barriers and concerns that overwhelm residents day-to-day. More fundamentally, the residents from the target development, Betances Houses, were not organized. The Tenant Association had been defunct for about two years, which required another layer of community organizing before real engagement could begin. Our commitment to invest time in community organizing activities was essential to build

the foundation for community planning, while simultaneously strengthening the social fabric and fostering a more supportive environment within the community.

B. DRAFTING MOTT HAVEN'S VISION

Our approaches to empowering Mott Haven stakeholders, evaluating neighborhood conditions and long term opportunities took several forms from keeping the community informed, to consulting them about particular issues, to placing final decisions in their hands. For instance, (1) community-led working groups, committees and community projects gave people the opportunity to be active and deeply engage in the decision-making process; (2) feedback and discussion sessions were for consulting with them - a mid-level engagement; (3) newsletters and neighborhoods activities kept the community informed, a low-touch but widespread involvement.

Opportunities for deep involvement involved ongoing, regular meetings with committees, stakeholders, partners, and Make Mott Haven... leadership. It also included the participation of residents



who wanted to engage more deeply in the various aspects of the plan, which is detailed in Section C. Building residents' capacity for a sustainable Mott Haven below.

Visioning sessions

At visioning sessions, people who live and/or work in Mott Haven provided insight into the neighborhood's most pressing challenges and offered guidance on effective strategies to address them. Three large visioning sessions over the summer of 2013 drew 50 to 60 participants each and focused on: health and environment; public safety and housing; and workforce development and education. The discussions at the visioning sessions provided us with a nuanced understanding of what is happening in the neighborhood and of the challenges residents face. Common themes that emerged included the need to:

- Build pride in the neighborhood
- Support job training and encourage employers to hire locally
- Improve programs for young people, seniors, and residents with limited English-language proficiency

- Develop opportunities for residents to interact especially across generations and cultures
- Enhance knowledge of and access to services and businesses
- Improve sanitation
- Create a safer environment

Additionally, NYCHA, LISC, and several partners hosted mini-visioning sessions to discuss specific topics, such as healthy food, Betances open spaces and housing, workforce development, art and culture, safety and youth development. The Make Mott Haven... team also made five presentations targeted to young people in order to bring their voices into the Plan. Over 100 talented young people shared their interests and needs around healthy food access, open spaces, sports

activities, and safety. The full visioning report is included as Appendix E.

Committees

We convened four committees comprised of residents, organizations and city government staff to meet regularly to identify Mott Haven's priority needs and design solutions. The committees developed a series of interventions in the areas of: health and environment; public safety; workforce, education and economic development; and housing. The committees focused on developing outcomes and identifying the partners and resources needed to implement and sustain the Plan. Through the committees, we were able to draw upon community' expertise and to facilitate the relationships that will be crucial to implementing the Plan and sustaining

“All elementary and high school students should have regular access to the latest technology! Never stop LEARNING”

Mott Haven’s transformation. The Make Mott Haven... team, in conjunction with its committee partners, prepared data, assembled visioning feedback, and researched best practices to guide the development of recommendations.

Stakeholders and Partners

The Make Mott Haven... team met with more than 100 city agencies, community organizations, civic groups and elected officials. The unique opportunity of Make Mott Haven... is to bring a wide range of groups and systems together to coordinate improvements and investments in the neighborhood. Over the course of the planning process we met regularly with local elected officials to provide updates, incorporate state and city priorities, and seek opportunities for collaboration. Additionally, we convened a large and diverse group of local partners. We reached out to small grassroots groups such as Friends of Brook Park, a group of residents that runs a small community farm, to large social service agencies like the United Way, and to city and state government agencies. See Appendix A for a list of Partners and Organizations.

Stakeholders Roundtables

Many city agencies, community organizations, NYCHA and other neighborhood residents, and resident leaders who are part of the Make Mott Haven... planning process regrouped in July 2014 to finalize the roadmap to implementation. Different roundtables were hosted to discuss the progress of the Plan on developing health, housing, safety, culture, workforce and education strategies. Each group identified gaps in the Plan that had to be addressed to implement the community’s vision. Securing leverage and additional data and fine tuning interventions and outcomes, were some of the work items as next steps. LISC and NYCHA leadership followed-up on each of the items and integrated the changes into the Transformation Plan.

Office Hours

Although we had events weekly, there were always members of the community that wanted to continue the dialogue. To encourage residents input and opportunity to voice their concerns, project lead and NYCHA director of Budget & Financial Planning Tanya Dempsey, started weekly office hours at the Betances Community Center, where

she would sit in the lobby for 2.5 hours to listen to residents, with no framework in mind. This 8 session pilot started in June of 2014. By the 2nd week, there was a line out of the door of the community center. This solidified the idea that residents are invested in their community and are looking for other avenues of assistance.

NYCHA and LISC Leadership

NYCHA and LISC leadership guided decision-making, managed partnerships, ensured that residents were represented throughout the planning process, and secured resources for the Transformation Plan. The leadership also reinforced the commitment to develop a plan that is effective, innovative, and evidence-driven.



Mid-level involvement opportunities included discussion sessions and taking surveys. The Betances Needs Assessment Survey was one of the tools identified for mid-level engagement.

Betances Needs Assessment Survey

Residents of NYCHA's Betances Houses were surveyed in the Fall of 2012 to identify key areas and issues in the community that were important to residents. The survey focused on neighborhood conditions and resources in five areas: (1) education, (2) economic opportunity, (3) public safety, (4) health and health care access, and (5) housing. The survey was designed to supplement neighborhood data collected and reported by partner agencies and organizations and public databases. Drafts of the survey instrument were shared with all Make Mott Haven... committee members and their feedback was incorporated. NYCHA finalized the survey questions with LISC. In a two months timeframe, seven surveyors interviewed Betances Residents through a door-to-door campaign. Most surveyors were hired locally and 57 percent of those were NYCHA residents. Taken together, the survey results and the publicly available data helped to inform the Make

Mott Haven... Transformation Plan.

Low-touch activities, including neighborhood events, webpage updates and e-blasts, and coffee hour and lemonade stands were the tools used to keep everyone in the community up to date about the planning process.

Neighborhood events

The Make Mott Haven... team hosted a series of community events in order to solicit general feedback from the Mott Haven community, as well as provide an update on the Transformation Plan's progress. Outreach included hosting coffee hours and lemonade stands at NYCHA developments, hosting tables at community events, attending NYCHA Family Day summer picnics and making presentations to youth groups. Coffee hours or lemonade stands were one of Make Mott Haven's key events for its success in engaging NYCHA residents. Through these events, NYCHA and other neighborhood residents participated in, and learned about, opportunities for neighborhood transformation, and how to be a part of shaping the future of Mott Haven. At all of these events, residents had the opportunity to meet NYCHA and

LISC staff and learn about Make Mott Haven... progress.

Though our engagement, residents also requested events that would benefit the community. In response, Make Mott Haven hosted a job fair and youth roundtable.

Website and monthly newsletter

On a monthly basis, those individuals who were engaged in the planning process received updates on the plan progress and upcoming community events through our monthly newsletter. In addition, if there was any data collection or feedback needed the newsletter was a good avenue to ask for information from residents, local community organizations and partners. The Make Mott Haven... website was hosted at: www.lisc.org/nyc/programs/choice_neighborhood_mott_haven, and via social media at www.facebook.com/makemotthaven and twitter handle, #makemotthaven.

C. BUILDING RESIDENTS' CAPACITY FOR A SUSTAINABLE MOTT HAVEN

One of Make Mott Haven's goals for community engagement is to provide



capacity building support to Mott Haven residents. We envisioned empowering residents not only to identify local needs and opportunities, but also to be part of the solution and actually expand their knowledge about how to make an impact in Mott Haven. During the planning process many community projects emerged with the potential to be sustainable and resident-led over time. These include: (1) Re-establishing the Betances Residents' Association; (2) Developing Betances Residents' Association capacity; (3) Creating a "Friends of St. Mary's Park" group; (4) Learning through Asset Mapping; (5) Forming a Betances Community Garden and (6) Promoting art and cultural activities in the neighborhood. As part of the implementation, NYCHA is planning to develop a youth council.

Betances Residents' Association establishment

Building Betances resident leadership and making resident voices central to Make Mott Haven... was fundamental to the Plan. After two years of not functioning, the Make Mott Haven... team was able to encourage Betances leaders to reestablish the Residents' Association.

Multiple activities brought Betances residents together to connect to each other and reconsider the value of organizing themselves and playing a leadership role in the community. The events included a Betances Family Day picnic in the summer and meet-and-greet coffee hours held in the Betances Houses lobbies. The change was dramatic. In May, four residents attended the Association's nomination meeting. Through consistent outreach and partnership with active residents, by September 2013, 50 Betances residents attended the nominations meeting.

The Bronx Borough President, Ruben Diaz, understanding the importance of resident-driven change and the opportunity Make Mott Haven... represents, attended the nomination meeting in September. He inspired residents to step up as leaders and help transform the Mott Haven community. In October, six enthusiastic and committed residents were elected to the board.

Reconstituting the Residents' Association is an immediate accomplishment of the planning process. Gaining the trust of residents and encouraging them to talk to and learn from one another has been a major milestone.

Betances RA capacity building

The Make Mott Haven... team has been providing technical assistance to the Betances Board as they engage in the planning process. In early 2014, LISC provided support to the Board to facilitate its participation in Participatory Budgeting. This initiative, sponsored by City Council Speaker Melissa Mark-Viverito in conjunction with local community groups, enabled area residents to vote on how more than \$1 million in City Council member funds are allocated to the community. The Betances Residents' Association submitted two capital projects for the community vote. Although, none of the projects submitted within the Make Mott Haven... catchment area or the Bronx received funding, residents' increased capacity and learning experiences from this process have prepared them to be more successful in the next round. As the Betances Residents' Association's president stated, "I am much better prepared to be successful next year." This statement and participation illustrates how the planning process is creating stewardship and skills when it comes to advocating for community interests.

Additionally, the Betances Residents' Association is currently receiving a number of trainings to support their work in the community moving forward. Through these trainings and the continuing commitment of the Betances Residents' Association Board, the Board has deepened its understanding of its purpose as an organization for community development planning and implementation, and each board member has a clear sense of their role on the board and the functions of all board positions.

The Board continues to build comradery and trust with each other and with the Betances Residents' Association general body. The Board continues their

“One of the best things about Mott Haven is... Its diversity”

leadership role in the ongoing Make Mott Haven... planning and implementation process.

Resident Advisory Group

To create sustainable engagement, community leaders were identified based on current or potential advocacy roles. Members include: tenant association presidents and board members, a youth council president, community garden leaders, local business owners, along with politically active residents, on community board 1, for example. These resident leaders came together not only to help achieve our plan but also to build a community driven coalition able to labor together to accomplish mutual goals. The Resident Advisory Group was formalized in May of 2014 and we met monthly to strategize our plan of action. This body will serve as a resident planning and decision making member for Make Mott Haven, as described in the Governance section.

Friends of St. Mary's Park

The Make Mott Haven... planning process identified important needs that will have an impact on Mott Haven in the very short term. One of these needs was

the creation of a “Friends of St. Mary's Park” organization, an active participant in Make Mott Haven..., as well as a local homeowner, formed the group. The organization's vision is to promote park stewardship and community involvement in the largest park located in the South Bronx. Friends of St. Mary's Park is already contributing to Mott Haven's wellbeing as they have organized clean ups and child and youth activities at St. Mary's Park and are also assisting with the formation of the “Betances 15”, which is a community garden, with a group of residents from Betances. The Make Mott Haven... team will continue to support this organization in its advocacy efforts and bring partner organizations and agencies to support and promote the activities of the group. Investments in community resources like parks helps to solidify community ties and social capital.

“Betances 15”

A group of Betances residents including members of the new Betances Resident Association is forming a community garden called “Betances 15”. In May 2014, the Make Mott Haven... team hosted an initial meeting where NYCHA's Greening Initiative and Betances management

provided an overview of how the program would work on site. Other Make Mott Haven’s participants, non-NYCHA residents, attended the meeting to offer support to Betances residents. Linda Ortiz, a Mott Haven homeowner and founder of the “Friends of St. Mary’s Park”, offered technical support to find resources for the garden. Also, Marissa Morales, a member of the Betances Youth Council offered her expertise on how to start a garden. The Make Mott Haven... team is currently supporting the creation of the group and helping to identify location and resources for the launch in spring of 2015.

Art and cultural activities

Throughout the visioning process, residents identified the diversity of the Mott Haven community as one of its greatest assets. However, as noted in Mott Haven Today, residents also said that public safety issues have contributed to a lack of cultural and social cohesion in the neighborhood. Residents recommended that more culturally oriented programming, such as events focused on



MAKE MOTT HAVEN... MURAL AT PATTERSON HOUSES
NYCHA BUILDING FOOTPRINT
PHOTOGRAPHY CREDIT: HATUEY RAMOS-FERMIN

instilling neighborhood pride, would help address this issue. In response to this feedback and our commitment to bring residents together, Make Mott Haven... partnered with Casita Maria (an arts and culture organization in the Bronx) to extend the existing South Bronx Cultural Trail into Mott Haven. Our goal is to build a positive local image by identifying and celebrating local culture. The trail is an important symbol of the borough's cultural diversity. Highlighting key moments in Mott Haven history, artistic landmarks and cultural contributions will enhance community pride and jointly celebrate the greatness of Mott Haven.

As we wrap up the planning process, Casita Maria is preparing a series of cultural events, including mural painting, a NYCHA building footprint workshop, and hip hop performances all of which will be featured at a festival in October. The Make Mott Haven... team has been facilitating connections between cultural organizations and local groups in the neighborhood, such as NYCHA community centers and resident leaders, to solidify partnerships that will keep the arts and culture programming alive in Mott Haven.

D. SHARING BEST PRACTICES & LESSONS LEARNED

Community comprehensive planning is complicated, unique to each neighborhood, and requires effective partnerships with local stakeholders. Building on the five key goals of the planning process, we have learned the following key lessons:

Help establish the Betances Residents' Association

The establishment of the Betances Residents' Association is one of the earliest and most sustainable wins of the planning process, yet it was the most rigorous process of the Make Mott Haven's community engagement work. Community building work takes time to build a platform of active residents in their communities. Residents would not come to Residents' Association meetings nor trust the Make Mott Haven... planning process. They would state "another planning process in the community?" "Residents' Association is too much work", or "I have seen many of these planning processes come and go". It took an average of three meetings per week in the Betances community and one-on-

one conversations with potential resident leaders for them to emerge as the united entity we now have. Today, we have a mobilized group of residents advocating for themselves, and prepared to support the implementation of the Transformation Plan through a formal role in the Make Mott Haven's governance.

Empower residents and stakeholders to take ownership of community issues while informing the planning process

One of the lessons learned from this process is, that in order to empower residents to take ownership in a very challenged community, residents have to be part of the community's needs and solutions conversations. Our community engagement team engaged over 6,000 stakeholders in Mott Haven, including NYCHA and other neighborhood residents, local leaders, community based organizations, city agencies, and elected officials. Twelve percent of the total number of engaged individuals were local residents who advised the process through more than six Make Mott Haven... community conversations. Many of the residents emerged as community champions and assumed leadership positions in group activities including the

Betances Residents' Association, Friends of St. Mary's Park, Betances Community Garden, and youth initiatives.

Nonetheless, these community projects and mobilization efforts take time and capacity to unfold. Due to the exceptional time demands required for the Make Mott Haven... Transformation Plan development, much of the grassroots and community organizing work performed in Mott Haven is blooming toward the end of the planning process. We had to be tenacious to build residents capacity in the neighborhood so that community initiatives can be sustained over time.

Develop channels to provide updates and gather feedback from stakeholders as the work on the Make Mott Haven... Plan progresses

Another key aspect of the planning process was to create a two-way communication system with residents where they had an opportunity to prioritize needs and hear updates about the many components of the Transformation Plan. At the beginning we started the process by attending community activities identified through local networks in Mott Haven. In these

meetings, people would learn about the planning process and view posters with ideas generated through Make Mott Haven... conversations. We had markers and large paper for people to provide feedback about the ideas they generated through the process.

A lesson learned in the early process was that a reasonable number of NYCHA residents were not really coming out to Make Mott Haven... events. Aside from the community organizing work and outreach efforts to engage stakeholders from the entire neighborhood, we needed to implement a better system to connect with NYCHA residents. The approach to respond to this challenge was hosting Coffee Hours or Lemonade Stands at every NYCHA development in the neighborhood. It worked well to meet people where they live rather than expecting them to come to us. In fact, through Coffee Hours we met and initially engaged 50 percent of the members now on the Betances Resident Board and mobilized them to come together to rebuild it. A good number of youth and seniors who are involved in Make Mott Haven... today were engaged through a Coffee Hour or Lemonade Stand.

Build partnerships with the community members while enhancing the capacity of residents to lead initiatives for sustainable neighborhood improvements

We learned that developing individual relationships with certain key leaders in the neighborhood was critical from the outset. It activated key people who connected other residents to the initiative. Utilizing these leaders to educate the community helped us gain trust and support for the planning process. Early on, people had their own perception about Make Mott Haven..., and in some cases it was hard to break that barrier. Utilizing leaders to build credibility helped to break down perceptions. In many cases, once a resident participated in one event, they learned the value of the planning process and the importance of having their voice heard.



5

TRANSFORMATION PLAN

Our vision is to create a safe and healthy neighborhood with decent, affordable housing that offers quality education, opportunities for economic success and positive quality of life.

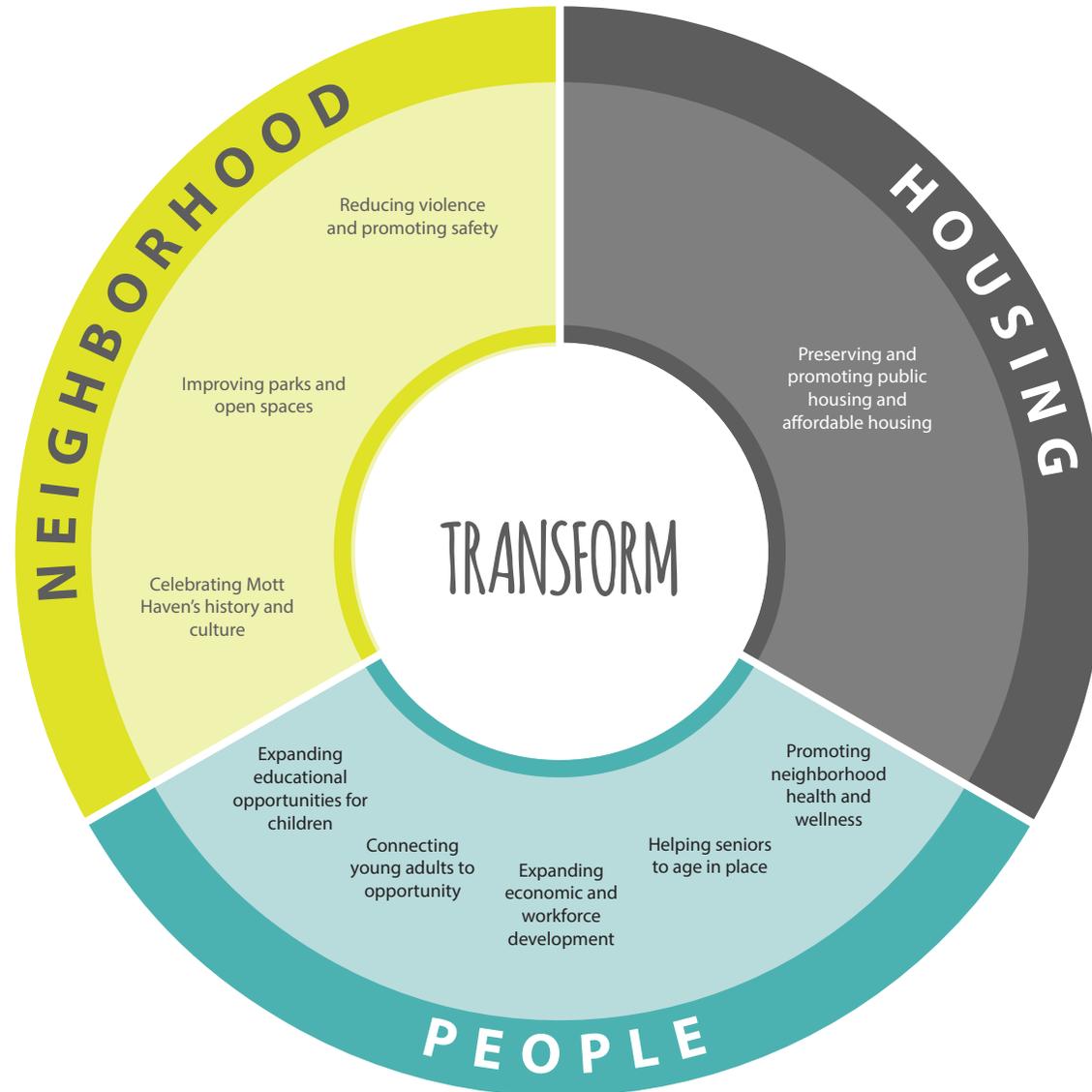
INTRODUCTION

Make Mott Haven... will achieve the community vision through Housing, People, and Neighborhood-based goals and solutions that focus on physically redefining the neighborhood while equipping residents with knowledge, skills, and improved coordination of services to be most impactful. We are guided by the notion that the Plan cannot just increase services, but rather it must also build the capacity of residents to self-advocate and take advantage of opportunities. We target programs and resources that will to tear down barriers and create bridges to not only using, but genuinely benefitting from, the large array of services and opportunities for people and families in the neighborhood.

Three principles guide us to do so:

- Elevating, expanding and creating new programs and initiatives that have a track record of effectiveness.
- Targeting high quality resources and evidence-based models for effective service delivery.
- Increasing coordination and collaboration across programs to facilitate the provision of comprehensive and deep supports for all members of a family.

MAKE MOTT HAVEN... TRANSFORMATION PLAN





RENTAL HOUSING
TENANT ORGANIZATION
525 EAST 14th ST.

525

27



HOUSING PLAN



HOUSING

In early 2014, the newly-elected New York City Mayor announced HOUSING NEW YORK. In Mayor de Blasio's words, Housing New York is a "comprehensive plan to build and preserve 200,000 affordable units over the coming decade, to support New Yorkers with a range of incomes."

The mayor said, a plan to get ahead of the curve, to protect neighborhoods, and build our city's next generation of affordable housing. It's about knitting communities together. This is a five-borough, ten-year plan. It will marshal people and resources from every corner of this city behind a singular purpose: to make this city again a place where our most vulnerable, our working people, and our middle class can all thrive. Together, let's make that vision a reality." In concert with the Mayor's vision, NYCHA is taking up the charge with its plan for the Next Generation of NYCHA (NextGen NYCHA).

NextGen NYCHA envisions safe, clean and connected communities that are served by a 21st Century, 24/7 landlord. NYCHA will reinvigorate its portfolio and aging infrastructure with sustainable upgrades, create vibrant and activated ground floors and open spaces, and facilitate the provision of best-in-class social services. NYCHA is addressing how it looks, operates and finances.

The Mayor's and NextGen NYCHA's vision is Make Mott Haven's vision, and we are already ahead of the curve. We have developed a plan that weaves

together community needs with market conditions to preserve the current public housing resources and provide needed affordable housing in our corner of the city, Mott Haven. The City and NYCHA's commitment to affordable housing stems from the acknowledgement that housing is more than a dwelling structure or a place where you live; it is a home, a place for family, schools, jobs, activities and an overall safe neighborhood.

The Make Mott Haven... Plan encourages public and private reinvestment and brings amenities and assets, including a safe environment, good schools, and commercial activity – all of which are important for existing and new families that choose a home in the Mott Haven community. Specifically, the Make Mott Haven... Housing Plan strategy consists of the following key elements:

- (1) Transform Betances North through the major rehabilitation of 493 public housing units.
- (2) Develop additional affordable

“Necesitamos mas limpieza en los edificios de housing, camaras y mas, lugares para los jovenes de entretenimiento”

housing and mixed-use resources for the neighborhood on three NYCHA sites.

(3) Intensive effort to address the general conditions of all the public housing developments.

NYCHA is the designated developer of these projects.

In addition to the affordable housing efforts, the City of New York has allocated over \$100 million in funding for the area’s revitalization, with activities such as rezoning for new mixed-use development along the Special Harlem River Waterfront District, reconstruction of The Hub Transit node, the new Triangle Plaza mixed-use center, extended community center hours, and violence prevention programming. These investments prove that the City is deeply devoted to connecting residents to much needed infrastructure improvements and programming. While some of these

programs have evolved independent of the planning process, some of them are good examples of doing while planning. Make Mott Haven... continues the work that the Mayor has already committed which integrates health, safety, education and housing efforts into a coordinated strategy to address the needs of public housing residents.

Housing Outcomes

Make Mott Haven’s overall housing strategy is to preserve and promote public and affordable housing. Through the physical housing transformation, Make Mott Haven... will also ensure that public housing developments are integrated into the urban landscape and redesign problematic open spaces. We strive to achieve the following outcomes:

- Rehabilitate and green Betances North.
- Create and preserve affordable, mixed use developments consistent with the

City’s five-borough housing plan.

- Create and maintain open spaces designed to maximize safety.

The metrics we will use to capture these outcomes include: # of units of affordable housing committed for preservation or development, # of units under construction, # of units rehabilitated and greened, # and % of façade improvements completed, % of construction completed, # of new open spaces that encourage active use.

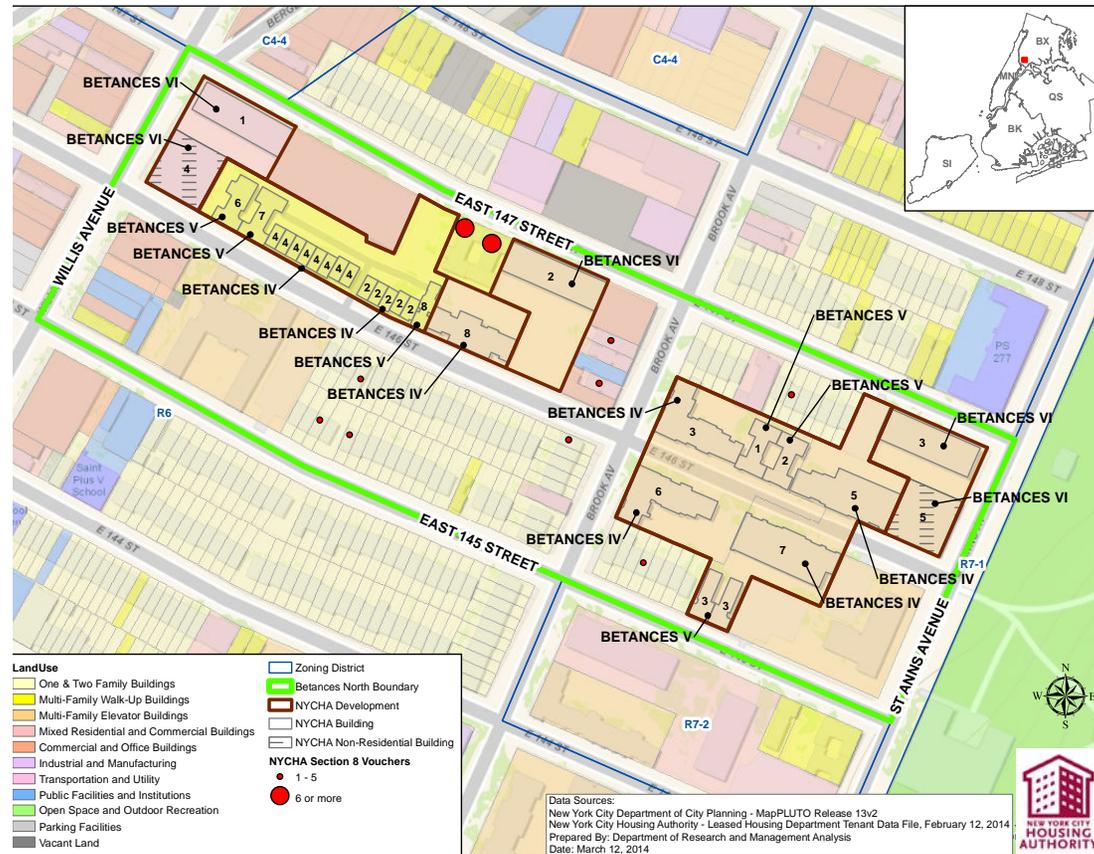
Make Mott Haven... will achieve these outcomes with the successful implementation of the priority projects detailed below.

BETANCES NORTH REHABILITATION

The “Target Area” for the physical transformation of the housing and open space is Betances North, which was selected because of the high need for repair and the potential for positive changes given the proximity to The Hub transit node, St. Mary’s Park and the many community facilities located nearby. The area is bounded by 147th and 145th Streets to the North and South, and St. Ann’s and Willis Avenues to the East

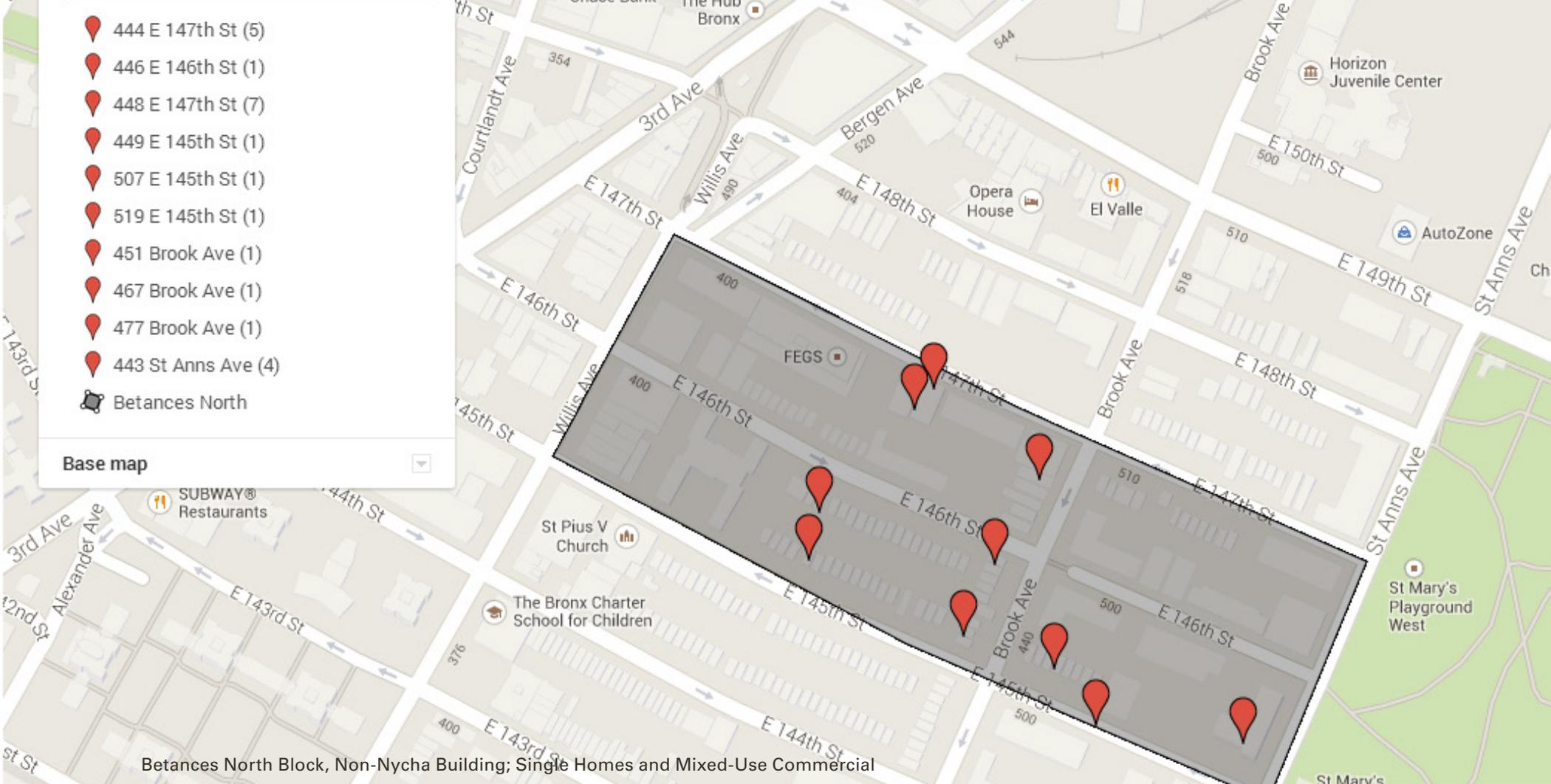
and West (see Map for Betances North Land Use).

Betances North is a mixed-income, mixed-use community. There is a considerable footprint of public housing – three of the four blocks are predominantly or entirely comprised of NYCHA properties with 493 units of public housing and 24 Section 8 vouchers distributed across 10 of the 113 buildings in Betances North (see map of Section 8 housing in the Mott Haven Today section, under Housing in Mott Haven). The NYCHA buildings are a combination of low- to mid-rise residential buildings, which house approximately 1,300 residents. Betances IV was built in 1973, and is comprised of 7 residential buildings, between 3 and 6 stories, with 240 units. The buildings of Betances V and VI are units acquired by NYCHA in 1974 and 1982, respectively. They are between 5 and 6 stories, and include 253 units. The 85 non-NYCHA buildings in the target blocks include single-family homes and low- to mid-rise multi-family apartment buildings with mixed-use commercial establishments. The low-rise nature of the majority of the housing, both public and private, forms a relatively seamless community of private



Betances North Land Use

“More street lights are needed. Some of the Mott Haven streets do not have adequate lighting for the safety of the neighborhood.”



Betances North Block, Non-Nycha Building; Single Homes and Mixed-Use Commercial

renters and homeowners living alongside public housing residents.

While Betances North boasts a bustling community of mixed incomes and mixed uses (see Photos: Betances Today) – such as the recently renovated Betances Community Center, a nearby senior center, a health clinic, a church, a K-5

public school, and St. Mary’s Park, among other assets – the area requires physical upgrades and reconfiguration to better integrate with the urban landscape and support a safer community. For example, the block of 146th Street between Brook and St. Ann’s Avenue is currently closed off to traffic and consists of metal gates on

both ends. These gates inhibit pedestrian and vehicular traffic, producing a block that is extremely insular and of considerable safety concern.

Capital Need and Current Investment – Betances North Buildings

Public Housing Assessment System

(PHAS) Scores

Betances Houses saw a marked increase in its PHAS scores between 2010 and 2011, jumping from 50 to 81, and they have remained at that level through 2014 (see PHAS chart). However, the physical score is low: 28 out of 40. Overall NYCHA PHAS scores increased from 65 in 2011 to 72 in 2013.

Physical Needs Assessment (PNA)

The PNA provides important guidance for ongoing repair needs, but it is not a comprehensive or holistic plan to address transformative change for a neighborhood – including new investment and vitality from a truly mixed-use, mixed-income community. Make Mott Haven... is working to “connect the dots” between the needed repairs as identified in the PNA and physical planning that addresses the vision for change expressed by the coordinated voices of NYCHA residents, the local community, neighborhood leaders, and planning and design experts.

Current elevator rehabilitation at Betances North

NYCHA is in the process of rehabilitating the elevators throughout the properties in Betances North, with a total capital investment of \$2,661,000.



Betances North Today: The buildings lining the streets in this neighborhood are a mix of type and use, as shown by these views: clockwise from top left: Public School on Willis Avenue; Looking N on Willis Avenue at local convenience retail; S on Brook Avenue [mix of mid-rise residential and commercial building]; Side Streets with tenements, townhouses, and multi-unit buildings from different eras; N on St. Ann's Avenue (Betances Community Center in foreground, PS 277 beyond); another view of a side street showing recent, low-rise infill housing. Commercial space on ground floor is intermittent.

BETANCES NORTH - BLOCK FROM BROOK AVENUE TO ST. ANNS AVENUE

Existing Facades on East 146th Street



East 146th Street Transformed





Report Date:	1/13/2014
PHA Code:	NY005
PHA Name:	New York City Housing Authority
Fiscal Year End:	12/31/2011
Submission Type:	0
PHAS Indicators	
Physical	28 / 40
Financial	22 / 25
Management	21 / 25
Capital Fund	10 / 10
Late Penalty Point(s)	0
PHAS Total Score	81 / 100
PHAS Designation	Standard Performer

Betances North XXXXXX

	Betances IV	Betances V	Betances VI	Total
Elevator Rehab	\$1,462,256	\$301,121	\$897,507	\$2,660,884

NYCHA Physical Needs Assessment (PNA) for Betances North, 2011

	Apartment	Architectural	Electrical	Mechanical	Years 1-5 Total
Betances IV	\$16,684,208	\$16,503,655	\$1,728,845	\$78,158	\$34,994,867
Betances V	\$4,069,088	\$6,551,289	\$125,489	\$679,550	\$11,425,415
Betances VI	\$6,499,216	\$10,013,508	\$1,169,849	\$66,497	\$17,749,070
TOTAL SITE	--	\$1,087,821	--	\$1,134,086	\$2,221,906
TOTAL BUILDINGS	\$27,252,511	\$33,068,452	\$3,024,182	\$824,206	\$64,169,352

Some buildings in Betances North have already benefited from the city’s Green Initiative, receiving a “CoolRoofs” treatment in 2010. This program applies a layer of reflective coating to buildings, absorbing 80% less heat than dark-colored roofs, which can lower indoor temperatures by 10-20 degrees

on hot days, reducing the need for air conditioning.

Transforming Betances North

The physical needs of Betances North are significant. When residents and the Mott Haven community have been asked – “what will it take to transform?”

– the resounding response is preserve, rehabilitate and upgrade the existing public housing, as well as revitalize and secure the open spaces and bring new services and amenities lacking in the immediate neighborhood.

As such, the transformation of Betances North will include:

- (1) Interior improvements, such as replacements of the kitchens and bathrooms, as well as energy, water and indoor air quality upgrades.
- (2) Common space upgrades and integration of active design features, such as transparent lobbies and stair hallways to ensure that the buildings relate clearly and safely to the streets and sidewalks.
- (3) Façade improvements, such as providing new exterior “skins” on the older tenement buildings to seal the building envelope, prevent heat loss and save on energy costs.
- (4) Exterior envelope sealing of all buildings to stop water penetration and combat mold.
- (5) Infrastructure improvements, such as additional lighting, installation of CCTV, roof work, and heating upgrades.

Storefronts on Brook Ave at East 146th Street (Commercial Avenue)



Before



After

Interior Improvements: Bathroom & Kitchen

« BATHROOM SAMPLE »



(6) Clearly defining public and private spaces, including use of shade trees and plantings in the rear yards behind the buildings, will lessen the heat sink effect and beautify these spaces for residents.

Interior Improvements

Individual apartments will be moderately to substantially rehabilitated, which will consist of the following:

- Repairs and new finishes to partitions and ceilings, and removal of mold from

water damage.

- Energy efficient light fixtures, lighting controls.
- Energy Star appliances, and new kitchen cabinets, countertops.
- Low flow toilets, such as WaterSense labeled models that use 20% less water than average toilets.
- Bathroom fixtures, vanities, tub surrounds and floor tile.
- New wood or vinyl strip flooring.

« KITCHEN SAMPLE »



- Entrance, room and closet doors.
- New radiators with thermostats, electric panels, and 24/7 continuous fresh air exchanges.
- Use of low VOC materials, such as paint, coatings, sealants, etc.
- New windows.

NYCHA is committed to providing housing for all ages, and will incorporate universal design principles into the rehab. Apartments will be retrofitted with easy

Exterior & Common Space Improvements: Lobby Samples

<< LOBBY SAMPLE >>



<< NEW LOBBIES >>



to grab levers, grab bars in appropriate locations, easy access storage and counter space, and reachable switches.

Exterior and Common Space

Improvements

Lobby Entrances. By upgrading and redesigning lobby entrances, Make Mott Haven... will integrate public and private spaces, creating transparent lobbies with clear vision to the elevator and lighting that spills back out to the sidewalk at

night. Reconfiguring the lobby will provide for egress of the closest exit stair to run through the lobby – so in the event the elevators are down, there is still access to the apartments above. In select buildings, Tenant Patrol Rooms will also provide additional security.

Installing Layered Access Control.

Buildings will be secured with a three-tier system that includes: (1) intercoms and key fobs; (2) doors and hardware; and

(3) digital, IP addressable cameras. Key fobs allow for electronic access control. Electronic keys cannot be duplicated or copied, and electronic tags are easily modified to remove lost or stolen keys. Doors and hardware will be vandal-resistant with sensors to transmit alarms to a central monitoring point in case of device failure or a door kept open too long. Cameras will be placed at key exterior and interior locations, using the same video system used by the NYPD.

Lobby Transformation & Facade Treatment



Before



After



Facade Treatment: Exterior

Upgrading heating and power. NYCHA will install combined heat and power (CHP, also known as CoGen) wherever feasible as these systems help offset operating costs and improve resiliency in the event of power grid failure. Cogeneration is a highly efficient form of energy conversion and it can achieve primary energy savings of approximately 40%, compared to the separate purchase of electricity from the national electricity grid, and a gas boiler for onsite heating. The heating system would also be upgraded to include thermostatic controls within each apartment to improve both energy efficiency – reducing consumption significantly per square meter by as much as 15-30%, and resident’s quality of life. In addition, each individual space (dwelling units, commercial, community operations) will be separately metered for the various commodities (gas, electricity, water). This will allow for better monitoring and maintenance as well as align cost with consumption for all stakeholders.

Replacing Roofs. Roof replacement will address problems related to water damage to the buildings and apartments, including indoor leaks, mold, and recurring repair needs.



Photo, left: Treatment of ground plane between buildings, where shared open spaces can be transformed into actively used places, for gardening, and exercising, as well as passive recreation.

Redesigning building exteriors to address water infiltration. Building exteriors will be redesigned to blend in with other buildings in the area, and to address issues related to water infiltration. Applying a new high-tech “skin” over a building’s exterior will address water infiltration and related mold issues. This redesign will also conserve energy by insulating and sealing the building envelope against moisture.

Active Design. Health and physical activity have been identified as key community focus areas through the planning process. Integrating active design features into the

rehabilitation supports physical activity that starts at home. NYCHA is partnering with the Center for Active Design to integrate the appropriate, and most effective, strategies to encourage active living within the confines of housing rehab. Based on academic research and best practices, the Center for Active Design’s guidelines provide simple design features that promote physical activity. The focus for Betances North will be on the stairs – in particular, better lighting, stable grab bars, slip-resistant floor finishes and bright, inviting paint colors will be installed. Informational and motivational signage will also be installed

in visible locations. The messages will be culturally and age appropriate, in English and Spanish. NYCHA is also considering the use of murals or other interactive features in the stair wells that encourage their use. Plans for active design will comply with Americans for Disabilities Act (ADA) guidelines and universal design strategies. Active design will be a component of the design RFP that respondents will need to include in their plan. Active Design principles are being considered as part of the outdoor space redesign.

Meeting Efficiency Standards through LEED-ND

As evidenced in the description of transformative upgrades above, NYCHA is committed to improving the sustainability of these buildings. Make Mott Haven... will ensure that all building upgrades meet the standards of LEED – ND, and NYCHA will pursue Stage 1 certification. Many of the upgrades described above will ensure that NYCHA will achieve this level of certification. Specific examples include:

- Daylight and Views – transparent lobbies and stairwell upgrades that ensure the buildings relate clearly and

safely to the streets and sidewalks and provide natural lighting.

- Optimize Energy Performance – new exterior “skins” on the older tenement buildings to seal the building envelope, prevent heat loss and save on energy costs.
- Building Reuse: Maintain 100% of Structure and 50% of Non-Structure and Regional Materials – upgraded exterior envelope to stop water penetration and combat mold, as well as additional façade improvements adjacent to the enhanced lobbies using “green” building materials which are supplied by local/regional vendors.
- Low-Emitting Materials – apartment upgrades will ensure proper indoor air quality.
- Storm Water Management and Heat Island Effect: Non-Roof – shade trees and plantings in the rear yards behind the buildings.

Upon completion of building rehabilitation, and after three months of operation, NYCHA will certify Betances North under LEED for Existing Buildings: Operations and Maintenance. NYCHA will also conduct a post-retrofit building

commissioning to ensure that systems are functioning properly and a plan will be set forth to rectify uncovered operational inefficiencies. Overall, the building life cycle improvements will be tracked on a yearly basis to quantify energy and water usage, using industry standard benchmarking procedures. Institutionalizing this process of reporting, inspection and review over the lifespan of the building is consistent with LEED requirements and will ensure long-term benefits and sustainability. NYCHA will recertify Betances North every five years.

NYCHA as an agency is exploring the opportunity to participate in HUD’s Better Buildings Challenge. Although the challenge is portfolio wide, the efficiency upgrades to Betances North – both on the exterior, as well as interior – are rigorous enough to meet and, in some cases, exceed standards of building performance. Meeting these standards means that these buildings would be good candidates for an Energy Performance Contract, and NYCHA will be pursuing as part of the overall financing structure.

Betances North Streetscape and Public Space

The redesign of the streetscape and public space will further the following of HUD's excellence in design elements:

- (1) A compact and pedestrian-friendly neighborhood through the use of an interconnected network of sidewalks, streets and open space.
- (2) Opportunities for recreation and appropriate settings for community gathering spaces.
- (3) Defensible space and "eyes on the street" with building entrances fronting on the street and housing overlooking community areas, including clearly defined public and private spaces, helping the community watch over itself and providing a sense of safety.
- (4) Landscape elements that are appropriate to each site's soils and microclimate and provide shade trees for streets and parking.

Revitalizing East 146th Street

The complex of NYCHA buildings on the two blocks bordering St. Mary's Park were built in the early 1970s when urban design looked to develop residential plazas as a form of defensive space, creating residential enclaves, with distinct boundaries and entrances. As a consequence of these earlier plans, 146th Street between St. Ann's and Brook Avenues is closed to vehicular traffic, and is currently a pedestrian plaza.

NYCHA will redesign the street to allow for both pedestrian and vehicular traffic as well as a new bicycle route that links with the Randalls Island Connector which will encourage different uses



Before and after perspective views of East 146th Street: Left shows current closed street; right shows transformed public space with re-opened street, extended lobbies, façade enhancements and upgraded streetscape.

and make it accessible to the community as a whole. The redesign will include a removable barrier to open the entire street to traffic, while also giving the residents the option to close the street for designated purposes. The surface will be repaved, trees will line the street, and benches will be placed for resident leisure. Doing so will increase activity on the block and reconnect the area to the surrounding neighborhood, transforming the Betances North community by normalizing the street grid and reconnecting the area to St. Mary's Park. Creating more foot traffic and activity on the street will also address neighborhood safety concerns, as the area is currently seen as a safe haven for drug dealing. The redesign would make the space easier to patrol by residents and the New York City Police Department. An example of the redesign is provided to the right.

Redesigning outdoor spaces

As shown in the Betances North design examples NYCHA is including plans to redesign the open spaces between buildings and incorporating principles of active design. Open and active space will encourage pedestrian traffic through the areas, create new sight lines, and provide

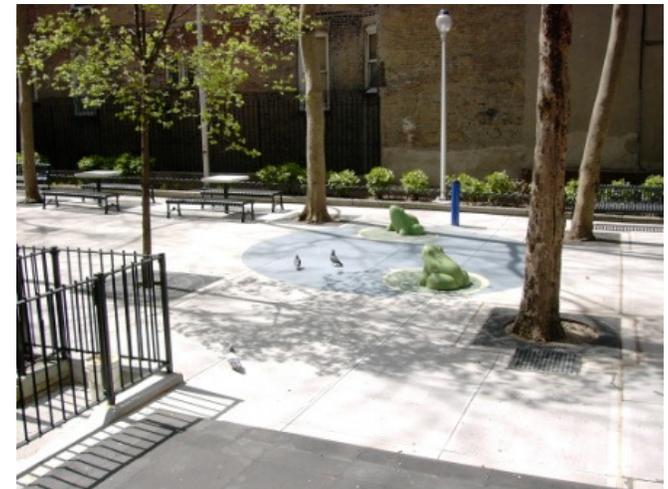
informal surveillance of the spaces, all of which will help to improve safety. Landscaping will help to beautify the area and enhance residents' experience. The plan will also work to delineate public and private spaces clearly. Many of the buildings have private courtyards behind and between buildings creating a particular challenge for surveillance and security. These courtyards will now be opened to the public.

The plan also includes the redesign of a park space, that is now on the "closed" block, into a public vest-pocket park to include seating and tables to encourage its use as an informal, outdoor community meeting area. Utilization of recently redesigned rear yard parks will be re-evaluated and security improvements will be developed to encourage more active and consistent use of these spaces. Two concept examples are provided to the right.

Security cameras will be placed in strategic outdoor locations in the grounds of Betances North to address safety and security concerns on public spaces and outdoor areas that are not easily visible from the streets. Cameras will be



Concept #1: Dedicated play areas: Play area for children attending the Betances Day Care Center: coordinate with access from the interior of the Day Care Center, through minor reconfiguration of this center's layout, as needed.



Concept #2: Beautification of Rear Yards: For spaces shallower than regulation 30-foot yards, or where impractical for accessible rear yards, provide landscape improvements for visual purposes, for residents whose apartments face onto these spaces; these spaces would be gated at all times, except for maintenance.

arranged to maximize surveillance of all outdoor spaces including the street blocks surrounding Betances North.

Financing

Financing Public Housing preservation is complex. Multi-layered funding sources will be required to support the rehab of Betances North. NYCHA will apply for Choice Implementation Grant funds -- \$25MM of which would support Betances North rehab. The improvements will be made as part of an acquisition/rehab transaction financed with tax-exempt bonds and 4% Low Income Housing Tax Credits (LIHTC) generated on both the rehabilitation costs and the value of the existing buildings. NYCHA will dispose of the property to the tax credit partnership through a long-term ground lease. NYCHA will serve as developer and General Partner of the tax credit partnership, and will retain the Purchase Option and Right of First Refusal to ensure the properties remain in NYCHA's control following expiration of the tax credit compliance period.

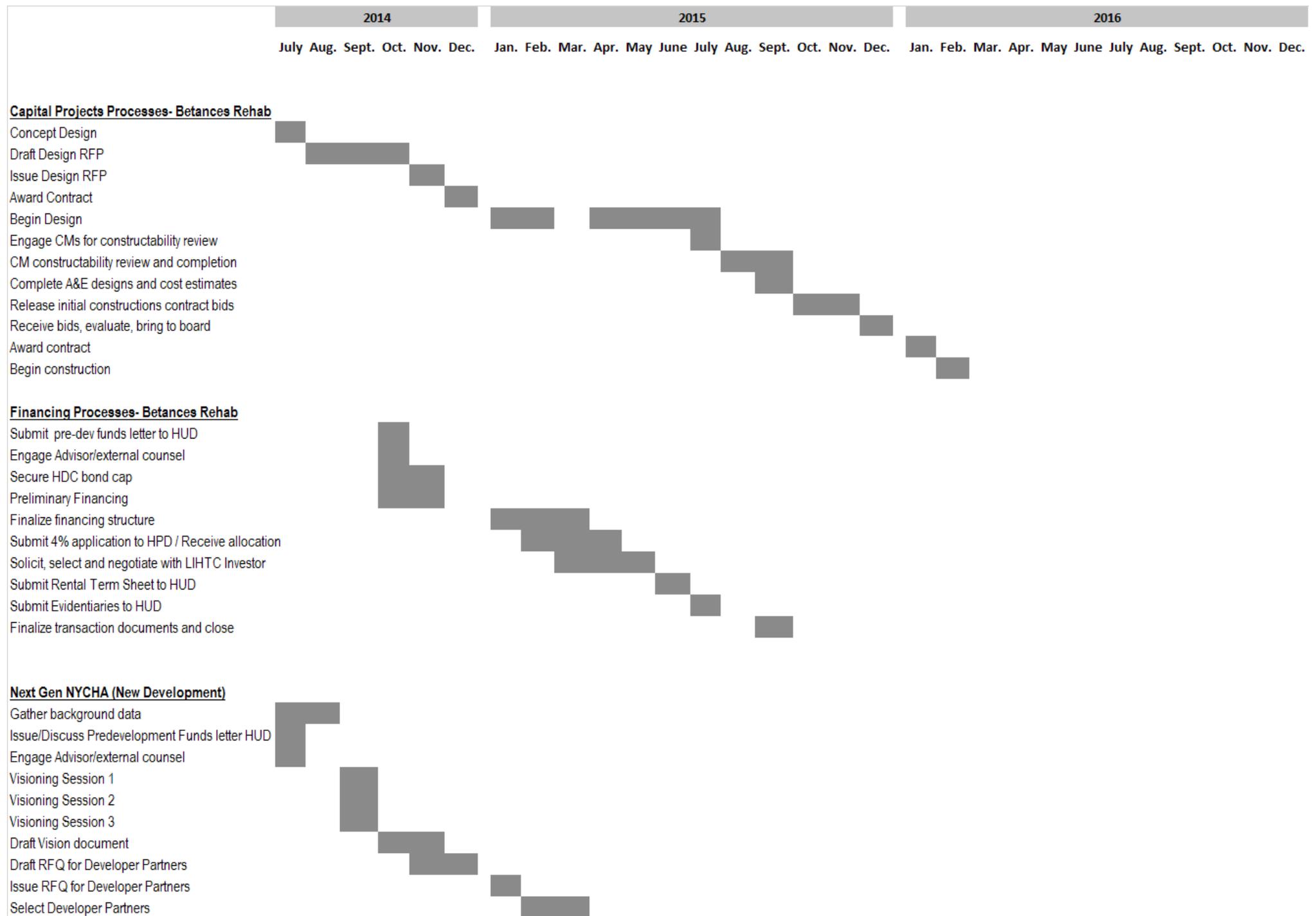
NYCHA has engaged in conversations with New York City's housing agencies – Department of Housing Preservation and Development (HPD) and Housing Development Corporation (HDC) – to discuss preliminary financing. Both HPD and HDC have indicated interest in supporting Betances North rehab through financing options such as tax credits, city subsidy and bond cap. NYCHA has also entered into a discussion with the Robin Hood Foundation to provide up to \$15MM in gap financing during construction.

Timeline for Betances North

NYCHA will enter into pre-development on Betances North in the fourth quarter of 2014, and expects construction to begin approximately one year later. With an eighteen to twenty-four month construction period, rehabilitation on these units will be completed by the fourth quarter of 2017. Rehab will occur with tenants in place; therefore, NYCHA will not submit a relocation plan.



Chart: Betances North Rehab Timeline



NEW MIXED USE DEVELOPMENT ON NYCHA-OWNED LAND

NYCHA has identified three sites for mixed-use development on their underutilized land. NYCHA expects to create over three hundred new units. The mixed-use sites will provide an opportunity to build much needed community and commercial space for the community. As described in the People and Neighborhoods sections, Mott Haven has a dearth of space for the needed education, workforce, and other services that the residents have identified as its greatest needs. The creation of NYCHA-developed space allows more control to direct the ground floor space to community needs, such as a fresh food market, Resident Training Academy, and Universal Pre-K classrooms. Based on HUD's excellence in design standards, the planned development of these three NYCHA-owned sites will incorporate design elements and amenities that will enable them to blend into and enrich the neighborhood and appeal to intended market segments.

The three potential sites for development are:

- Site 1: Corner of 146th Street and Willis Avenue.



Site 1: Corner of 146th Street and Willis Ave

- Site 2: 143rd Street between Brook and Willis Avenues.
- Site 3: Corner of St. Ann's Avenue and 137th Street.

Site 1: Corner of 146th Street and Willis Avenue

Site 1 is currently home to a one-story, vacant building. This site development is a part of the overall Betances North rehabilitation, as it is the northeast corner lot of the rehabbed block of 146th Street, and abuts Betances VI. The rendering above shows a sample of the type of building that would be developed on Site 1.

Site 1 will yield over 50 affordable apartments units, and ground floor commercial and community space. This site requires re-zoning from the NYC Department of City Planning (DCP) to achieve maximum affordable housing development, while also remaining contextual with the surrounding neighborhood. The current zoning is R6, and the new zoning request is for C4-4. The new zoning, C4-4, allows for a larger maximum FAR; thereby, NYCHA will be able to increase the number of units developed. DCP has conceptually approved the rezoning, and NYCHA will submit a formal rezoning proposal, which will undergo the City's Uniform

Land Use Review Procedure (ULURP). NYCHA is working with DCP to determine if this site can undergo an accelerated ULURP process, as ULURP typically can take up to one year. Upon completion of rezoning and ULURP, NYCHA will issue a development RFP.

Site 2: 143rd Street between Brook and Willis Avenues

Site 2 is also located in close proximity to Betances Houses. Developing this vacant lot will contribute to the overall Betances redevelopment, while also tackling the community’s need to address vacant lots. This site also requires a rezoning – from R6 to R7. The new zoning will allow for 75 housing units and 40,000 square feet of commercial space; an increase from 30 units under the current zoning. Similar to Site 1 above, DCP has conceptually approved the rezoning, and NYCHA will submit a formal rezoning proposal and undergo ULURP. This site is adjacent to a lot owned by the City’s Department of Housing Preservation and Development. Combing the two sites will allow for a total of 125 new housing units.

Site 3: Corner of St. Ann’s Avenue and 137th Street

Site 3 will be developed as part of Next Gen NYCHA’s overall City plan, and has been prioritized in the plan’s Phase 1 development. This site will be developed as-of-right, and is expected to yield 175 apartments units. NYCHA is currently undergoing a community engagement process with residents to identify the type of development that will be on this site. Working in partnership with Community Voices Heard, NYCHA is hosting resident meetings and events with residents to gain feedback. As a priority under NextGen NYCHA, the site will be on an accelerated timeline (detailed in the chart). An RFQ for developer partners under the NextGen plan will be issued in 4Q2014, with selection in the 1Q2015. Upon selection of the developer, the site will enter into the design phase and follow standard development process. NYCHA expects construction completion in 4Q2017. The timeline for Site 3 is detailed in the chart below.

REHABILITATION OF SURROUNDING PUBLIC HOUSING DEVELOPMENTS

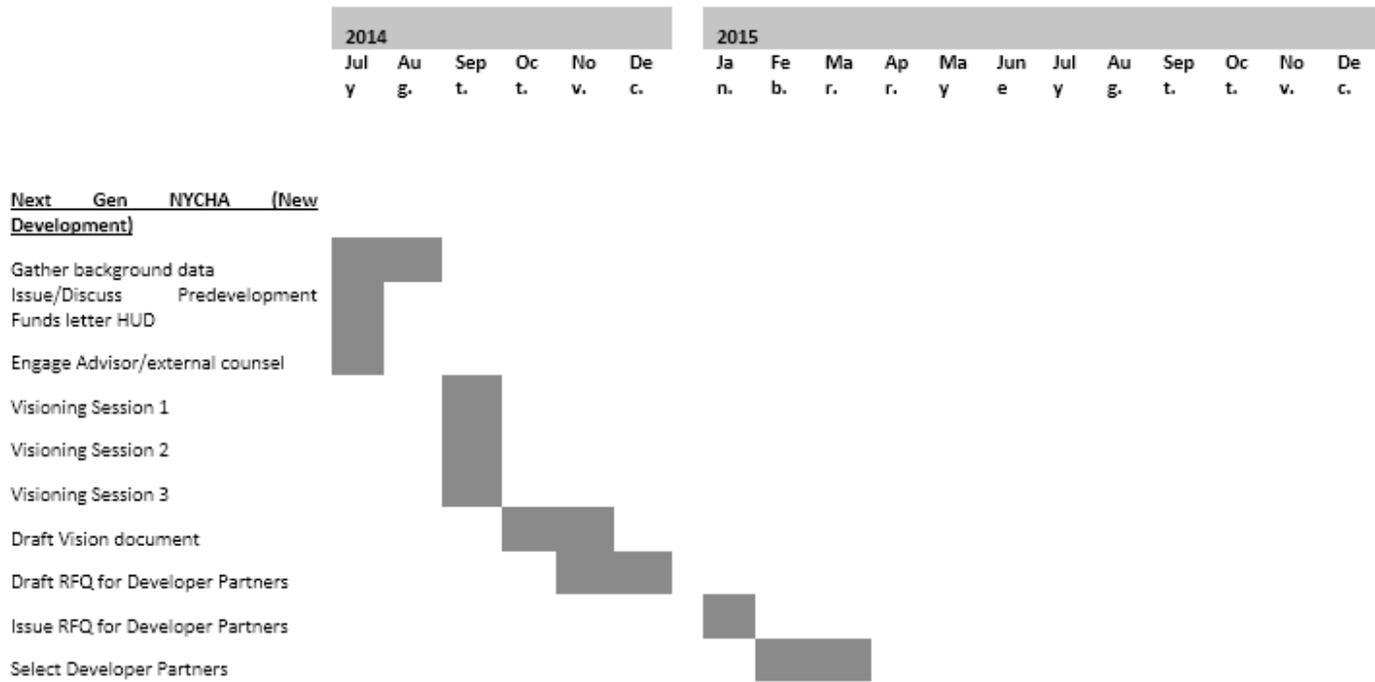
In addition to Betances North, Mott Haven is home to four public housing developments – Mott Haven, Millbrook,

Mitchel, and Patterson. Make Mott Haven... recognizes NYCHA’s continuing investments in these properties, which address pressing needs that will reinforce the structural integrity of the buildings and improve the safety and quality of life for residents. In total, NYCHA has invested almost \$10 million in capital projects in Mott Haven over the past five years. Projects now in progress or planned for the next five years total \$44.8 million. This represents a ten-year capital investment of \$54.8 million in NYCHA properties in Mott Haven. The chart on page 92 lists the capital improvements for each development that are planned for the next five years.

While these improvements represent critical upgrades for these four developments, additional capital repair is needed. NYCHA is anticipating excess revenue from the new development on NYCHA land to be leveraged to address additional rehabilitation at the four developments. The anticipated timing of these funds is between FY2017-2018. In 2016, NYCHA will evaluate the development’s needs and develop a capital plan to address the needs, with a focus on efficiency and sustainability upgrades and in-unit repairs as possible.

Chart: Timeline for Site 3: Corner of St. Ann's Avenue and 137th Street

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What is the community housing & public

Choice Neighborhoods visioning workshop
 who live and work in Mott Haven. He
 We'd love to hear y



Permanent Housing
 Stability
 Repairing old buildings & houses
 Subsidized Housing
 Section 8 REOPEN
 Prevention Programs for youth!
 Give New Elevators to the housing buildings

Chart Capital Improvements to Mott Haven NYCHA Developments

	MOTT HAVEN TOTAL	Patterson	Mill Brook	Mott Haven	Mitchel
Planned Projects - next 5 years	\$37,196,986	\$10,586,320	\$1,371,200	--	\$23,967,000
Community Center Upgrade	\$881,466				
Layered Access Control and/or CCTV	\$658,000		\$433,000		
Interior Compactors	\$640,000	\$500,000			
Exterior Compactors	\$360,000				\$360,000
Fire Suppression	\$104,000	\$26,000			\$52,000
Playground Equipment	\$250,000		\$250,000		
Solar Powered Greenhouse	\$300,000		\$300,000		
Two Barbecue Sections	\$300,000		\$300,000		
Underground Fire/Water Lines	\$188,200	\$100,000	\$88,200		
Façade, Electrical Upgrade, Doors, Windows	\$23,000,000				\$23,000,000
Security Enhancements	\$1,025,000	\$470,000			\$555,000
Replacement of Boilers	\$9,000,000	\$9,000,000			
Replacement of Roof Water Tanks	\$490,320	\$490,320			
TOTAL TEN-YEAR CAPITAL INVESTMENT	\$54,803,907	\$12,086,394	\$1,904,400	\$5,031,956	\$26,118,197



PEOPLE PLAN



MAKE MOTT HAVEN... EDUCATION

Opportunity and connectivity are themes that reverberate throughout the entire Make Mott Haven... Transformation Plan. In education, we value the fundamental premise that all students and their families should have access to quality education and be supported by a culture of high achievement.

“We need comprehensive and a better support system for our children between 5 years until 25 years old”

Opportunities to be creative and explore ideas combined with connectivity and genuine access to tools and resources are twin pillars for creating transformative neighborhood-wide change, and implicit in Make Mott Haven’s education plan.

Listening to the community, we identified the areas of critical need and developed a cradle-to-career approach focused on three key educational transition points:

- (1) *Early Childhood Education* – ready by 5; reading by 8.
- (2) *Middle School Exploration* – “make

or break” period when the process of dropping out begins (otherwise known as the Middle School Moment).

- (3) *High School and Beyond* – college and career readiness.

Make Mott Haven’s education approach is fostered through partnerships among schools, parents, community organizations and the business community targeted to these priority areas. Education partners include – City of New York: Department of Education and Department of Youth and Community Development. Program partners: BronxWorks, East Side House Settlement, FECS Health and Human Services, Hostos Community College, Local Initiatives Support Corporation, United Federation of Teachers, United Way of New York City. The plan also intersects and builds upon the Housing, Workforce and Safety plans.

Through these partnerships, Make Mott Haven... has linked evidence-

“We need to focus on our teenager: give them more opportunity to grow and help them to make the right decision to continue in school!”



based interventions to each transition point. For early childhood education, interventions focus on getting toddlers and young children ready to enter school through the Universal Pre-Kindergarten program, and by fostering connections through expanded learning programs and family involvement in order to achieve reading proficiency by third grade in the ReadNYC program, part of the national Campaign for Grade-Level Reading. When youth reach middle school, we continue with the strong academic focus through contextualized learning of Science, Technology, Engineering and

Mathematics (STEM) and career-based curriculum, and add a comprehensive set of wrap around services – individualized to each student and family – through the community school model. By high school, youth will have a strong base of educational achievement from which to build, and will be supported with supplemental academic support and preparation for a college or career-track. The interventions are also consistent with the Common Core State Standards, a set of high-quality, academically rigorous standards in math and English that outlines goals and expectations of what a student should know and be able to do at the end of each grade.

If we are actively motivating and engaging youth in authentic and relevant experiences at these points, then together we will see the cohesive cradle-to-career strategy culminate in improved student achievement and strengthened family participation. Doing so ensures that no child is left behind—youth and their families

“Paid internship opportunities for youth.”



YPLAN PRESENTATION TO
MAKE MOTT HAVEN'S STAKEHOLDERS

are encompassed by strong supports and individualized attention along their entire educational trajectory. Continuity, follow through, and feedback, over the course of a young person's education, at these strategic checkpoints will keep youth on-course and focused on high standards. As students begin to achieve, they will take increased responsibility for their own education and share their knowledge and know-how with others as peer leaders and mentors. Make Mott Haven's vision for education will ensure youth are on par with their counterparts throughout the City and State, and can compete on a national scale.

Education Outcomes

Make Mott Haven's overall education strategy is to expand educational opportunities from cradle to career. We strive to achieve the following outcomes:

- Increased connection of children to education opportunities early.
- Increased school attendance rates.
- Increased graduation and matriculation rates.
- Increased academic rigor through STEM-based curriculum.

The metrics we will use to capture these outcomes include: # of Mott Haven 4-year-olds enrolled in Universal Pre-K; # of new Universal Pre-K seats; # and % of students reading on grade level by 3rd grade; attendance rates by grade; # and % of children who matriculate at each grade level; # and % of youth who graduate from high school; # of schools in Mott Haven that have adopted a STEM-based curriculum.

Make Mott Haven... will achieve these outcomes with the successful implementation of the priority interventions detailed below.

Early Childhood Education

Objective – All children are prepared and enter school by age five, and are reading at grade-level by age eight:

- Increase number of openings and aggressive enrollment in Universal Pre-K for Mott Haven children.
- Expand comprehensive, evidence-based approaches – targeting children, their families, and the community – that ensure young people are provided with the foundational skills needed for future academic success.

Early childhood education is an essential part of every community – it prepares young children for success in school and life, supports working parents, and improves family well-being. High quality early childhood education is widely regarded as the single most effective intervention to close the achievement gap for low-income and at-risk children. In parallel, for parents with young children, access to stable, affordable child-care is critical to their ability to get and hold a job – linking closely with the Make Mott Haven... Workforce plan.

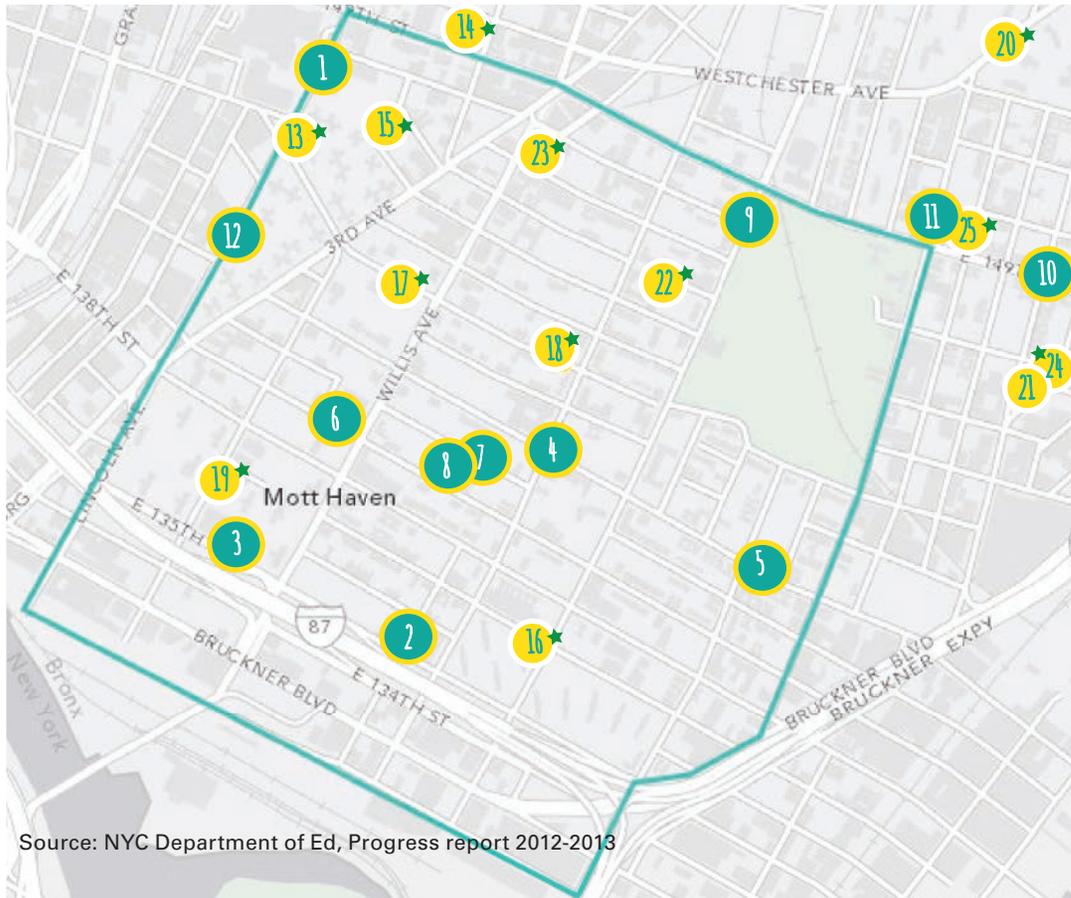
Universal Pre-K

Universal Pre-K is the cornerstone of the New York City Mayor’s education agenda, for which he secured \$300 million from the State Legislature in his first few months

in office to roll out an expanded Pre-K program during the 2014-2015 academic year. With an expansion of Pre-K seats across the City, Make Mott Haven... is working with community partners to educate parents and their children about the importance of this resource. United Way and East Side House Settlement are taking the lead in supporting parents in identifying programs and enrolling their children. East Side House Settlement also applied for 125 additional Pre-K seats. In the launch of the Make Mott Haven... Workforce plan – including the Collective Impact Network – and the Mitchel HUB, educating families about Pre-K and supporting their applications to enroll will be a key resource for promoting employment stability through quality childcare. Additionally, we learned from



EARLY CHILDHOOD IN MOTT HAVEN, DISTRICT 7, BRONX



LEGEND

- Public Schools
- Community Based Organizations (CBOs)
- ★ Head Start*

PUBLIC SCHOOLS
1- PS 18 John Peter Zenger
2- PS 43 Jonas Bronck
3- PS 154 Jonathan D Hyatt
4- PS 30 Wilton
5- PS 65 Mother Hale Academy
6- PS 49 Willis Avenue
7- Young Leaders Elementary School
8- PS 179
9- PS 277
10- PS 25 Bilingual School
11- PS 5 Port Morris
12- PS 168

COMMUNITY BASED ORG.
13- Children'S Pride*
14- LSSMNY: Early Life Children's Center 5*
15- St. Rita*
16- Mill Brook*
17- Mott Haven*
18- South Bronx Head Start I*
19- Winifred Wheeler*
20- Anna Lefkowitz DCC*
21- B'Above Early Childhood Academy
22- Betances Early Childhood Center (NYCHA)*
23- Episcopal Social Services Head Start (Paul'S House)*
24- Hunts Point Ileana D. Rodriguez DCC*
25- Hunts Point #1*

several partners that current space to accommodate additional Pre-K seats was limited. In response, Make Mott Haven... is connecting its development strategy directly to its programmatic strategies. As described in the Housing section, there are several new developments that will be built in the neighborhood, representing several thousand square feet of potential community and commercial space. In 2015, Make Mott Haven... will conduct an analysis of the space constraints of existing programs in order to expand and create opportunities for available space. Based on the results of the analysis and timing of completion of new space, Make Mott Haven... will work with the non-profit provider to match space and providers.

ReadNYC

Reading on grade-level by third grade has been documented as the first, and most critical, milestone in a child's education, and determinant of future academic success. ReadNYC program, part of the national Campaign for Grade-Level Reading, is a program operated by United Way of New York City to help Mott Haven youth achieve this milestone. The program is targeted to five elementary schools – P.S. 30, 43, 49, 154, and 179.

United Way, with its lead community partner East Side House Settlement, is targeting chronic absenteeism through monthly attendance benchmarks, investing in teachers' professional capacity through coaching and strategic professional development, investing in community-based capacity through leadership coaching and designing a structure for low-stress interactions with families, focused on learning. United Way is utilizing the following interventions to do so:

- Expand home visiting opportunities for high risk children and families.
- Effective engagement of parents and caregivers to foster language development among 0-2 year olds in and outside the home.
- Conduct regular developmental assessments that include cognitive, language, and social-emotional development in addition to physical and sensory development.
- Improve access, affordability and

quality of children care.

- Expand high-quality Pre-K for at-risk 4 year olds using an evidence-based curriculum that has a strong language component.
- Conduct kindergarten school readiness assessments to track success in meeting school readiness goals and as a diagnostic tool for kindergarten teachers.
- Implement a coordinated Pre-K to 3rd grade strategy that includes enhanced transition between Pre-K and K, and P-3 curriculum alignment.
- Administer diagnostic reading assessments that provide child-specific guidance for teachers.
- Provide intensive supplemental reading assistance that is driven by the individual child's reading needs and conducted by trained professionals and paraprofessionals.
- Increase availability of intensive summer learning programs that focus

“More daycare at affordable prices so young mothers could go to work, from 6 months to 6 years old.”

on reading for at-risk children.

- Reduce chronic absenteeism in Pre-K, K, and early grades.

Mott Haven's ReadNYC is a comprehensive program with an extensive set of interventions. In 2014, United Way launched the program with East Side House Settlement, five school principals, and 29 community-based organizations. During the Summer of 2014, United Way piloted its summer learning program for students in the five targeted schools. During the 2014-2015 academic year, the United Way will be ramping up the interventions listed above, with the goal of doubling 3rd grade reading proficiency by 2020.

Middle School Education

Objective – Engage middle school students to nurture their passion and expand their horizons, in a supportive environment, that shapes their future trajectory

- Expand comprehensive services that support the range of needs for pre-teens and their families.
- Match real world opportunities with strong academics.
- Increase after school programming

that links to positive experiences.

While youth may officially terminate their education in high school, they often drop out of learning in the fifth, sixth, and seventh grades. At this impressionable age, youth often view schoolwork as irrelevant to their life and career goals. Developing relevant learning experiences that captivate student interest through real-world contexts and providing wraparound services to address factors in their environment and lives will directly address one of the most critical barriers to long-term economic competitiveness – educational attainment.

Community School

Young people's lives are multi-dimensional, and the school in which they spend the large majority of their time must pay attention to an array of needs. Community schools change the culture of education by bringing community assets and resources into the school and target interventions that improve attendance and prevent dropping out. In low-income communities where poverty is complex and affects the educational outcomes of children, the community school model provides the support services for youth to address and solve their issues in a

nurturing school environment. It also strengthens the family by providing the supports for parents to engage actively in their child's education and well-being. The community school aligns academics with physical, social and emotional health.

The City of New York has set an ambitious goal of 100 new community schools in high poverty neighborhoods within four years. One way the NYC Department of Education is accomplishing this is through a deepened partnership with the United Way of New York City. As part of a \$52 million "Attendance Improvement and Dropout Prevention" grant, the DOE is implementing community schools in partnership with non-profit organizations across New York City, with an important focus on low-income neighborhoods. Mott Haven is considered one of those neighborhoods. In 2014, to select the schools, the DOE issued an RFP; United Way similarly issued an RFP for non-profit partners. In September 2014, the DOE announced the first phase, and no Mott Haven schools were selected. In 2015, DOE will announce the selection of the second phase of schools. Once the selection occurs, United Way will match the appropriate non-profit partner. If





a Mott Haven school is not selected in the second round, Make Mott Haven... is committed to fundraising to support the implementation of the community school during the 2015-2016 school year. Make Mott Haven... has been in active discussions with both the DOE and United Way to ensure the resources that have been identified and are being developed in Mott Haven are part of the structure of the community school. For example, the NYC Department of Health and Mental Hygiene's teen reproductive health program, and the District Attorney's CONCEPT curriculum for teen violence prevention, are among the many resources that Make Mott Haven... brings to the community school. These programs can be ramped up quickly and are ready to support the community school upon

launch.

Contextualized Academics

The NYC Department of Education is entertaining a proposal, supported by Make Mott Haven... and the United Federation of Teachers, to build out a Science, Technology, Engineering and Mathematics (STEM)-based curriculum that ties directly to workforce demand. The curriculum is being developed in collaboration with the National Industry Certification for Teachers (N.I.C.E) Initiative, which supports industry engagement, credentialing, curriculum packaging, and scalability for Career and Technical Education (CTE) in middle schools. The principle is that schools, in partnership with business, must develop contextualized education materials, which

demonstrate to youth that academic skills are critical to their future. The program introduces math, science, language and technology concepts in the context of the realities of the workplace. Youth, through academics and participation in workplace opportunities, will be supported in the pathway to college, careers and self-reliance. Three keys aspects of the curriculum work in tandem:

- (1) Hands-on academic rigor consistent with Common Core and industry credentials.
- (2) Coordinating teachers, parents, students, guidance counselors and business leaders in Community Learning Teams.
- (3) Connecting to economic development systems and strategies.

First, academics are the base for all future achievement. Ensuring that middle school students are challenged with a rigorous curriculum is essential in their ability to compete both within and outside of the workplace. The introduction of contextualized academic material will support the concept of the integration of STEM careers, while promoting school retention, expanding interest in careers, and encouraging youth to complete high school and pursue a career pathway. The model promotes higher order thinking skills (a trait that many parents expressed as a community need) and realistic workplace expectations. Most importantly, the model integrates contextual academic instruction, consistent with the criteria articulated in the Common Core State Standards, with customized career and technical skills training and the employability competencies viewed by the business sector as critical for workplace success. The program would also allow students to accumulate high school credits early which will allow flexibility in their high school schedule to take college classes earlier.

Second, the foundational strategy of the

model is the engagement of teachers, parents, students, guidance counselors, and community business leaders in creating opportunities for internships, job shadowing, career exploration, and integration of workplace academic, technical, and employability skills into the community. This is accomplished through Community Learning Teams. Each team works with participating business partners to experience the realities of the workplace. Teachers connect academic instruction with applied material used in the workplace, parents work in teams with teachers and students, and business leaders develop relationships with the community.

Third, the absence of standardized skills credentialing and lack of consistency in the requirements of many occupations hamper workers' ability to advance their careers. Creating a demand-driven system is predicated on the ability to measure and compare the current workforce supply with future workforce demands consistent with economic development strategies. Connecting the community to a responsive workforce system will provide learners with the requisite knowledge, skills and

competencies for well-paying careers with room for advancement. This piece is particularly important in the context of the Make Mott Haven... planning process. Among the most important inputs to a region's prospects for economic success is an educated workforce with the academic, technical and workplace competencies to leverage existing local assets, generate new business activity and entice companies to locate or expand in the community. As will be described in the Make Mott Haven... Workforce plan, we have identified immediate workforce needs through new development and are connecting residents to the equivalent job training. However, this long-term strategy is required to support young people on the path to adulthood, and middle school is the place to start.

Mott Haven is being promoted as the location for the launch of the pilot in one middle school because of the community support and student need demonstrated through the Make Mott Haven... planning process. As of the writing of the plan, the Department of Education is developing the curriculum and determining the best approach and logistics for rollout. We anticipate that during the school

year 2014-2015, the curriculum will be refined, the middle school location will be selected and teachers will be trained. Through the expansion of the capacity of the Bronx UFT Teacher Center, educators will receive training, resources and support to help them gain the knowledge and credentials necessary to train their students so they are prepared for today's — and tomorrow's — workforce needs in the high-tech industry. Make Mott Haven... through its extensive networks will support the DOE in identifying and selecting the Community Learning Team. In Fall 2015, the pilot launch will occur, and the DOE will be evaluating closely its implementation. During this school year, students will be exposed to opportunities for workplace integration with the business partners — including internships, job shadowing, and career exploration. In its second year, the school model will be evaluated on several factors, including but not limited to school retention, attendance, STEM knowledge, technical skills, and employability competencies. Based on the evaluation, school improvements or modifications will be made in the 2016-2017 academic year. Upon success, Make Mott Haven... will work with the DOE to roll out the N.I.C.E Initiative to additional

neighborhood schools, possibly as early as 2016-2017.

High School Choice

New York City has a unique system where middle school students complete an application process for high school selection — enabling them to choose which high school to attend. The process is competitive and many students in middle school are overwhelmed by or not knowledgeable about the high school choice process. Through the above connections into the local middle schools, high school choice will be a key priority. Through an education campaign, and dedicated guidance and support staff in the schools, the goal is to prepare students earlier to gain admission to more selective and better performing public and private high schools, as well as vocational and technical high schools. Students will be supported in their research into high schools and in the assessment of options, application completion, identification of private and prep school scholarship opportunities and support organizations, and preparation for academic requirements of selective high schools and specialized exams. While this work will be embedded into

the middle schools described above, we will assess impact after the school's first academic year (in most cases, 2015-2016) and develop a plan for implementation in additional middle schools in Mott Haven.

After-School Engagement

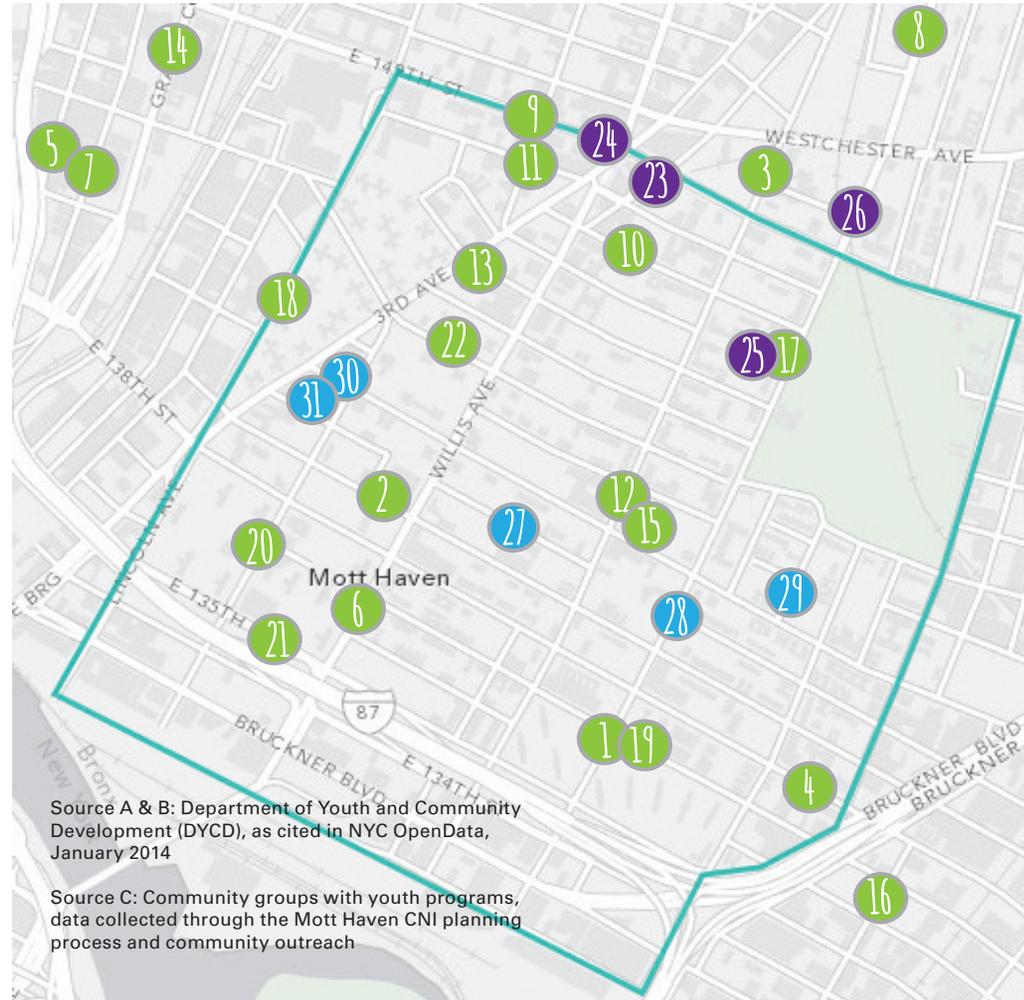
As described in the safety section, there are high-risk behaviors that middle school youth are engaged in — at the most extreme is gun violence. The lack of meaningful afterschool activities has been identified as a key missing link for neighborhood youth. Make Mott Haven's asset mapping identified several after school resources, but two major barriers exist to increasing the after school capacity: (1) programs are under-resourced to capture the full need, and (2) there is a lack of space for expansion. To break down these barriers, Make Mott Haven's after school strategy is to advocate for additional resources for existing programs, bring new after school programming to the community, and identify existing and new spaces for these programs. First, the Make Mott Haven... planning process has brought renewed attention to the neighborhood, and funders are taking note of the important work that is happening. As a result, Make Mott Haven... will support

AFTER SCHOOL & YOUTH PROGRAMS

AFTER SCHOOL PROGRAMS
1- Mill Brook Center
2- P.S. 49 Willis Aveue School
3- Horizon Center
4- Jackson Ave Residence
5- H.S. 427 Community School for Social Justice
6- Mitchell Center
7- PS 670 Health Opportunity High School
8- Mott Haven Village Prep
9- PPNYC: Bronx Center
10- Federation Employment & Guidance Service (FEGS)
11- Boys To Men
12- x343
13- M.S. 223 The Laboratory School of Finance and Technology
14- Hostos, Lincoln Academy of Science
15- JHS 349/345
16- Willow Ave Residence
17- BronxWorks, Betances Community Center
18- East Side House Settlement, Patterson Community Center
19- Mill Brook Center
20- Mitchel Center
21- P.S. 154 Jonathan D. Hyatt School
22- East Side House Settlement, Mott Haven Community Center

YOUTH EMPLOYEEMENT
23- South Bronx Overall Economic Development Corp. (SOBRO)
24- Bronx Works Center
25- Betances Community Center
26- JHS 162 Lola Rodriguez de Tio (X162)

OTHER COMMUNITY RESOURCES FOR YOUTH
27- Friends of Brook Park
28- St. Ann's Church
29- Graffiti Ministry
30- Upbeat New York
31- Mott Haven Library



LEGEND	
● A	After School Programs
● B	Youth Employee
● C	Community Groups

non-profits to apply for new grant funding to support their afterschool programs, and advocate among City agencies, especially the NYC Department of Youth and Community Development, to focus program support in this neighborhood. Second, Make Mott Haven... is partnering with new organizations that will provide after school services. In 2014, Harlem RBI – an active participant in the planning process – approached Make Mott Haven... to expand their successful program into Mott Haven. While they have funding for the program, we are currently identifying space, within NYCHA's existing resources, to accommodate their program and expect ramp up of the program in late 2014. However, this speaks to a greater ongoing need for more space for these types of activities NYCHA is currently exploring underutilized spaces on its campuses throughout the neighborhood; and in one case, is evaluating the build out of space for a day cares. Also, as described in the Housing section, there are several new developments that will be built in the neighborhood, representing several thousand square feet of potential community and commercial space. In 2015, Make Mott Haven... will conduct an analysis to identify space constraints of

existing programs that limit their ability to expand and opportunities for available space. Based on the results of the analysis and timing of completion of new space, Make Mott Haven... will work with the non-profit provider to match space and providers.

High School Education

Objective – Prepare young adults for college and careers

- Strengthen academic achievement through increased participation in rigorous college courses and programs.
- Create a college going culture through new programs that increase resources to apply to, attend and be successful in college.
- Expand available pathways to career and college success for all youth.

High school is a time of significant changes – as students move from youth to adulthood. Filled with new independence, it is also a time where creativity and discipline often collide. In its best combination, these traits can launch young people into their future path of success as an adult. However, as the

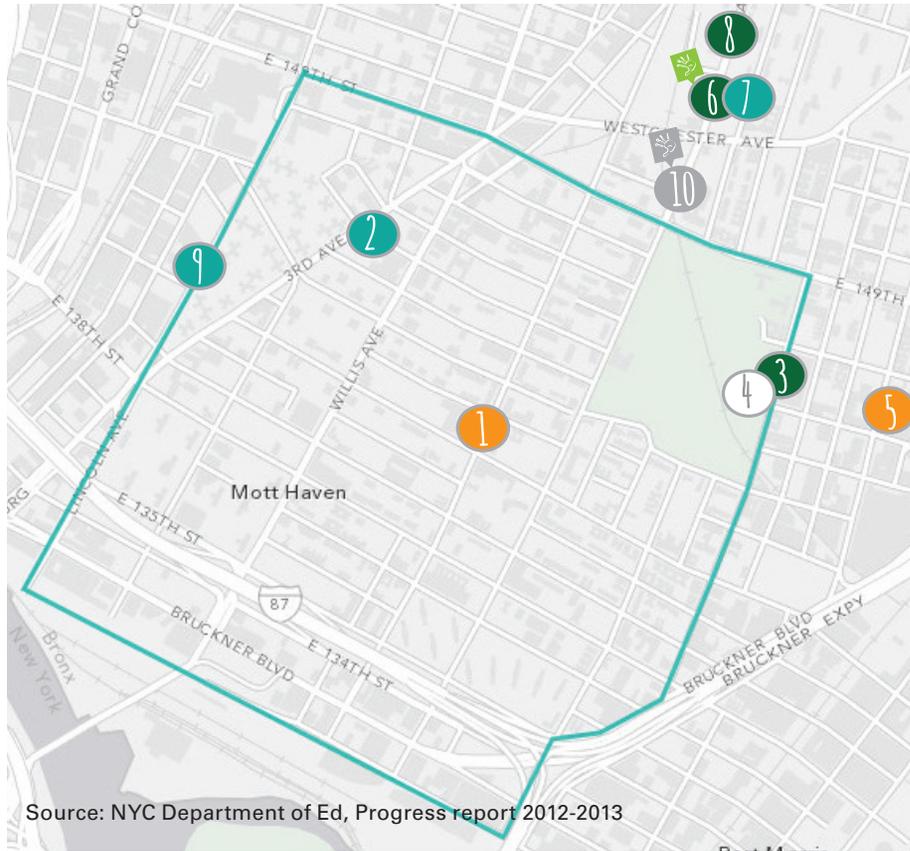
historical data shows, many youth in Mott Haven do not graduate or are unprepared for college or a career. Make Mott Haven... plans to reverse the downward cycle. While the effects of the changes we are implementing at the early education and middle school level will not be seen at the high school level for another 5-10 years, the interventions we are planning now can have an important impact on high school students today.

College and Career Readiness

As is stressed throughout the Make Mott Haven... education plan, we expect to provide the tools for students to graduate from high school prepared for college and a career. As with the other program areas, our approach for high school students is to continue to strengthen academic achievement while providing wrap around supports.

For academic achievement, Make Mott Haven... is partnering with Hostos Community College – an important anchor institution located adjacent to the catchment area. Hostos, as part of the City University of New York (CUNY) system, offers several opportunities for high school students to gain exposure

4 YEAR GRADUATION RATE IN MOTT HAVEN, DISTRICT 7, BRONX



HIGH SCHOOL	RATE
1- International Community High School	31%
2- South Bronx Preparatory	86%
3- Foreign Language Academy Of Global Studies	48%
4- JM Rapport School For Career Development	No data
5- Samuel Gompers Career And Technical Education High School	30%
6- Crotona Academy High School	45%
7- University Heights Secondary School	85%
8- Mott Haven Village Prep High School	51%
9- The Urban Assembly Bronx Academy Of Letters	87%
10- Green Dot New York Charter School	100%

-  High School Transfer (Crotona Academy HS)
-  Charter School

LEGEND

 90% and Above	 40% -59.9%
 80%-89.9%	 Below 40%
 60%-79.9%	 No Data

City average 2012: 64.7%
 Source: NYC Department of Education, Cohorts of 2001 through 2008 (Classes of 2005 through 2012), Graduation Outcomes Highlights report.



to college level academics. In the CUNY College Now program, high school students can take classes at Hostos and earn up to 12 free credits, which in most cases transfer directly into the CUNY system. CUNY, as the nation's leading public urban university, includes eleven senior colleges, seven community colleges, the Macaulay Honors College and five graduate and professional schools. Hostos offers a wide range of academics for high school students, including general psychology, expository writing, introduction to criminal justice administration, and pre-calculus, among others.

Currently, many students will not be immediately eligible for CUNY Now because of the high academic requirement

– students need to score 75+ on the English Language Arts Regents exam to take most college-credit humanities courses or 80+ on the Algebra Regents to take a college credit math course. Students will need both to qualify for a four-year CUNY college. To help students reach this requirement, Hostos provides the College Focus Summer Program. Over the course of four weeks during the summer, students will be sharpening their academic knowledge. At the end of the program, students undergo academic testing, and passing scores qualify students to take college level courses during their senior year. Passing the tests also ensures that the student will not be required to take remedial courses, once they enter the CUNY college system. In addition to this program being free of charge, students also receive a student Metrocard, snacks and lunch, and an Application Fee Waiver for CUNY's online application – a value of \$65.

For both CUNY NOW and Hostos College Focus Summer Program, Make Mott Haven...Education, through partnership with the Hostos College Now liaison, DOE and local high schools, will introduce this opportunity in schools to students, with

a goal of reaching all eligible students. Students will also be identified at the Mitchel HUB and provided with support through the HUB coordinators. Guidance counselors at the local high schools or HUB coordinators will provide application and course selection support, and the Hostos College Now liaison will help navigate the student through the process and provide support while enrolled. The education campaign to expose students to the opportunity will begin in early 2015. Accepted students will begin courses during the 2015-2016 academic year.

Academic preparation is critical to ensure that students are prepared for college. Make Mott Haven's goal is, over the course of five years, to see a marked improvement in the number of students applying to and being accepted to community colleges and four-year private and public colleges. Through the academic preparation we describe above, fewer students will be required to take remedial college courses and more students will be attending and succeeding in four-year colleges. While the high schools are focused on the academics, there also is a significant need to focus on the mechanics of selecting, applying and going to college. The

Local Initiatives Support Corporation's College Within Reach (CWR) program uses an integrated, community-based approach – involving schools, community development organizations and families – that raises awareness of college options, helps students navigate and complete the application and financial process, and provides them with the support they need once they have matriculated. Currently implemented in 11 schools through three community partners, and evaluated by the New School's Center for New York City Affairs, LISC has developed a model that engages 100% of students in the college process. Four pillars of the program make it a success:

(1) *Peer-to-peer and Community-based Partner Involvement.* Peer leaders are trained to work with students in the school to introduce their peers to college options and support the college process. Students are trained in a 7-week course over the summer by CARA: College Access Research and Action. Community partners establish a college office in the high school and provide a comprehensive set of services to students interested in applying for college – including assessment of best college options,

campus visits, application completion support (and in some cases, support for fee waivers), among other activities.

(2) *Financial Education.* The community partner works with parents and students to complete the FAFSA (Federal Application for Student Aid) forms. The partner also works one-on-one with students to identify and apply for scholarships or other financial supports.

(3) *Parental Engagement.* LISC and the partner work to engage parents at locations where they receive services to communicate the benefits of college and help them motivate their children.

(4) *Support for Matriculated Students.* Using a peer-to-peer approach, students are matched with a college mentor. The mentor is assigned to a group of students from the same high school to help them navigate the college requirements, during the summer and into their first year. College mentors are trained through CARA. CARA also established a partnership with 4 CUNY colleges, including Hostos Community College, to provide staffed mentors at the schools for additional support.

In the winter of 2015, LISC will select the

community partner, and identify the high school for implementation of College Within Reach. During that time, a formal agreement between the school and community-partner will be established, including identifying space within the school for the college office. In the spring of 2015, peer mentors will be identified, and trained during the summer. LISC, in partnership with the community-based partner, will also engage with the Mitchel HUB coordinators to ensure that parents are provided with information about college for their child. Full roll-out of the program will occur in 2015-2016 academic year. Upon success, LISC seeks to expand the program to additional high schools during the 2017-2018 academic year.

Additionally, an existing college readiness program will continue to provide needed support and capacity in the neighborhood. The Bronx Opportunity Network serves all of the South Bronx, including Mott Haven, and is comprised of several Make Mott Haven... partners – Bronxworks, East Side House Settlement, FEGS Health and Human Services, Sobro, among others. Each year the Bronx Opportunity Network serves 105 students with intensive academic support in the



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IDEAS / DISCUSSION

- Knowledge
- Having resources to do what one wants
- Having more skills than student education
- Specialize Skills
- Having a role model, idol - can be someone local
- Having a career
- Some who gives back, looks out for others

Q2

- People who graduate from is a huge accomplishment
- Retention of successful people
Keeping kids who they can bring those ideas to the neighborhood
- Understand the History of Math
know why?
- was a domino effect
- loss of factories or manuf. type
- incorporate Bronx schools into Bronx schools - In the history it gives you pride
- loss of pride

forms of coaching, instruction, mentoring and an online math program during the summer. The partners also identify institutional barriers and opportunities that have potential to impact the results achieved by these high-need students and provide wraparound services from the menu of available resources that each organization offers. For example, FECS Health and Human Services, through its Bronx Youth Center in the neighborhood, provides the youth with comprehensive case management. In 2015, Bronx Opportunity Network is seeking to double the number of students that it serves.

Opportunities for Out-of-School and Out-of-Work Youth

Make Mott Haven... will not leave any child behind. We recognize that a number of students will veer off course, and may not get back on track. The result is youth – generally ages 16-24 – that are both out-of-school and out-of-work. Many of these youth are in precarious situations, and Make Mott Haven... has identified several strategies to address the needs of this population. In the Workforce plan, we discuss access to job training and workforce support services, as well as coordinated support through

the Mitchel HUB. In the Safety plan, we implement the CURE Violence program, which targets youth in this age range, for violence prevention and intervention, and individualized support services to develop a life plan. Through these two programs, young adults that are out-of-school and out-of-work will be identified. In addition to the wrap around services those two programs provide, youth will be referred to the following academic and career programs, in partnership with the following agencies: NYC Department of Youth and Community Development's Young Adult Internship Program, and NYC Department of Education's Young Adult Borough Center and Transfer School (both located just two blocks north of the catchment area). The goal of all the work in this area is to increase academic achievement and support youth on a career path to self-sufficiency and wellness.

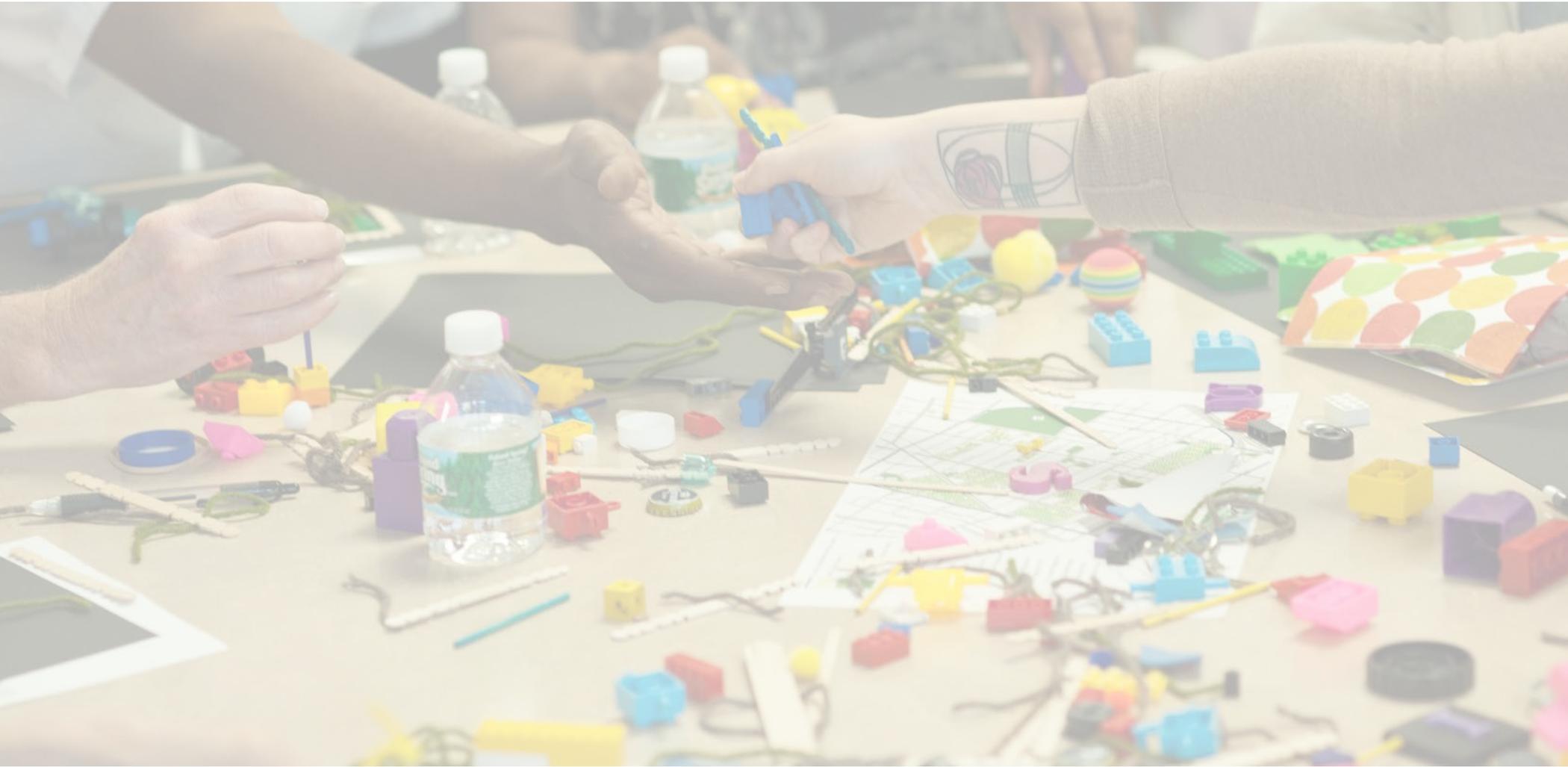
Parent and Community Engagement

The extensive community engagement work that was conducted during the two-year planning process established trusted connections and networks with Mott Haven parents and families. Make Mott Haven... has designed

several strategies to keep these parents active and engaged, especially around academic achievement. First, Make Mott Haven... is partnering with the DOE to identify parents to participate on the parent councils. Through DOE's FACE (Family And Community Engagement) program, Make Mott Haven... will connect interested parents into the councils. FACE runs elections for these councils and provides ongoing capacity support. Ensuring that parents have a voice in the decision-making in their child's education is critical to family and community empowerment. Second, information on all the education programs will be available at the Mitchel HUB, and disseminated through the Collective Network and partner organizations – with several dozen organizations signed on to the information network. Coordinators at the HUB will be trained to respond to family and student's educational needs. The Networks will provide direct referrals to the education provider or the HUB coordinator. [Information on the HUB and networks are provided in the Health section.] Make Mott Haven... is also working toward an easily accessible, virtual network that will be available online and through a mobile app. The



virtual network will provide a one-click option to access all the neighborhood's education assets, further connecting residents with community resources. Users of the on-line system will be provided with instruction on how to use the virtual network so that the full value is realized. All resource materials will be in English and Spanish. Lastly, the education strategy must be kept public and alive. Through special events – namely, learning events – education will connect into the other areas of the Transformation Plan, for example a connection to cultural events or other neighborhood-based activities.



WORKFORCE DEVELOPMENT

A sign of a thriving community is residents who feel confident their lives will improve, their incomes rise, and their job prospects widen.

“Financial literacy to increase generational wealth and sustainability.”

Achieving community economic stability is a long-term process that builds upon a neighborhood’s human capital – the skills, educational attainment, talents, and creativity of the working age population. The historical lack of educational achievement in Mott Haven continues today with far too many residents who are unemployed, underemployed or marginally attached to the workforce. While the impacts of the Make Mott Haven... Education Plan will ultimately result in young people prepared with the education, skills and experience needed to succeed in a career, the Make Mott Haven... Workforce Plan is bridging the immediate gap in labor force participation for disconnected youth and adults. With the goal of improving career preparation, skill development, employment and job

retention rates, the Plan seeks to help people where they are now get to where they need to be to achieve economic stability and ultimately, advancement.

Make Mott Haven...Workforce is creating and supporting programs that connect residents to promising career pathways, to learning skills that are meaningful in the workplace, and to work retention assistance. The Workforce strategy is three-fold:

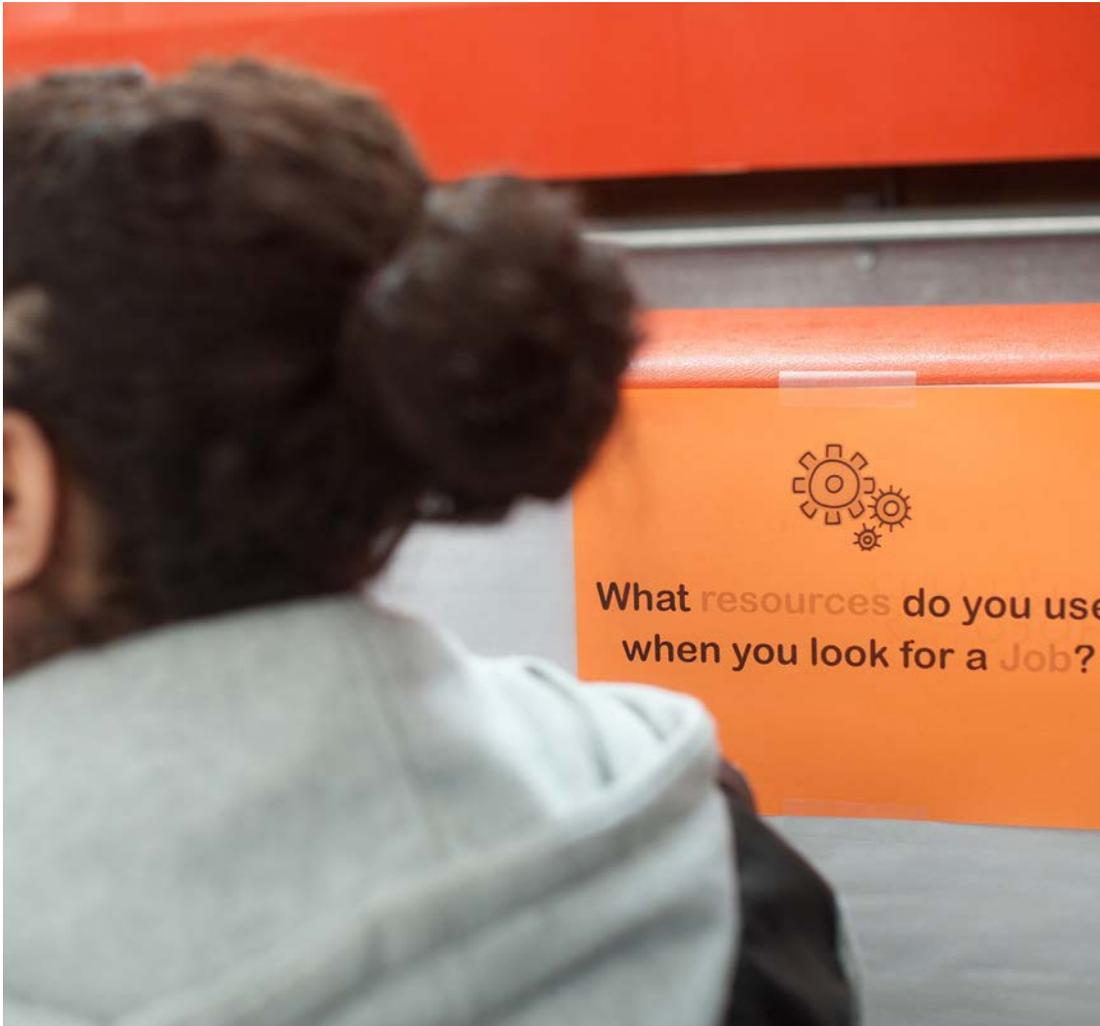
- (1) Facilitate career choice and career connections.
- (2) Expand job training opportunities.
- (3) Provide access to employment and benefits.

Workforce Outcomes

Make Mott Haven’s overall workforce development strategy is to connect residents to economic opportunity. We strive to achieve the following outcomes:

- Increased connection of residents to local and citywide employment and economic opportunity.

“More Daycare at affordable prices so young mothers could go to work”



- Increased opportunities for disconnected youth to gain education and workforce skills.

The metrics we will use to capture these outcomes include: unemployment rate; # and % of residents enrolled in college, job training, or other workforce development program; # and % completed job training or other workforce development program.

Make Mott Haven... will achieve these outcomes with the successful implementation of the priority interventions detailed below.

Bridging the Divide

Objective – Facilitating career choice and career connections for community residents, workforce providers and the business community

- Fundamentally change how residents, multi-service providers and the business community interact through a collective impact network.
- Increase resident’s access to information through multiple venues – from individual connections to an online web portal and referral system.

Collective Impact Network

While there is a recognition from residents, multi-service agencies, and the business community that Mott Haven has a multitude of programs and services that aim to support the workforce development goals, few programs in the community are able to effectively coordinate with each other to target their efforts on the ground. The result is often disparate programs that achieve results but do not serve to support an integrated community-based strategy that connects residents to a comprehensive set of targeted and timely opportunities. The workforce and business Collective Impact Network will do just that.

The Collective Impact Network's charge is to carry out strategies to place local residents in growing job opportunities. By developing a Network of residents, government agencies, multi-service providers and the business community, this leadership group aims to provide tailored training and placement services

“Ways to implement and nurture cradle to career initiatives for youth working in tandem with colleges and employers”

to Mott Haven's residents, and connect employers with a skilled workforce. They will discuss challenges and replicate best practices through a partner learning community; improve outreach and share information on services to residents; develop measurable referral systems; and attract more investment in Mott Haven for economic and workforce development. The goal is to streamline services, remove duplication, and add capacity to fill identified gaps in training and service delivery.

NYCHA and the NYC Department of Small Business Services (SBS) will co-lead the Collective Impact Network. NYCHA, building on its Resident Economic Empowerment and Sustainability (REES) Zone Model, has established a place-based network of economic opportunity service providers in the South Bronx. These providers are partnering with REES to execute outcome-focused projects that support residents in increasing their income and assets. SBS attracts and brings its network of business and economic development leaders, who will facilitate the connection between trained residents and available employment. SBS coordinates WorkForce 1 centers to

outreach to Mott Haven residents through this network of community partners. SBS will also utilize its centers to hold recruitment events for job and training opportunities. Combining the connections of both REES and SBS ensures there is cross-sector representation. Make Mott Haven will identify resident leaders to represent the community voice on the Network. Several residents have emerged as leaders in this area through the planning process, and Make Mott Haven will support them in their participation in the Network.

Make Mott Haven... staffs the Network, and also brings the extensive relationships with residents that have actively participated in the Make Mott Haven... Planning Process. Through Network resident leaders, information dissemination at the Mitchel HUB (described below) and via a web-based referral system and portal, residents will be supported to take advantage of workforce programs and also give feedback to the Network on barriers they experience in using the services. This will be the first time that residents, providers and businesses come together to collaborate regularly and marshal their

resources for greater impact to ensure there is no “wrong door” in Mott Haven. The result is a more streamlined delivery system.

NYCHA is currently developing the agreement with SBS to co-lead the Network. In the fourth quarter of 2014, NYCHA and SBS will engage with partners who have expressed interest in participating in the Network through the Choice Neighborhood Planning process, determine gaps in partner relationships and conduct outreach. In early 2015, NYCHA and SBS will host the Collective Impact Network kick-off meeting, where partners will begin to develop the common agenda for working together and to design the formal referral system. Over the course of its first year, the Network will create a learning community of residents, providers, and businesses, and implement immediate opportunities for cross-collaboration that are identified. REES is currently implementing a similar partner learning community in another NYC neighborhood, and has the model to scale in Mott Haven. The Network will also build the web portal and referral system – where providers share program resources, businesses share job

opportunities and residents gain access to all neighborhood services.

Web Portal and Referral System

Many residents, of working age, are very savvy with technology, and Make Mott Haven seeks to access as many residents as possible to disseminate information. For many programs, individuals do not have to go to a physical location to learn about a program or a job opportunity. Residents expressed the need to have immediate and current access to the information they seek. To respond, the Network will develop an online platform that links to available workforce programs and job opportunities. Mott Haven providers are currently utilizing REES’ web-based referral system. With support from Citi Community Development, REES is further enhancing this system to allow for resident e-service options, cross referrals between partners, a consistent feedback loop, and outcome sharing – which together support the alignment of individual organizational activities, facilitate complementary services, and reduce duplicative services. Building from system’s baseline of information and functionality, NYCHA will initially host the web portal under REES’s system.

In 2015, by leveraging the collective resources of the Network, Make Mott Haven... will identify the permanent host for the portal and staff designated for keeping information updated. This web-based referral system will feed into the Make Mott Haven... HUB portal and app, which is an interactive online system that includes resources for education, health and wellness, cultural activities, and other neighborhood resources.

Mitchel HUB

While virtual access to information is important, we recognize that many residents will need support to navigate through the opportunities to determine what best fits their individual needs. The Mitchel HUB serves several purposes, with the main goal of supporting resident connectivity and opportunity to access programs and resources through personal touch points. At the HUB, residents – from youth to seniors – can access referrals and information about all the available education, workforce, health, safety and other quality of life improvements of the Make Mott Haven... Transformation Plan. The Mitchel HUB is fully described in the Make Mott Haven... Health Plan. For workforce services, residents will gain

detailed information on available training and job opportunities. Residents can also access HUB Coordinators, who are trained in all the neighborhood resources and help residents identify services they are eligible to receive. For example, coordinators will walk residents through the web portal, and educate them on how to apply for online jobs. Akin to coaches, the coordinators will support individual residents over time. HUB Coordinators also provide recommendations for family supports; for example, a parent who seeks employment and early childhood education resources – such as Pre-K – for their child. Service providers and businesses will have a centralized venue to announce new programs, and recruit trainees or new employees. The HUB will serve as an active community space with relevant, intergenerational programming and activities that connect residents to services and build community.

Building Human Resources

Objective – Expanding job training opportunities that connect strong career paths with employment demand:

- Substantial increase in the number, type, and offering of workforce training

programs that match the varied skill sets and interests of community residents.

Resident Training Academy

NYCHA's Resident Training Academy (NRTA) provides employment-linked training opportunities and job placement assistance to NYCHA residents citywide in the construction, pest control, maintenance, and janitorial fields. REES works with successful graduates of the academy to provide job placement assistance by focusing on career paths. Past graduates have worked with REES to obtain jobs at NYCHA in positions such as Caretakers and Pest Control Technicians, and with NYCHA contractors and affordable housing developers in the various construction trades. NRTA

is also a primary vehicle for preparing residents for Section 3 jobs. Funded by the Robin Hood Foundation, the NRTA is a collaboration among NYCHA and many of the premier training providers in New York City. NRTA is designed not only to prepare trainees for entry-level employment, but also to assist in developing career plans that will lead to promotion and increased wages. Since launching the program in 2010, over 1000 NYCHA residents have completed training through the NRTA with 89% of graduates obtaining jobs with NYCHA, NYCHA vendors and other private employers.

Currently, NRTA providers are in Brooklyn based on the training tracks offered. In order to increase participation from the Bronx, NYCHA is planning to expand the

“Más oportunidades de trabajo para los contratistas del area”



NRTA to a site that will serve residents from the Bronx and Upper Manhattan closer to home. Connecting to the Make Mott Haven... Housing Plan and new development strategy, NYCHA will attract quality provider(s) to a new ground floor community space of one of the new developments where they can offer training as part of the NRTA umbrella. The training offered will be designed to increase capacity locally within existing training tracks and/or expand to new tracks that reflect recognized growth sectors. We expect construction will be completed in late 2017. Between 2015-2017, Make Mott Haven... will provide transportation stipends for current NYCHA residents to NRTA and other REES Zone Partner programs that are outside of the Mott

Haven community. We seek to train 200 Mott Haven residents through the NRTA and other Zone Partner programs during this time. Recruitment is ongoing, with Mott Haven residents accessing slots in multiple NRTA cycles throughout the program year. Upon completion of the new Bronx site for expanded training under the Academy, we expect the capacity to serve approximately 250 residents per year. Based on the current results of the NRTA, we seek to achieve 85% job placement rate and strong job retention rates after two years. Trainings offered at the center will be sector focused and connected to key City employment intermediaries, as well as NYCHA.

Market-Driven Skills Training

With more than 50% of the population not in the workforce, it is imperative to have accurate information on the barriers to employment. SBS has developed a tool to conduct a market study to identify the existing skills through a series of resident assessments. This targeted strategy will appropriately measure the job training needs of residents based on current and emerging employment opportunities. Make Mott Haven... will utilize this assessment to determine opportunities for resident training that matches resident's skills and workforce demand, through both the existing network and new resources. SBS is beginning the assessment, and it is expected to be completed by early 2015, at which

point Make Mott Haven... will begin to implement recommendations which will also be used to inform and develop trainings to be offered at the new Bronx site of the NRTA.

Make Mott Haven... will leverage three key community-based partners – Hostos Community College, BronxWorks, and FEGS Health and Human Services – to ensure that training is aligned with the demand identified in the SBS report. These three partners currently provide training in growing occupations, and have the capacity to develop and/or connect to training opportunities that are not currently available in the community. BronxWorks provides occupational training in healthcare, customer service and hospitality. FEGS recently designed a new training for EMT positions, which is operating out of its Mott Haven Bronx Youth Center. Through its Division for Continuing Education and Workforce Development, Hostos has myriad job training programs for individuals not served by the traditional instruction of the college.

Achieving Economic Stability

Objective—Providing direct access to long-

term employment and comprehensive benefits that form the basis for economic stability

- Hold contractors responsible for their obligation to provide employment opportunities, through Section 3, to NYCHA residents
- Expand access to jobs that match resident skill sets with clear career trajectory, while also supporting financial literacy and asset building
- Ensure the hardest to reach youth are engaged and provided with opportunities that build on their passion and expand their skills
- Encourage local business development and entrepreneurship

Section 3

Connecting NYCHA residents to opportunities created through the Make Mott Haven... Transformation Plan is a critical goal. NYCHA has an extensive process to achieve Section 3 requirements and compliance, and ensure that employment and contracting opportunities generated by certain Federal funding are directed to its residents, particularly low- and very-

low-income individuals and recipients of government assistance.

As described in the Make Mott Haven... Housing Plan, NYCHA is planning major renovation of Betances Houses, ongoing capital repairs to the four other NYCHA developments in the neighborhood, and three new housing developments on NYCHA property. This work will result in a significant number of workforce and construction opportunities for NYCHA residents. NYCHA will guarantee that Section 3 preferences are structured through the new construction efforts that will be underway. As per Section 3 guidelines, NYCHA will ensure that 30% of the aggregate number of new hires are Section 3 residents. In order to meet and exceed this goal, NYCHA will add an additional measure requiring contractors to expend at least 15% of their labor cost on resident hires for contracts exceeding \$500,000. NYCHA will leverage its existing infrastructure to monitor the contracts to ensure compliance is met; contractors will be held to all the contract obligations, including Section 3 and other hiring requirements. NYCHA will work with SBS and other local business development service providers to ensure

local Mott Haven Section 3 businesses are connected to NYCHA's Section 3 business concern registry and aware of procurement opportunities available through Make Mott Haven... Outcomes of these efforts will be reported to the community as part of Make Mott Haven... and to HUD on an annual basis. Additionally, with the major economic and housing development occurring in and around Mott Haven, Make Mott Haven... will work with the employers to develop agreements for hiring of NYCHA trained residents. Residents will also be provided with notification of Section 3 opportunities through the following venues: postings at the developments, link in web portal referral system, notification through the Collective Impact Network and its provider and business partners, and referrals through the HUB Coordinators. NYCHA will also recommend trained residents through the NRTA directly to the contracting entities.

JobsPlus

JobsPlus is an evidence-based model that improves the level of earnings and employment among residents of public housing. The program saturates targeted developments with job and career

support, rent-based and other financial incentives that "make work pay," and community based activities that support a culture of work. JobsPlus has three components:

(1) Participants are connected with on-site employment-related services such as job search assistance, GED courses, vocational training, among others.

(2) Public housing residents are offered rent-based work incentives, such as a temporary rent freeze when a resident begins working. Incentives help residents take full advantage of current federal rules that may allow increased earnings to be disregarded in calculating rent levels.

(3) Program staff recruit, train and supervise a small cadre of residents as 'community coaches' who conduct community outreach and coordinate neighbor-to-neighbor work supports.

Two JobsPlus centers operate in Mott Haven, and each serve over 600 people annually. Since 2011, BronxWorks JobsPlus center has supported Betances residents as well as residents of Moore House and East 152nd St. and Courtland. This site also has a financial capability

enhancement that is provided through the NYC Department of Consumer Affairs Office of Financial Empowerment (OFE) and Credit Where Credit is Due. OFE-trained counselors provide on-site financial counseling, focusing on issues like debt, credit, savings, budgeting, and financial literacy. In 2013, through a partnership with lead agency FECS Health and Human Services, Start Small, Think Big, Inc., and East Side House Settlement, a Jobs-Plus site was opened at the MillBrook Community Center. The partnership leverages FECS' experience in workforce development and East Side House's expertise in educational programming and connection to community resources. Start Small, Think Big provides financial literacy counseling. Funding for the Millbrook site is part of the three year program expansion funded by New York City. The BronxWorks site is funded by the Federal Social Innovation Fund and other private funders. Both sites serve a critical workforce function in the community and are primary connection points for residents seeking employment and advancement services throughout their career trajectory. When implemented well, the Jobs-Plus model has proven to increase earnings among public housing

residents by 16 percent over a sustained period. Attracting proven models, like Jobs-Plus, to public housing communities is a key component of REES' overall Zone Model. We believe this is a resource that needs to continue to be funded in order to achieve the Make Mott Haven... workforce goals. In 2015, Make Mott Haven... will join with these community-based partners to advocate for continued funding, and identify opportunities to leverage funding to continue support of these centers.

Opportunities for Out-of-School and Out-of-Work Youth

As demonstrated by the data, one of the greatest challenges is to better support youth in education and workforce development. Mott Haven has one of the highest percentage of 18- to 24-year-olds in the City who are both out of school and out of work. The workforce strategy for these youth is to provide more effective pathways to connect to careers through mentor relationships, internships, and training programs. The Mitchel HUB Coordinators will identify these disconnected youth, and support their connections to the various workforce opportunities described in this plan –

such as JobsPlus or through the Network referral system. Make Mott Haven... has identified three additional resources that are targeted specifically to out-of-school and out-of-work, and will expand the programs over the next two years.

First, the NYC Department of Youth and Community Development is partnering with Make Mott Haven... to expand its Young Adult Internship Program (YAIP). YAIP offers 14 weeks of paid orientation, training and work followed by 9 months of follow-up services and assistance for placement in permanent jobs, training programs and educational opportunities. During Fall 2014 and Winter 2015, Make Mott Haven... will identify organizations and private employers, including those described in Make Mott Haven... Economic Development section, with capacity to host interns. In 2015, DYCD will increase the number of youth that are served in Mott Haven through the YAIP program, and maintain these opportunities for the next five years.

Second, Local Initiatives Support Corporation (LISC) is partnering with Make Mott Haven... to explore the deployment of AmeriCorps members in

the Mott Haven community with locally-based partners. Many LISC AmeriCorps members serve the communities in which they live. By offering members the opportunity to serve in communities on the cusp of positive change, together we expand the pool of neighborhood leaders with the skills and drive to effect long-term change in their communities. LISC will work with Make Mott Haven... to secure slots for this population of youth. In early 2015, LISC will identify the community-based partners who will host members. Members would begin their year-long service in September 2015. Upon success, LISC will identify opportunities for expansion and continuation.

In line with LISC's AmeriCorps program, Make Mott Haven... will also leverage national service as a strategy for generating economic opportunity for young adults through Green City Force (GCF), an AmeriCorps program that engages young people from low-income backgrounds in national service related to the environment. NYCHA has connected over 200 residents aged 18-24 to clean energy and academic training through GCF since 2009. 80% of graduates have gone on to careers and college. GCF

A young woman with dark hair, wearing a black puffer jacket, is leaning over a table covered with a blue cloth. She is looking down at a smartphone in her hands. The table is cluttered with various brochures, pamphlets, and informational materials. In the background, other people are visible, including a person in a green and black striped shirt. The setting appears to be an indoor event or fair.

“Need more diversity of job opportunities and training”

works closely with REES, in addition to NYCHA’s Energy Finance & Sustainability, Gardening and Greening programs, to create training experiences that build skills among young participants, while meeting the Authority’s sustainability goals. Through additional support, NYCHA can increase the number of Mott Haven NYCHA Youth served through GCF, while incurring a measurable impact on energy savings through service-learning projects aimed at Mott Haven NYCHA developments. Mott Haven GCF graduates will also be prepared and connected to relevant opportunities generated through

NYCHA’s planned development activities. Lastly, through REES, Make Mott Haven... will expand the number of youth that participate in Year Up. Year Up provides yearlong training and corporate internships for youth 18-24, with a high school diploma or GED, interested in professional careers in Business and Technology. While earning a stipend of \$260 per week, youth will spend 5 months learning in-demand technical, business and professional skills, and then work in a 6 month corporate internship with a Fortune 500 company. Upon completion they will belong to a community with

on-going career support and guidance – alumni earn \$35,000 a year on average and over 84% of graduates are working and/or in college within six months. Make Mott Haven... will identify eligible youth through the Collective Impact Network, Mitchel HUB and other networks, and support them in their application to Year Up during the Fall 2014, with the first cohort of youth entering the spring 2015 class. Make Mott Haven... will provide continued support for disconnected youth for fall and spring classes over the next five years.

Business Incubation and Entrepreneurship Support

Make Mott Haven... workforce partner, SoBRO, currently houses business incubator space in the Mott Haven neighborhood. The space houses twenty-three businesses including construction companies, electrical contractors, and technology start-ups. There are a few spaces available in the incubator but there is growing demand for more, and new types of, space. For example, a group of restaurant owners is looking for a warehouse space that can be made into a food cooperative for them to purchase food for their restaurants. SoBRO is looking for a location and for food businesses who want to rent space in the coop to sell to the local restaurants. Launching and running this coop will also provide employment opportunities that can be filled through the Collective Impact Network.

The entrepreneurship program, providing support for Bronx start-up businesses and residents who want to start their own businesses, is another component of the important economic development work SoBRO performs in the community. This work is funded by the New York

State Empire Development Corp. SoBRO will be working in partnership with Make Mott Haven to identify the community's business development needs. It will tailor education courses and offer them on-site at Betances to NYCHA residents who want to start businesses or formalize and scale up the ones they have. As those new businesses launch, they may be good candidates for moving into the SoBRO business incubator.

Another resource for the business community and aspiring business people is SoBRO's business mentoring program. This work is funded by the New York City's Small Business Services, the Federal Minority Business Development Agency and Empire State EDC. It has enabled a number of small, new businesses in the community to build capacity. More seasoned business owners and managers work with newer owners and managers to show them what it takes to run successful businesses. This is another program SoBRO will work to involve Mott Haven residents in as part of Make Mott Haven.

By bringing information sessions, training programs and mentoring on-site to NYCHA, the visibility of these programs

will be raised and bridges will be built to the residents. This will help bring down the invisible, but real, walls that keep NYCHA residents from utilizing economic development resources in the community and keep those resources from reaching NYCHA residents.

Workforce Development Partners

Our partners cut across multiple sectors – residents, government agencies, multi-service providers, and the business and labor community. Partners leading direct interventions include: NYCHA's Resident Economic Empowerment and Sustainability (REES), NYC Department of Small Business Services, NYC Department of Youth and Community Development, NYC Human Resources Administration, BronxWorks, FEGS Health and Human Services, East Side House Settlement, SoBRO and Local Initiatives Support Corporation.

stickies

I'm Glad

I Wish

Trees

diab prevention program

HIV prevention program

for youthful support

job openings

clubs

cook outs

more

- a lot of shopping ctrs
- mixed economy
- Variety of restaurants.

- Parks
- Cultural Festivals
- Libraries



HEALTH

The goal of the Make Mott Haven... Health initiatives is to transform the neighborhood of Mott Haven from a chronic disease hotspot into a community where residents and public and private partners work in close collaboration to reduce health disparities and ensure resources to support healthy living are within reach of all residents.

“Farmers market for healthier options.”

The health data presented in previous sections are clear – Mott Haven’s chronic disease rates are high, even when compared with other low income neighborhoods. Fortunately, the community is not without an extensive base of health assets to leverage in pursuit of the goal. Health care system assets such as a dynamic public hospital and several federally-qualified health centers join other neighborhood-based resources including parks, recreation centers and an increasing number of healthy food access initiatives to lay the foundation for a dramatic reframing of the community’s health.

To accomplish this work NYCHA will for the first time enlist the partnership support of the City’s accomplished Department of Health and Mental Hygiene (DOHMH) to focus attention and resources on a particular NYC community with a high density of NYCHA housing. The comprehensive health objectives of Make Mott Haven... are as follows:

- (1) Reduce Mott Haven’s diabetes & obesity rates over the next 5 years by increasing health knowledge and changing the environment to make healthier choices the easier choices.
- (2) Increase physical activity through active design and fitness programming.
- (3) Promote access to healthy food options.
- (4) Contribute to efforts to lower asthma rates and hospitalizations.
- (5) Improve connectivity and service coordination between local health providers and residents, and support seniors aging in place.

Health Outcomes

As a result of the strategic expansion of evidence-based programs, the introduction of new strategies and intense efforts

“Try to get local supermarkets involved in providing and promoting healthy choices”



to integrate and align a diverse set of interrelated initiatives, Make Mott Haven... will drive positive health outcomes that will improve the overall quality of life and directly support efforts to improve education and employment opportunities and safety in the community.

Health outcomes that will result from the objectives and support the overall health goal are as follows:

- Reduced diabetes, asthma and obesity rates.
- Increase in open space and participation in free and low cost fitness programming.
- Expansion in number of local retail establishments offering healthy food options and increased utilization of farmers markets.
- Increased access to continuous and preventive health care.

The metrics we will use to capture these outcomes include: # and % of residents with diabetes; # and % of residents with asthma; # and % of residents with health insurance; # and % of NYCHA residents enrolled in disease management programs; # and % of NYCHA residents reporting be-

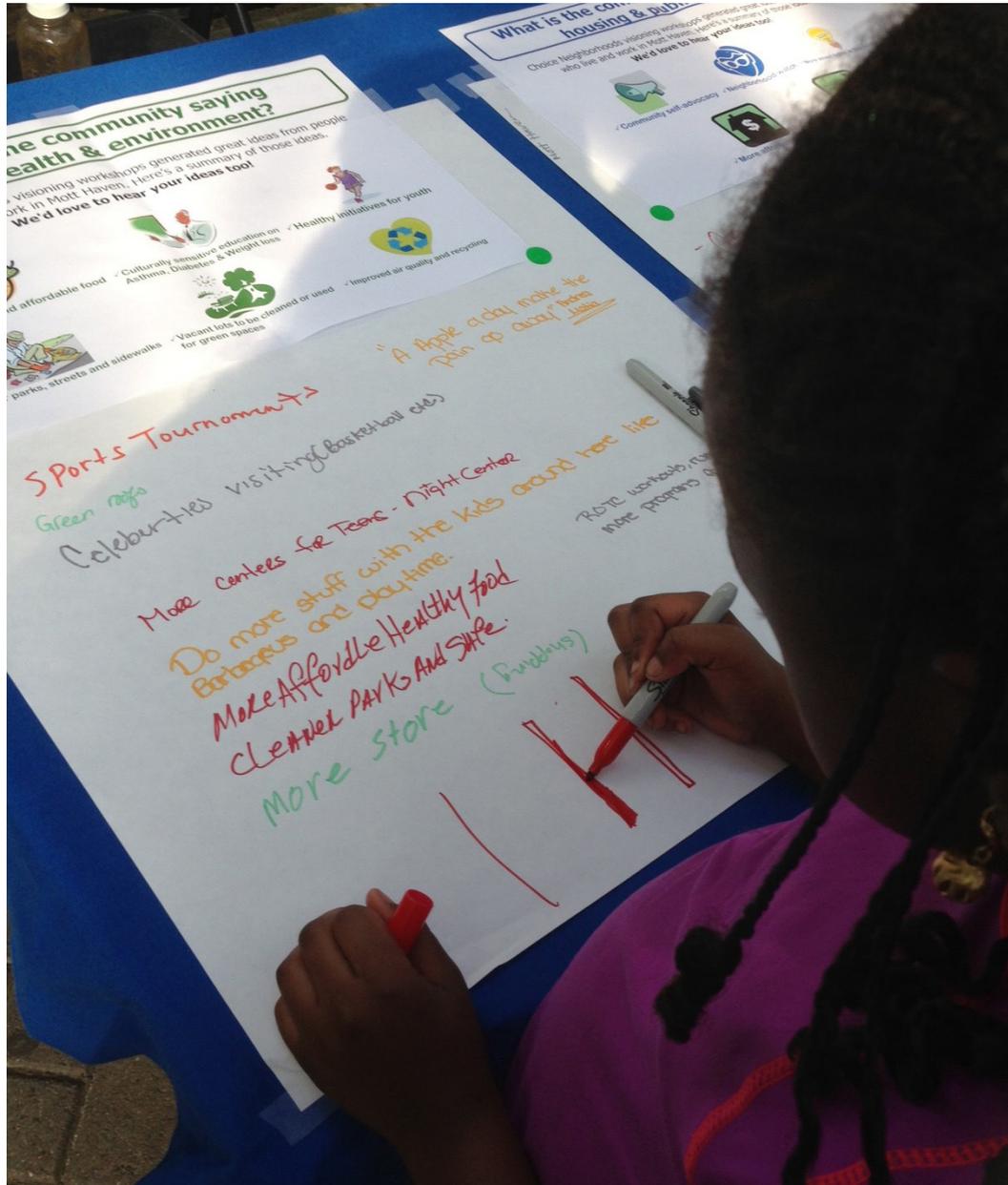
ing well informed about chronic disease prevention; # and % of NYCHA residents who have a place where they regularly go, other than an emergency room, when they are sick or in need of advice about their health; # and % that report fruit and vegetable consumption and physical activity.

Make Mott Haven... will produce these outcomes with the successful implementation of the priority interventions detailed below. DOHMH will be the lead implementation partner. A list of additional partners leading or supporting key health plan components can be found at the end of the section.

Aggressive Diabetes Prevention

Objective - Reduce Mott Haven's diabetes & obesity rates over the next 5 years by increasing health knowledge and changing the environment to make healthier choices the easier choices:

- Significantly expand and increase participation in the Diabetes Prevention Program.
- Work with community partners to pilot a local public information campaign emphasizing diabetes prevention and management.



Mott Haven, and the adjacent community of Hunts Point have the highest diabetes rates in New York City. Make Mott Haven... will launch a major coordinated effort to scale up the National Diabetes Prevention Program (DPP) to reach hundreds of Mott Haven residents at risk of developing the disease. DPP, one of several evidence-based health programs that will be implemented through Make Mott Haven..., is a lifestyle change program that has been found to reduce the risk of developing the disease by over 50%.

The Spanish language translation of the DPP's 16 core lesson curriculum has recently been finalized, offering a dynamic opportunity to operate multiple Spanish language groups in a community with nationally-recognized health disparities. The National Institutes of Health-funded Hispanic Community Health Study surveyed Hispanics in four cities and found that Bronx residents have the highest levels of diabetes and asthma nationwide. Make Mott Haven... partners YMCA and Health People (which emphasizes the engagement of community residents as lifestyle coaches) will lead DPP group classes at community-based sites such as community centers and health clinics.

In conjunction with the DPP program targeting specific community residents, Make Mott Haven... will convene community partners to develop and pilot a new public information campaign to raise awareness throughout Mott Haven of pre-diabetes and the benefits of prevention for both those at risk of developing the disease and those already diagnosed. An estimated 1 in 3 community residents is pre-diabetic. Obesity and diabetes prevention will also be advanced through the physical activity and healthy food efforts detailed below.

Active Mott Haven

Objective - Increase physical activity through active design and fitness programming:

- Implement active design elements such as greening, lighting and security enhancements.
- Utilize street and sidewalk marked trails to promote walking and biking.
- Promote fitness classes, walking groups, and additional free physical fitness activities.

Make Mott Haven... will incorporate active living design to promote physical activity and increase connectivity to other recre-

ational, cultural, and commercial resources across the South Bronx. Community residents repeatedly stated that opportunities for physical activity are limited, and 62% of Betances residents surveyed reported no participation in physical activity within the past 30 days. As outlined in the Housing section, Make Mott Haven... will activate two spaces in Betances North to promote physical activity among children and adults. Interior space rehabilitated or built as part of Make Mott Haven... will also include active design elements such as stairwell lighting upgrades and signage to encourage the use of stairs.

Interior and exterior improvements within the development will be complemented by two community infrastructure projects to promote walking and biking across

Mott Haven. Walking trails are recognized by the Centers for Disease Control as an evidence-based intervention to promote physical activity. MMH is working with the NYC Economic Development Corporation to establish a greenway connecting the 149th Street commercial HUB to Randalls Island, a 330 acre recreational area that is currently inaccessible for Mott Haven residents.

Make Mott Haven... has also engaged community partner Casita Maria to expand the South Bronx Cultural Trail to Mott Haven with resident-driven murals to connect all five NYCHA developments and St. Mary's Park. Five cultural and historical landmarks in Mott Haven will be highlighted for the trail and will receive a physical marker in 2015. Make Mott Haven... will

“We need to support community gardeners and revitalize empty lots with the help of the youth. We need a farm where we can grow vegetables & fruits in St. Marys Park”

develop opportunities for programming and continued celebration of these sites, and will also promote physical activity infrastructure within St. Mary's Park such as the track and adult fitness equipment.

Finally, in collaboration with the NYC Department of Parks and Recreation, Make Mott Haven... will expand participation in the community's free Shape Up NYC classes. Currently offered at Betances Community Center and St. Mary's Recreation Center, Make Mott Haven... will identify additional locations to accommodate new classes and promote the opportunity to participate through the Mitchel HUB and HUB online portal. The HUB will also help promote senior walking groups led by neighborhood senior center providers.

Healthy Food Within Reach

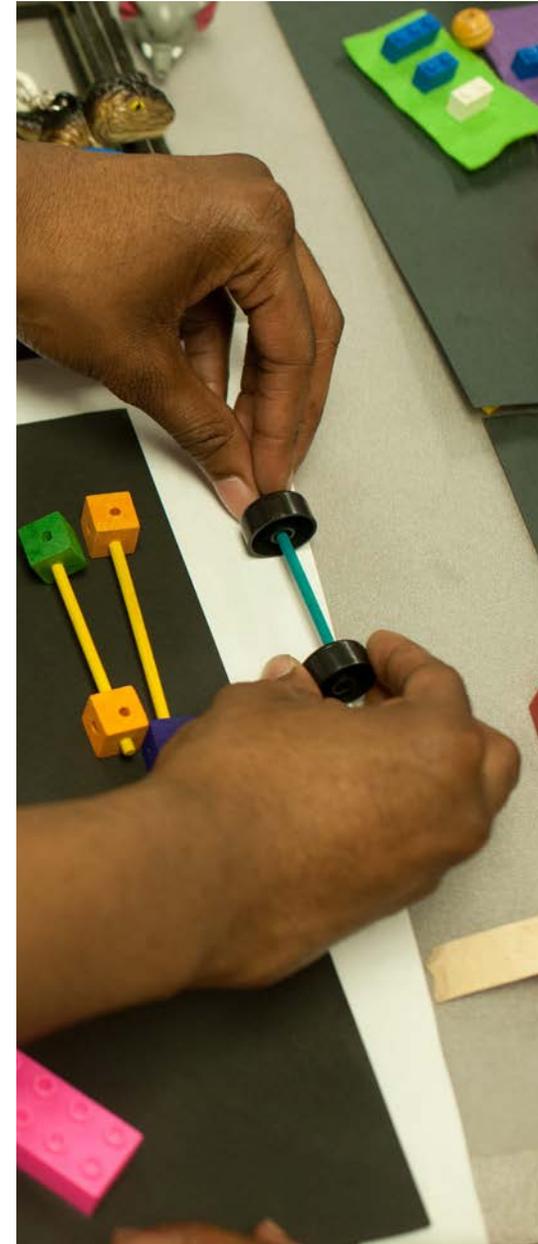
Objective - Promote access to healthy food options by increasing participation in Shop Healthy NYC and supporting resident leaders working on related healthy food access strategies:

- Train and field local youth to encourage food retailers to expand access to healthy food options.
- Actively engage resident leaders and community and senior centers in efforts

to promote affordable and accessible healthy food options including farmers markets and other produce-based retail options.

Access to healthy food was consistently identified as a major priority by residents throughout the Make Mott Haven... planning process. Community members reported that access to quality, affordable fresh produce and other healthy options in the neighborhood is extremely limited. This is a major factor underlying the community's low consumption of fruits and vegetables and high rates of nutrition-based chronic disease.

Make Mott Haven... will establish community partnerships to coordinate and connect strategies to improve access to and utilization of fresh produce and other healthy food options. Young people residing in the target developments will be recruited to administer the Department of Health's Shop Healthy program. They will conduct a comprehensive scan of the retail food environment focusing on "bodegas" or small grocery stores. DOHMH and the Shop Healthy interns will record and measure the availability of healthy foods and beverages within each store. Once



assessed, food retailers, suppliers, and distributors will be encouraged to offer and promote healthy options. Make Mott Haven... expects to increase the number of bodegas participating in Shop Healthy NYC by 50 stores per year.

Make Mott Haven... will work to expand access to affordable, healthy food across the spectrum of retail food. We will collaborate with a new supermarket opening along the edge of the catchment area to promote the availability of fresh produce and other healthy food. Make Mott Haven... will engage partners with expertise conducting culturally-relevant cooking demonstrations that highlight how to make traditional and non-traditional meals more nutritious. Make Mott Haven... will also work with community residents and partners to increase utilization of the neighborhood's two farmers markets, both of which accept Health Bucks, a NYC incentive program to promote access for New Yorkers purchasing food with SNAP-funded electronic benefit transfer cards.

All healthy food access initiatives will be sustained by the active engagement of community leaders (including gardeners)

and local partners such as operators of community, senior, and child care centers. This work will also be supported by CDC grants recently awarded to DOHMH and the Institute for Family Health. Make Mott Haven... staff will ensure that related healthy food access projects are coordinated and integrated, and that resources are specifically leveraged to support chronic disease prevention among residents.

Ensuring Healthy Homes

Objective - Contribute to efforts to lower asthma rates and hospitalizations by reducing exposure to secondhand smoke and promoting other healthy housing interventions:

- Establish smoke-free policy in newly constructed buildings and work with residents and property managers of existing buildings to reduce secondhand smoke exposure and promote cessation supports.
- Prioritize work orders for mold remediation and pest control.
- Partner with a.i.r. Bronx home visiting program to target services to children with asthma.

Make Mott Haven... will leverage the contributions of property management, residents, and community partners to dramatically upgrade indoor environmental health in the five public housing developments. This begins with indoor air quality. All new buildings created as part of Make Mott Haven... implementation will be established as smoke-free buildings (impacting an estimated 200 units). Existing developments will become a priority focus for a NYCHA project that works with resident leaders and property management to reduce exposure to secondhand smoke and promote the availability of cessation resources for smokers interested in quitting. DOHMH and the NYC Coalition for a Smoke-Free City are key partners for this work.

As previously described, the comprehensive housing upgrades at Betances will address deteriorating housing conditions that impact health such as leaks, excess moisture, and lack of adequate ventilation. Across Mott Haven developments, work orders for mold remediation, pest control, and other healthy housing areas will be prioritized, particularly for residents with asthma and other chronic respiratory conditions beginning in 2015.

Annual asthma hospitalizations in Mott Haven are consistently double the rate seen citywide for children. Lincoln Hospital is developing a.i.r.Bronx modeled after a.i.r.Harlem, an evidence-based program to help asthmatic children manage their disease. The program utilizes includes home visits, education, environmental mitigation, legal support, and school-based programs to transform disease outcomes for impacted families. In Harlem positive outcomes included reduced asthma symptoms (such as wheezing, chest tightening, and sleep disturbances), a 64% reduction in emergency room visits, and 14% reduction in school absenteeism. Make Mott Haven... will work to ensure this program reaches impacted children in Mott Haven public housing developments and will also leverage program resources to bring information to adult residents that suffer from asthma.

Facilitating Community Connections

Objective - Improve connectivity and service coordination between local health providers and residents to provide high quality, clinically appropriate services that emphasize prevention:

- Create Health Services HUB walk-in center for South Bronx residents and

local health providers to expand access to health care information.

- Facilitate strategic partnerships between health care providers and other key community stakeholders.
- Support and integrate efforts to help promote healthy aging in place for seniors.

Discussed in previous sections of the plan, the proposed HUB at Mitchel Houses will promote connectivity, access and opportunity for Mott Haven residents who often have services within reach that can be difficult to coordinate. The health care needs of residents are central to the focus of the Mitchel HUB. Two resident outreach navigators and two information coordinators will staff the HUB. The locally-hired resident outreach navigators will provide home visits to residents and work with individuals and family members to develop a plan based on their needs. Navigators will use the plan as a roadmap to connect residents to appropriate health coverage, prevention, intervention and treatment – including healthy food and active living resources described in previous sections; and qualifying health care, medical care, and mental health services.

HUB information coordinators will facilitate community partnerships and also assist in the coordination of health services to residents. They will host quarterly calls with five key health care providers (Belvis, Lincoln, Morris Heights, Bronx Care, and Jackson Ave Family Residence) to support effective resident referrals and follow-up. The information coordinators will also be tasked with developing deeper relationships between health care providers, public health experts, community-based organizations and other stakeholders to support the full spectrum of Make Mott Haven... health initiatives. The coordinators and navigators will work closely so that information is communicated in a timely way. Community health information will also be prominent in the online HUB portal and app.

HUB staff will work with New York State-funded Exchange Navigators, such as BronxWorks, to promote access to health insurance coverage by integrating outreach and enrollment in the New York State Health Exchange. Finally, the HUB will connect residents to information on eligibility for and enrollment in public benefits and other services administered by the NYC Human Resources Administra-

tion. This includes Adult Protective Services, cash assistance and SNAP benefits, and medical coverage and assistance including Long Term Care.

HUB staff will be trained in the full breadth of HRA benefits and eligibility requirements. Links to HRA benefits and applications will also be provided on the web portal referral system.

Make Mott Haven... will also have targeted services for seniors, and will serve as a physical home for several key services designed to promote healthy aging in place. Make Mott Haven... will work with senior service providers and the the NYC Department for the Aging (DFTA), which has committed to expanding their portfolio of evidence-based programming in Mott Haven senior centers. DFTA currently contracts six neighborhood centers in the Mott Haven area. In connection with Make Mott Haven's overall health and wellness strategies, DFTA will increase programs based on the community's most pressing needs. These programs include:

- *Active Choices* – a physical activity program that helps individuals incorporate preferred activities into their daily lives.

- *Active Living Every Day* – behavior change program that helps participants overcome barriers to physical activity and make positive changes that improve health and well-being.

- *Healthy IDEAS* – identifying depression and providing empowering activities for seniors.

- *Stay Active and Independent for Life (SAIL)* – an ongoing class that meets three times per week for one hour, and includes warm-up, aerobics, balance activities, strengthening, and stretching exercises.

DFTA expects to roll out these programs in 2015. All seniors in Mott Haven will have access. Make Mott Haven... HUB Coordinators will identify seniors and support their participation in the program. We will also work with other partners, such as West Side Federation for Senior and Supportive Housing who currently serve seniors, to ensure that these opportunities are shared with seniors throughout the community. DFTA will also integrate its Intergenerational Program, which is a collaborative effort between high schools and senior centers to provide companionship and mentoring. Through Make Mott Haven's connections with local schools,

we will broker these relationships.

With the large senior and aging population in Betances Houses, we are seeing a naturally occurring retirement community, referred to as a NORC. Make Mott Haven... seeks to support this population to remain in their residence. Through the NORC, Make Mott Haven... will establish supportive service programs that provide services to the elderly that allow them to maintain their independence and forestall unnecessary hospital and nursing stays. The NORC will include case management services, wellness classes and health care management, as well as the wellness programs described above. The NORC will include an in-reach component that includes home visits. Home visits include assessing the seniors' activities of daily living, engaging with the senior and family members to ensure needed services are put in place and that there is a notification system, helping to access public benefits and programs through Make Mott Haven..., and advocating with service providers to ensure all needed services are in place and remain in place. BronxWorks would be the lead partner for the NORC. Make Mott Haven... will work with DFTA to identify resources for the NORC implementation.

As described in the Make Mott Haven... Housing and Neighborhood plans, senior housing is an important component of the physical transformation. NYCHA will be including universal design features in the rehabilitation of Betances Houses North. The West Side Federation for Senior and Supportive Housing (WSFSSH) is developing an additional 169 units of affordable housing for seniors, in its Tres Puentes building. Tres Puentes is connected to Borinquen Court, another senior housing building. In this development, WSFSSH has a senior center that provides services and programs to its residents and those in the surrounding NYCHA developments. Tres Puentes will include additional community space, where the expansion of DFTA and other programs will occur. It also has ground floor space, which WSFSSH is contemplating locating a geriatric health center. Access to these affordable housing resources is particularly important for the aging population in Mott Haven.

Health Partners

NYC Department of Health and Mental Hygiene, NYC Department of Parks and Recreation, NYC Department for the Aging, NYC Economic Development Corporation, NYC Coalition for a Smoke-Free City, Segundo Ruiz Belvis Diagnostic and Treatment Center (pending application for Federally Qualified Health Center designation), Lincoln Medical Center, Health and Hospitals Corporation, Health People, Bronx Health REACH/Institute for Family Health, YMCA, Friends of St. Mary's Park, BronxWorks, West Side Federation for Senior and Supportive Housing, New York Academy of Medicine, and Casita Maria.



“There is not much access to healthy food in the neighborhood.”

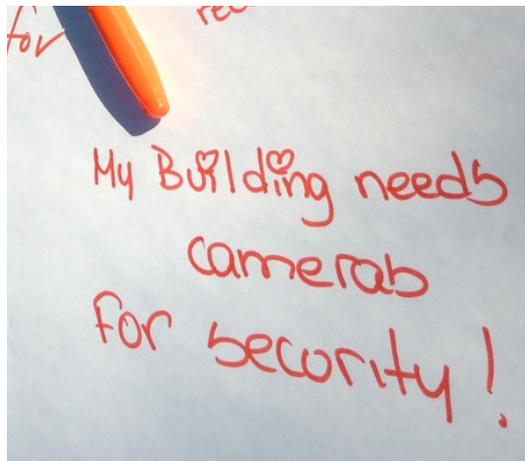
NEIGHBORHOOD PLAN





SAFETY

An individual's perceived or real identification with feelings of safety directly defines how they interact with their space and community.



“We need to have more cameras for our safety.”

Residents of Mott Haven are fearful of crime in their neighborhood and development, and it affects how they participate in the available community resources. Similarly, it is difficult to attract new investment into a neighborhood that is plagued by high crime. It was through the extensive community visioning over the course of the Choice Neighborhood planning process that allowed Make Mott Haven... to better understand the safety and security issues that residents face on a day-to-day basis, and how local organizations and businesses are impacted. Unsecure areas, dark pathways, concern about drug or gun activity – these are all reasons that residents cited when asked why they do not use available open space for physical activity. Turf wars, gang activity, unsafe streets – were

explanations why some residents will not travel to another part of the neighborhood for an education or workforce training program. We acknowledge that without a safe environment, residents will not step out beyond their comfort zone – prohibiting them from achieving their full potential and as a result, the community will not be transformed.

In response, we focus our Safety plan on intervention and prevention. Make Mott Haven... will build on, expand, and integrate a set of discrete programs and strategies to reduce violence in the neighborhood into a multi-layered initiative, relying on the collective impact of resident engagement, infrastructure improvements, agency connectedness, and early intervention programs to ensure its success.

Partners include New York Police Department, NYPD 40th and 44th Precincts, NYPD Police Service Area 7, U.S. Attorney's Office for the Southern



District of New York, Bronx District Attorney's Office, South Bronx Save Our Streets (SOS), Center for Court Innovation's Bronx Community Solutions, and Osborne Association.

Safety Outcomes

Make Mott Haven's overall safety strategy is to reduce violence and promote safety. Improved safety is the foundation for community transformation, and greatly impacts all of the other areas of the Transformation Plan. Many of the outcomes we articulate in other sections are impacted positively by achieving the following safety outcomes:

- Reduction in gun-related crimes.
- Reduction in nuisance and quality of life crimes.
- Safer and more secure environment by upgrading parks and open spaces.

The metrics we will use to capture these outcomes include: # and % decrease in gun-related crimes; # and % decrease in crime rate; # and % of NYCHA residents who report feeling somewhat or very safe.

Make Mott Haven... will achieve these outcomes with the successful implementation of the priority

interventions detailed below.

Intervention

Objective – Reduce the most pervasive and pressing safety issue in Mott Haven: gun violence:

- Expand evidence-based program that aggressively interrupts gun violence at its core.
- Create safer living environments by removing tenants that have repeated gun violations.

CURE Violence

CURE Violence is an evidence-based community intervention model that works to reverse the spread of violence by using the methods and strategies associated with disease control – detection and interruption, identifying individuals involved in transmission, and changing social norms in the communities where violence occurs. Implementation and outcome evaluations have shown the model to be effective in reducing shootings and killings by 16%-34% directly attributable to the model, and up to 73% reduction in shootings and killings overall.

In Mott Haven, the program is being led by South Bronx Save Our Streets (SOS) and Center for Court Innovation. The model employs five key elements:

(1) *Outreach:* Outreach workers and Violence Interrupters are sent into the community to engage men and women who are at risk of perpetrating or being victimized by violence. The staff, who all have intimate knowledge of life on the streets, serve as the outreach workers, mentors and peer counselors by offering advice and guidance on how to respond to conflicts without violence. Using positive peer pressure, the goal is to redirect high-risk individuals towards school or employment, and help them think and behave differently about violence.

(2) *Public Education:* SOS staff and community volunteers distribute palm cards and posters with messages that promote peace and alternatives to violence. Businesses have signs in their windows counting the number of days since the last shooting in the neighborhood. Blogs, texts, and e-mail blasts keep the community updated.

(3) *Community Mobilization:* Community partners and residents are activated to spread the anti-violence message. SOS organizes street fairs, concerts, “speak outs,” and barbeques that advance one simple idea: “Our community is moving past gun violence.”

(4) *Faith-based Leaders:* Faith-based leaders are encouraged to preach against gun violence from their pulpits, attend vigils, counsel people who are potentially involved in gun violence, and refer high-risk individuals to the program.

(5) *Use of Data:* Data is used to effectively target neighborhood hot spots, and most common times of day for shootings, so that SOS staff can plan accordingly.

On August 13, 2014, NYC Mayor de Blasio announced the expansion of CURE Violence. Mott Haven is identified as one of the key neighborhoods. Building off the momentum of the Bronx Save Our Streets (SOS) and Center for Court Innovation’s current CURE Violence program, as well as the Make Mott Haven... planning efforts, we will be able to reach more

young people through this work. The expansion also includes additional wrap-around, community based preventive services, such as job training, mental health and legal services. Make Mott Haven... will ensure the expansion efforts align with the resources developed as part of overall Transformation Plan, especially in the areas of Education, Workforce Development, and Health. Roll out of the expanded program will begin in late 2014. The City’s expansions will also provide an important opportunity for Make Mott Haven... to be integrated into a larger community improvement strategy, and part of a community learning practice with other neighborhoods throughout the City that are experiencing similar issues.

Strategy for Repeat Offenders

NYCHA’s commitment to affordable housing stems from the acknowledgement that housing is more than a dwelling structure or a place where you live; it is a home, a place for family, schools, jobs, activities and an overall safe neighborhood. However, crime within NYCHA housing developments is far too prevalent and it is troubling for many residents to feel safe at home. NYCHA is exploring a pilot program to remove

tenants that have two or more offences related to illegal gun possession.

Prevention

Objective – Utilize multi-dimensional approaches to deterring crime:

- Significantly alter the physical landscape to create a safer environment.
- Expand educational programs that support young people on a path away from criminal or negative behavior.

Safe Spaces Initiative

The Safe Spaces Initiative is a pilot program that targets an area of high crime and disorder, working to transform it into a safe and attractive community space. The Initiative builds on cutting-edge criminal justice place-based research and theory, which draws attention to smaller, specific places such as street corners, buildings, particular blocks or sidewalks within a neighborhood where crime is found in the greatest concentration. By addressing the needs of specific urban places, place theory suggests that crime cannot be merely displaced but ameliorated, and that the positive effects of targeted change on specific places will spread to neighboring areas.

The Safe Spaces Initiative is designed as a robust, multi-disciplinary partnership between a host of city agencies and community-based organizations. Initial planning has been led by the Center for Court Innovation and its Bronx Community Solutions project, in collaboration with U.S. Attorney's Office for the Southern District of New York, Bronx District Attorney's Office, New York Police Department, LISC and Bronx Health Reach.

Four goals define the Safe Spaces Initiative:

- (1) *Increasing functionality:* Public spaces are healthiest when they are used for positive activity. The addition of seating, play spaces, and other opportunities for physical and recreational activity can promote use that increases functionality. This functionality also helps provide natural surveillance in high crime areas.
- (2) *Promoting ownership:* Creating a sense of ownership and pride in public space promotes the health and safety of the space. Strategies to engender ownership include creating or supporting community gardens and public art or redesigning area fences.

(3) *Responding to eyesores and disrepair:* Responding to community eyesores such as graffiti and litter supports the transformation of public spaces.

(4) *Supporting natural surveillance:* Improving opportunities for surveillance can help community members and law enforcement monitor public spaces – through natural surveillance like increased visibility and street lighting. Positive street activity also promotes a form of neighborhood watch that can help prevent crime.

Make Mott Haven... has identified 138th Street between Alexander and Cypress Avenues as the pilot for the Safe Spaces Initiative. Four areas of intervention have been identified: redesign and repurpose of fenced-in green spaces and plazas on NYCHA property, beautify local businesses along the commercial corridor, improve lighting and other surveillance mechanisms near high-crime buildings, and promote and coordinate programming within existing community gardens (such as St. Luke's Park). Based on available resources, Make Mott Haven... will work with CCI to implement the interventions. In 2015, designs for park repurposing will

be created in conjunction with resident feedback. Make Mott Haven... will utilize business leaders from the Collective Impact Network to activate a commercial corridor beautification process. These physical upgrades will begin in late 2015. Make Mott Haven..., through our cultural activities and health programs, will ensure that those programs are targeted to this area.

Upgrades to NYCHA Open Spaces

The built environment, in and around NYCHA, was cited regularly by residents as driving public safety concerns. NYCHA is taking the opportunity, through the redevelopment of Betances North, to redesign the indoor and outdoor physical space to address these concerns. The redesign is consistent with CPTED (Community Planning Through Environmental Design) principles.

Within Betances North, Make Mott Haven... is:

- Creating transparent lobbies with clear vision to the elevator and lighting that spills back onto the sidewalk at night.
- Installing layered access control that is a three-tier system of intercoms and

key fobs; doors and hardware; and digital, IP addressable cameras.

- Increasing lighting, visibility and activity in stairwells.
- Adding Tenant Patrol Rooms in select buildings.

In the surrounding neighborhood, Make Mott Haven... is

- Revitalizing East 146th Street to reconnect it to the community by opening up the street, adding trees, benches and better lighting, and repaving the surface.
- Opening up formerly closed rear courtyards, with added security, to encourage pedestrian traffic, create new sight lines and provide informal surveillance.
- Redeveloping a closed block into a public vest-pocket park to include seating and tables.
- Installing security cameras in strategic outdoor locations in the grounds.

Together, these enhancements will have a significant impact on how safe residents feel about in their home and neighborhood. The details of the redesign are provided in the Make Mott Haven...

Housing Plan.

Creating Opportunities Necessary to Create Empowered Positive Teens

As discussed in the Make Mott Haven... Education plan, youth in middle school are entering their informative years where they are particularly impressionable. It is at this point that youth begin on a trajectory toward college and career. However, many youth at this age also are influenced by other factors, some that can lead them down a detrimental path. Through the Bronx District Attorney's C.O.N.C.E.P.T. (Creating Opportunities Necessary to Create Empowered Positive Teens) Program, youth in middle school are being educated on the negative effects of gangs, gun violence, and drugs, and providing tools to get on the pathway to success.

C.O.N.C.E.P.T is a twelve-week program for middle-school students. It includes classroom instruction, academic enrichment, and diverse-learning activities taught by certified criminal justice professionals. Since antisocial behavior often acts as a precursor to crime, the focal point of this curriculum is prevention, providing life skills to students

who need assistance in avoiding delinquent behavior. Instructors teach and encourage students to demonstrate skills of leadership: to attain and reinforce positive relationships, to focus on the problem and not the person, to be proactive, and to lead by example. In addition, parent and educator workshops are offered to reinforce what the students learn during the Program. Topics covered during adult workshops are based on the needs of the individual school and/or community. Make Mott Haven... is bringing this curriculum to the local community schools. In 2015, through partnership with the community school model, Make Mott Haven... will ensure that this curriculum is part of the school's toolbox of resources. During the Summer of 2015, Make Mott Haven... will begin planning with the Bronx District Attorney and additional middle schools to implement the curriculum.





NEIGHBORHOOD AFFORDABLE HOUSING DEVELOPMENT

The Make Mott Haven... Housing Plan sets forth an ambitious and aggressive strategy to preserve the neighborhood's existing public housing resources and create new mixed-use developments on NYCHA-owned land. To compliment this work, and bring additional affordable housing resources to the neighborhood, Make Mott Haven... is working closely with developers to generate additional units and amenities.

Make Mott Haven... is focused on supporting the following types of new development:

- Affordable Housing for Seniors
- Affordable Housing for Families

Our development partners include: West Side Federation for Senior and Supportive Housing, Common Ground, SoBRO, and Workforce Housing Group. In total, over 1,200 new affordable units will be developed within the next five years in

and around Mott Haven.

Neighborhood Housing Development Outcomes

Make Mott Haven's overall housing strategy is to preserve and develop new affordable housing resources. We strive to achieve the following outcomes:

- Create and preserve affordable housing in Mott Haven consistent with the City's five-borough housing plan.
- Develop new mixed-use projects that include commercial and community

space that supports expansion of resources, amenities, and programs that have been identified through the Transformation Planning process.

The metrics we will use to capture these outcomes include: # of units of affordable housing committed for development; # of units under construction; # of units rehabilitated and greened; and # of units completed.

Make Mott Haven... will achieve these outcomes with the successful completion of the following developments detailed below.

Affordable Housing for Seniors

Objective – Increase affordable housing resources for the growing aging population:

- Develop 169 additional units of affordable senior housing that includes an expanded senior center, and commercial, retail and community amenities.

With a significant aging population in Mott Haven and the Bronx, the need for affordable housing for seniors is critical. The West Side Federation for Senior and Supportive Housing (WSFSSH), a non-profit affordable housing developer and service provider, is helping to lead the charge with 314 units in the catchment area. As a strategic partner of Make Mott Haven..., WFSSSH has been actively engaged as a member of the Housing Committee, and has helped to engage their senior residents to participate in the planning process.

In 2011, WFSSSH purchased a 1.8 acre property at 285 E. 138th Street in the Bronx, which contained an occupied, HUD-subsidized, 145-unit affordable senior housing project known as Borinquen Court. Borinquen Court is located adjacent to NYCHA's Millbrook senior development. That building is now undergoing more than \$10 million of capital improvements, including \$1 million of soil and groundwater cleanup and reconfiguration of ground floor public spaces to better serve the residents and other seniors in the community. Renovations will be completed by the 4th quarter 2014.

The site, where Borinquen Court is located, is presently underdeveloped and has excess zoning rights. The area was recently subject to an overall rezoning to incentivize both residential and commercial private sector development. WFSSSH has developed a plan for 169 units of affordable senior housing on the site. The vision for new development is to physically and symbolically bridge three cohorts within Mott Haven: WFSSSH's current residents, future residents of the new building, and the broader community—naming the development "Tres Puentes." Because the site offers 200 feet of undeveloped 3rd Avenue frontage and direct proximity to the 6 train, and it is one of the very few developable sites within the catchment area, it presents a unique opportunity to kick-start the type of community revitalization envisioned by the planning process.

WFSSSH will build an approximately 50,000 square foot, six-story, 169-unit building. The site will be anchored by ground level commercial space on the frontage to 3rd Avenue, creating a retail continuation of the HUB from 149th Street. On the ground level space on 138th Street, WFSSSH is seeking to identify a

Federally Qualified Health Center to site there. The additional ground floor space will be the location of the expanded senior community center. The new development will function as a "4th wing" to Borinquen Court – this will facilitate operating efficiencies and tie together the residents and services of both buildings. Because the existing residential units on site serve exclusively senior and/or disabled households requiring on-site services, Tres Puentes will serve a related demographic: senior and disabled households without children, and possibly a set-aside of units for senior households with children. Residents of the new units will benefit from the range of on-site services currently on offer, in addition to programs through the Borinquen Court senior center which will be open to the residents of Millbrook and the wider neighborhood as well.

The project will cost approximately \$29 million to build, financed by the following sources: \$6.3 million in tax-exempt bond financing from the New York City Housing Development Corporation (HDC); \$11.1 million in equity from 4% LIHTCs; \$4.4 million in Brownfield Tax Credit equity; \$3.7 million in soft debt financing from the HPD Supportive Housing Loan Program;

\$2.7 million in deferred developer fee; and \$1 million in grant funding from the Federal Home Loan Bank.

For funding the building operations and program services, WSFSSH has been selected by NYCHA for a project-based Section 8 contract. WSFSSH will set aside 20 percent of the new units for current NYCHA seniors desiring a move to a more supportive environment and/or seniors on NYCHA’s housing waiting list. Preliminary plans to support seniors to move to the new development include: rental subsidy and moving allowance. Each resident would be connected to a social worker that would provide resources to help in the move and develop an individual plan for ongoing supports. WSFSSH will begin to implement the plan during lease up process that will start during construction, approximately 4th quarter of 2016. The abbreviated timeline for Tres Puentes project completion is provided below.

Tres Puentes Abbreviated Timeline.

<u>Tres Puentes</u>	<u>Expected Completion Date</u>
Refine design concepts/Choose design scheme	11/30/2013
Prepare pre-schematics for community presentations	12/15/2013
Concept discussions with Borough President and NYCHA	3/15/2014
Conduct geotechnical borings	8/15/2014
Community Board Meetings	10/13/2014
Apply for Letter of Credit	8/15/2014
Prepare EAS for Restrictive Declaration	9/15/2014
Prepare Schematics	10/1/2014
Coordinate Commercial	10/31/2014
Secure NYCHA Section 8/HUD Section 18	4/15/2015
Apply for HPD/HDC subsidy	12/1/2014
Apply to HDC/HFA (as-of-right bonds)	12/1/2014
Prepare Land Use Application	9/15/2014
Architectural DD	1/31/2015
Community board approves ULURP	5/15/2015
EAS Approval/ Negative Declaration	---
Apply for 420-c tax abatement	1/1/2015
NYSERDA MPP	4/2/2015
Submit Drawings/ Obtain DOB approval	6/1/2015
Close on construction financing	7/12/2015
Break ground	7/13/2015
Construction -- complete building	4/13/2017

Affordable Housing for Families

Objective - Develop new mixed-use projects that include commercial and community space and support expansion of resources, amenities, and programs:

- Preserve and develop over 1,000 additional units of affordable housing.
- Increase neighborhood amenities through additional commercial and retail businesses, and programs for youth.

Additional housing is being developed in, and around, the catchment area to support a mixed-income, mixed-use thriving community. The Transformation Plan anticipates the development of over a thousand new units of low- and mixed-income housing in Mott Haven including on the 149th Street commercial corridor. The development of these apartments will help diversify the income mix of residents in the community while supplying a substantial number of the affordable apartments the Mott Haven CNI Housing Market Study identified as being so crucial for Mott Haven.

La Central - Large Scale Affordable Housing and Community Economic Development with Unique Community Assets

Adjacent to Triangle Plaza Hub, and one block from Roberto Clemente Plaza, the mixed-use development, La Central, will rise. The \$345 million project will be developed, on vacant City-owned land bordered by Brook Avenue, 149th Street, and Bergen Avenue extending up to 153rd Street, by a consortium of for-profit and non-profit affordable housing developers.

Common Ground, a non-profit supportive housing developer and one of the partners in La Central, has been an active participant in Make Mott Haven... community engagement activities, including hosting the first community-wide visioning session. It will be developing the 160 units of supportive housing in the project. Forty-eight apartments will be affordable for people with incomes up to 30% of the area median income, another 48 apartments will be for people with up to 30% AMI living with HIV/AIDS and the rest of the apartments will house low-income households up to 60% of AMI.

There will be on-site property management and a building director. Residents will be

encouraged to contribute to maintaining their environment. The goal is to house very vulnerable people and reintegrate them back into the community by providing support services that enable them to live independently and with dignity. Comunilife, another non-profit supportive housing developer and owner, will be providing the intensive case management for residents of the building. In addition to the abovementioned features, there will be 24 hour security.

The other five buildings will have residential apartments for a mix of incomes ranging from 30% of AMI up to 100% of AMI. Fifty-six of the apartments will be up to 40% AMI, 140 apartments up to 50% AMI, 220 up to 60% AMI, 381 up to 80% AMI and 85 up to 100% AMI reflecting the income mix of the wider community. Residents of Community Board 1, covering Mott Haven and Melrose, will have preference for 50% of the apartments in the complex. SoBRO will be assisting with the application process and will provide long weekday hours and weekend hours to make it easy for community residents, including homeless people, to apply.

Within the five buildings will be a day care

center run by the PHYLS Academy and 45,000 sq. ft. of retail space. The development will be partnering with SoBRO to select retail tenants. The developers are seeking to secure retail services that are compatible with the retail in the HUB and will provide signage that is contextual.

The community facilities will be unique for the Bronx and incorporate amenities that are not often combined with residential units. They include an observatory housing a telescope that will be used by students at Bronx High School of Science. It will be operated remotely by the Bronx Science teachers and the feed will be broadcast citywide to all New York City public schools. There will also be a branch of Bronx Net, the local community access news broadcasting service of the Bronx, located at La Central. "Music Has No Boundaries", a non-profit recording studio, will occupy part of one of the community spaces.



La Central Rendering

Credit: Architects FX Fowle

All of the buildings in the La Central complex are being designed for energy efficiency and resiliency. The goal is efficient use of water and power and disposal of waste. The buildings will have diverse power sources including battery back-up for resiliency and solar panels in addition to standard electrical source. The goal is to draw less on existing city resources by building in reduced energy demand by using Energy Star electricity saving appliances and constructing high efficiency building envelopes that include energy recovery ventilation and non-façade penetrating cooling systems. There will be water savings of 45% through installation of water efficient appliances and low flow fixtures in all apartments, and commercial and community spaces. The Development will comply with the NYC Department of Housing Preservation and Development's Green standards.

La Central will also have amenities that promote active living and healthy eating. The centerpiece is a new YMCA, with 50,000 square feet, two pools and a gym and the array of YMCA programming. It will house a wellness center and, in partnership with Montefiore Medical Center, will have a diabetes prevention

program. The Y will charge on a sliding scale so the entire community can afford to use its facilities.

The buildings will be designed with active design and will include an open courtyard to promote physical activity. There will be a skate park for skateboarding. The developers are having exploratory conversations to bring Citibike to the neighborhood. The buildings will have bicycle storage rooms. In partnership with GROW NYC, one of the buildings will have a green roof with an urban demonstration farm and classes to teach adults and youth how to grow healthy food.

There are HOME funds in the project so there will be both community hiring and minority and women's business enterprise hiring. There are Section 3 requirements for the supportive housing construction so La Central will work closely with the Collective Impact Network to employ Mott Haven and NYCHA residents.

539-41 East 147th Street Project

Workforce Housing Group (WHG) is redeveloping 22 units at 539-41 East 147th Street. WHG focuses on repositioning severely physical and financially

distressed properties by stabilizing them as affordable housing. 539-41 East 147th Street is comprised of two, old law tenements, built in 1898, that were substantially deteriorated and required considerable upgrade; including but not limited to a new roof, new windows, new plumbing, electric, heating systems, as well as approximately 50% of the beams replaced. At the time of acquisition, only half of the units were occupied; therefore, upgrading these deteriorating buildings will bring much needed affordable housing units back online. The units will be available for families whose incomes do not exceed 80% of AMI. The development costs exceed \$4.75 million, with financing provided through a first mortgage by Community Preservation Corporation (CPC), NYC Department of Housing Preservation and Development (HPD), and developer equity. The project is currently in construction and expects to be fully leased by the end of 2014.

Senda Apartments

SoBRO, an economic development and planning organization that focuses on the South Bronx, plans to construct a six-story building with 36 mixed-income residential apartments on Brook Avenue. The project,

to be built on three long-vacant lots donated by a church, will also include community space, roof recreation, laundry facilities and storage space. The apartments will be marketed to individuals and families earning a mix of incomes – 20% for families at 50% of AMI; 56% at 60% AMI; and 20% at 80% AMI. Project financing will consist of debt through a conventional mortgage lender and equity from the sale of federal low income housing tax credits administered by HPD. SoBRO also has an application for \$1 million in capital funding before the Bronx Borough President’s office.



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ECONOMIC DEVELOPMENT

The Bronx Borough President, Ruben Diaz, has been championing the recent economic investment in the Bronx as the “New Bronx.” And it is, indeed, the New Bronx.

The extensive scope of this investment is revitalizing the entire borough and contributing to its renaissance. In his 2013 annual report Ruben Diaz notes that since 2009 there has been over \$5.7 billion in total Bronx development. In 2013 alone, there was \$894 million spent on new development comprised of \$601 million in residential, \$171 million in institutional and \$121 million in commercial development.

The vision for Make Mott Haven... Economic Development is to bring this economic investment into Mott Haven, to connect the residents of Mott Haven to this New Bronx workforce development creating engine and to improve their quality of life through increasing the quantity, variety and quality of commercial and community amenities within easy reach of home. Mott Haven is a high

density residential neighborhood with its five NYCHA developments and subsidized and rent-regulated affordable housing that was built or renovated over the last twenty-five years to address the severe affordable housing shortage. Affordable housing was also built in the surrounding neighborhoods, that when combined with the housing in Mott Haven, has increased the demand for stores selling groceries, clothing, medication and other basic consumer goods and services. With the new mixed-income housing, and its commercial, open space and community amenities, to be developed within Mott Haven over the next five years as described in Make Mott Haven... Housing and Neighborhood Plan, the demand for goods and services will continue to grow.

Make Mott Haven... Economic Development will use three key strategies

to create workforce development opportunities, and a better quality of life, out of the economic development happening in the community.

First, Make Mott Haven... will marshal, for Mott Haven residents, the jobs, internships, training and other employment-related opportunities that grow out of the construction and operation of buildings and open spaces that are planned and underway in Mott Haven. For example, employers and prospective employers will be invited to join the Collective Impact Network and participate in initiatives that improve employer/prospective employee matches. Make Mott Haven... will enter into MOUs with developers to meet and, whenever possible, exceed their Section 3 employment targets and employment targets that are components of subsidized housing and commercial and community space development. Through NYCHA's Resident Training Academy (NRTA), residents will be provided with employment-linked and tailored training opportunities and job placement assistance to fill construction

and permanent positions as they become available. All of the workforce development strategies in Make Mott Haven...Workforce Development will be used to Make Mott Haven... residents a prepared, and easily deployed, workforce at the ready to power the New Bronx economic engine.

Second, Make Mott Haven... will leverage the Plan's health initiatives and connections to facilitate residents' use of the planned full-service supermarket, YMCA, health centers and programs, and active living resources to be housed in the bricks and mortar being created by Make Mott Haven's economic development partners.

Third, Make Mott Haven... will use the Mitchel HUB to connect Mott Haven residents to the cultural and community-building activities that grow out of the Roberto Clemente Plaza's transformation into the Town Square.

Outcomes

Make Mott Haven's overall Economic Development strategy is to create community assets, economic vitality and economic opportunity. We will aim to

attain the following outcomes:

- The continued transformation of empty or underutilized lots into new, multi-use bricks and mortar.
- Through the Collective Impact Network, increase the quantity and quality of internships that teach youth about the workplace and the variety of available careers.
- Increase the quantity and quality of Section 3 and other mandated employment that provides families with financial stability and prevents homelessness.
- Identify jobs with career pathways, created by the development boom, provide employment-tailored training to enable Mott Haven residents to move up the ladder of opportunity particularly in the construction and housing maintenance and operations industries and connect them to those jobs.
- Increase the overall safety of the neighborhood that comes from converting empty and blighted properties into productive, inviting spaces – that incorporates the Make Mott Haven...Safety place-based outcomes.

- Create or improve open space that brings the Mott Haven community together and facilitates the sharing of culture and the arts – that connects the economic development outcomes to the Make Mott Haven...Open Space place-making outcomes.
- Provide a wider variety of retail establishments, including a full-service supermarket that will provide fresh fruits and vegetables and other healthy food to the community, and will facilitate the achievement of Make Mott Haven's Health outcomes through economic development.
- Make the HUB a neighborhood center and a destination for meeting with friends and neighbors, shopping, learning, and using recreational facilities that connects the Health, Open Space and Economic Development strategies to enhance Mott Haven as a neighborhood of choice and a source of pride for its residents.

The Pilot – La Central

The La Central development with its very large, anticipated economic development impact, as described in detail in Make Mott Haven...Neighborhood Housing

Development, presents an example of how Make Mott Haven... Economic Development will leverage workforce opportunities and the development of commercial and community amenities for Mott Haven residents. After La Central goes through the urban land use review process, Make Mott Haven... will have the opportunity in 2015 to enter into MOUs with the developers to provide training, internship and employment opportunities for Mott Haven residents to comply with La Central's Section 3 and other mandated and contractual community hiring targets. It will also be an opening to recruit the developers, as current and prospective employers, to participate in the Collective Impact Network, to create a continued pipeline of work and opportunity for residents after the construction period. The Collective Impact Network will also serve to connect to other development projects these employers undertake in other communities. The goal is to be constantly matching the developers' employment needs with a ready and trained Mott Haven work force.

NYCHA Commercial and Community Facilities Development

The primary source of land, apart from

the HUB and within Mott Haven itself, for commercial and community facility development, is the property NYCHA owns, including parcels within or near Betances Houses and other land in the neighborhood. As part of Make Mott Haven...Housing, NYCHA proposes to develop three of these vacant properties as mixed-income housing and, as part of the Make Mott Haven...Economic Development, develop commercial and community facility space on the ground floors of each of these developments. NYCHA is exploring the feasibility of creating an NRTA site in one of these ground floors to make this highly successful training and placement model

much more accessible to Mott Haven residents. This is an example of how the combination of strategies, in this case Housing, Workforce and Economic Development, build on each other and reinforce each other to transform the community. Additionally, an Architecture Studio from the University of Michigan is evaluating the Make Mott Haven... catchment area – particularly the environs of Mott Haven, Patterson, and Mitchel Houses – to identify locations for new housing and community, retail and employment spaces. The Studio will develop design concepts for each of the spaces.



The HUB – 149th Street/Third Avenue Commercial Corridor and Business Improvement District

Economic development in Mott Haven is most concentrated in the continuing revitalization of the 149th Street/Third Avenue Commercial Corridor long known as the “HUB”. The HUB is served by two major subway stations. The 149th Street and Grand Concourse station, which

serves as the western border and the subway stop closest to the two anchor institutions, Hostos Community College and Lincoln Medical Center. The 149th Street and Third Avenue subway stop, served by the 2 and 5 lines, is in the heart of the HUB. Both, just a few short stops to Manhattan. On average, more than 200,000 pedestrians passed through the heart of the HUB, at 149th Street and Third Avenue, each day. The HUB is making

great strides in returning to a vibrant, bustling commercial corridor.

Triangle Plaza Hub

Bergen Avenue and 149th Street is the site for the Triangle Plaza Hub, a \$35 million project that will include a Fine Fare supermarket, a new, expanded campus for Metropolitan College, a Boston Market, and a variety of other restaurants and stores. The project, being



Triangle Plaza Hub

Credit: Triangle Plaza Equities

developed by Triangle Equities, is being built on two vacant pieces of land that were formerly an underutilized municipal parking lot. It is being developed in partnership with the New York City Economic Development Corporation, the Empire State Development Corp. and other partners.

The supermarket is coming to the HUB under the auspices of the City's Food Retail Expansion to Support Health (FRESH) program. Metropolitan College is a non-profit undergraduate and graduate program geared to adults, many of whom are employed full-time. The move to Triangle Plaza will convert the College's Bronx Extension Center into a full branch campus serving 350 students.

Triangle Plaza is expected to create over 150 construction jobs and roughly 200 permanent jobs, primarily for local residents. The project is being financed using loans, New Markets Tax Credits, private equity and philanthropic funds. The development will attain a minimum of LEED Silver Certification by incorporating green building and energy efficiency.

The project broke ground in September

2013 and is underway. SoBRO and all of the workforce development partners will be working to place Mott Haven residents in construction and permanent jobs created by Triangle Plaza Hub. The federal funding in the project comes with Section 3 employment requirements that the developers can meet by participating in the Collective Impact Network. Through the Collective Impact Network, SoBRO's employment placement programs, and NYCHA's REES, NRTA and Jobs Plus programs, Make Mott Haven... Economic Development will work to enter into MOUs with developers to ensure Mott Haven residents are hired for these positions.

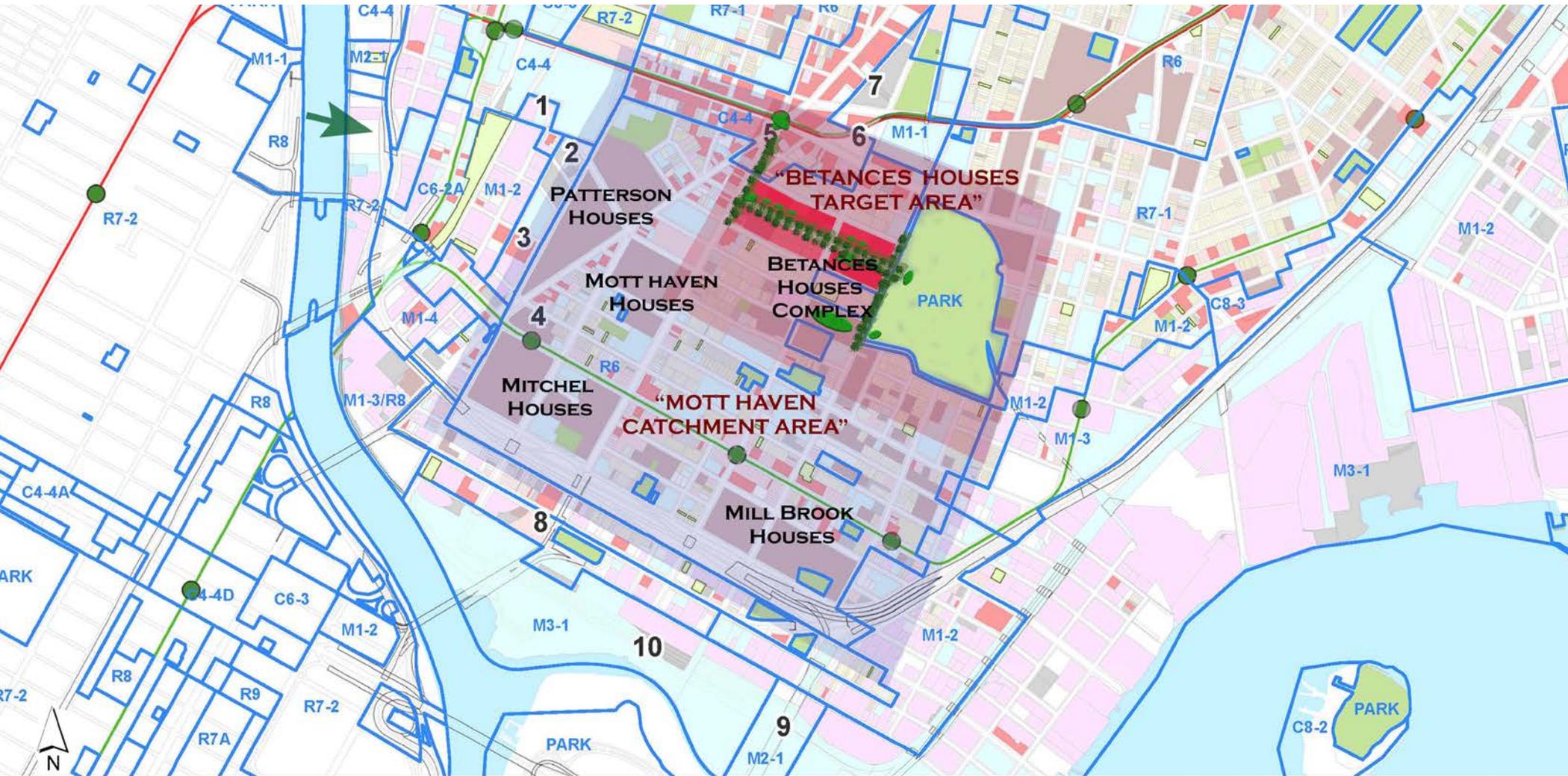
The full service FRESH supermarket, in addition to creating jobs, will be a great, new resource for Mott Haven to obtain fresh fruits and vegetables and other nutritious ingredients. This will help to improve diets and contribute to better health and discussed in more detail in the Health section of this Plan.

Roberto Clemente Plaza – The New Town Square

The new town square, Roberto Clemente Plaza, will serve as a community meeting place, an oasis of flowing water and

green amid the commercial bustle, and will create an island of tranquility for the more than 200,000 people per day who traverse the HUB. The plaza, situated where the 149th Street and Third Avenue commercial corridors meet, was first reconfigured in 2008 by the NYC Department of Transportation. It is where the Third Avenue-149th Street subway station and three major bus routes intersect.

As part of the New York City Plaza Program, the Department of Transportation now plans to invest \$12.7 million to expand the plaza space, reroute traffic and install bicycle lanes, enhance landscaping, and build a fountain and seating. These bicycle lanes will connect to the Randalls Island Connector bicycle lane, which is described in the Health and Open Space sections of the Transformation Plan. The plaza, based on a town square concept, will include outdoor seating, a fountain that also can be shut off and used as a stage, planters, a kiosk, and public art. SoBRO will maintain the plaza and program activities and events, which may include cultural events involving music and dance, holiday events, food or craft markets, and art installations and



Bronx MapPLUTO (Shoreline Clipped)

LandUse	MultiFamily Res Elevator	Community Facility
<Null>	Mixed Commercial Res	Park Open Space
One and Two Family Res	Commercial	Vacant
MultiFamily Res WalkUp	Industrial	Parking
	Transportation Utility	

- 1. New Charter School
- 2. 200 units of affordable Housing (HPD)
- 3. Food Store Expansion/Renovation (IDA)
- 4. Proposed Senior Housing Expansion 314 Units (HPD)
- 5. Roberto Clemente Plaza Reconstruction (DOT)
- 6. Triangle Plaza, 86,000 sq ft retail/office (EDC)
- 7. Proposed La Central 985 Units of Affordable Housing (HPD)
- 8. 80 Bruckner 85 units of Affordable Housing (HPD)
- 9. Randal's Island Connector (EDC)
- 10. Fresh Direct Relocation (EDC)

NEIGHBORHOOD CONTEXT - LINKAGES WITH OTHER AREA INVESTMENTS



Roberto Clemente Plaza Rendering

Credit: Garrison Architects

exhibits. Garrison Architects have created the design for the plaza in the following renderings.

Upgrading “The Hub” Commercial Corridor

SoBRO has several programs designed to attract businesses and economic opportunity to the area in and around Mott Haven with a focus on the HUB. The BID is working to develop signage guidelines to improve the commercial environment and bring some cohesiveness to the visual experience for pedestrians. SoBRO is seeking grant funding from the City’s Small Business Services to continue to organize merchants, enhance the quality and diversity of locally offered merchandise, and to attract national and other retailers and new businesses. SoBRO has also applied for a New York State Main Streets program grant to upgrade business facades and make improvements to the streetscape. SoBRO will leverage all of these efforts to cultivate a sense of place and create an attractive, welcoming destination for much untapped foot traffic. If secured, the grants will continue to fund initiatives that strengthen the local Business Improvement District and coordinate with the transformation of Roberto Clemente Plaza into the community’s town square. Make Mott Haven.... will work with SoBRO and Casita Maria to involve Mott Haven residents in the cultural and arts community-building activities being developed for Roberto Clemente Plaza.

All of this economic and place-based development is making the HUB into a shopping, culture and employment filled destination uniting Mott Haven, Melrose and the Lower Grand Concourse into an economically vibrant gateway to the South Bronx.

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OPEN SPACES, PARKS AND CULTURE

There is not enough open space in Mott Haven to accommodate the needs of the neighborhood. This is the opening statement of the comprehensive open space study conducted by Make Mott Haven’s partner, New Yorkers for Parks (NY4P).

“More youth activities that attract our youth: more sports, music and cultural opportunities”

NY4P used its Open Space Index, a technical tool that accounts for qualitative factors, to determine open space resources and equity in the Mott Haven neighborhood, compared to the rest of the City. While Mott Haven exceeds or approaches open space standards for most active open space features, the recreational facilities are often located in small parks. The average Mott Haven park (excluding St. Mary’s Park) measures only 1.3 acres. With over 46,000 residents in the neighborhood, there are more residents than can be adequately accommodated by existing active open space. The same is true for the amount of passive and total open space. The neighborhood’s many community gardens are small spaces that

in aggregate account for just 2.48 acres of land. The full report can be found in Appendix C.

Make Mott Haven... recognizes that opportunities for new space will come from reclaiming streetscapes, revitalizing underutilized space, and expanding access to resources. Throughout the plan, several sections identify and describe these opportunities, such as the following:

- Housing Plan: opening up 146th Street, revitalizing and beautifying vest pocket parks and formerly closed off NYCHA space.
- Economic Development: new passive open space at The HUB plaza at 149th Street and 3rd Avenue.
- Health: installing recreational equipment and activating physical activity programming at various parks and open space areas throughout the neighborhood.
- Safety: targeting 138th Street for open space improvements, programming



and beautification that seeks to deter crime.

Make Mott Haven... also sees the value in activating these revitalized and new spaces into cultural havens. The community, rich in history, will utilize these spaces to recognize and celebrate its past and future.

Outcomes

Make Mott Haven’s overall open space strategy is to create inviting and accessible spaces where the community can feel safe and actively participate. We strive to achieve the following outcomes:

- Create and maintain open spaces designed to maximize safety.
- Encourage active use of parks.

The metrics we will use to capture these outcomes include: # of new open spaces, # of park space opened or reconfigured for active use, # of additional street lighting, crime rate for parks, # and % of residents who report feeling somewhat or very safe in the parks.

Make Mott Haven... will achieve these outcomes with the successful

implementation of the priority interventions detailed below.

Open Space and Parks

As mentioned throughout the Plan, Open Space and Park revitalization is a key component of Housing, Economic Development, Health and Safety. Below provides a summary of the connections.

Housing

Betances North transformation will include significant streetscape and public space improvement, which include:

- Redesign of 146th Street to include trees lining the street and benches placed for resident leisure.
- Opening NYCHA rear yard, in between Betances Houses, as a play area for children.
- Reopening of closed block into a vest pocket park to include seating and tables.

Economic Development

- Roberto Clemente Plaza revitalization – creating a town square in the middle

of a high density urban area– will serve as a community meeting space with inviting seating, a fountain, bike lanes and green space.

Health

- Randalls Island Connector, greenway and bike lane from 149th Street to the waterfront and Randalls Island, which is a 330 acre recreational area that is currently inaccessible to Mott Haven residents
- Expansion of the South Bronx Cultural Trail, which is a walking trail that highlights Mott Haven’s many historical assets (detailed further below)
- Expansion of outdoor recreational activities, such as Shape Up NYC classes

Safety

- Targeting 138th Street for the Safe Spaces Initiative, which includes increasing functionality of the corridors open spaces by removing fences, adding seating, play spaces, and other opportunities for

“...how about making the people of the community the “key players” in the artwork?”

physical and recreational activity – all with the goal of providing natural surveillance and deterring crime.

On October 7th, 2014, NYC Mayor de Blasio, NYC Department of Parks and Recreation Commissioner, NYC Department of Environmental Protection Commissioner and several other partners launched the Community Parks Initiative – a multi-faceted program to invest in under-resourced public parks in neighborhoods with higher-than-average concentrations of poverty. Make Mott Haven... is pleased that Ranaqua Park in the catchment area is slated for resources in the first phase of the initiative. Make Mott Haven... will continue to work with Department of Parks and Recreation and deepen our partnership with the Department of Environmental Protection to bring additional resources and support to our Open Space strategy described above.

Culture

Residents throughout Mott Haven have said many times that they have a strong sense of pride in their community. Make Mott Haven... seeks to build on that to develop opportunities where residents can share common experiences and

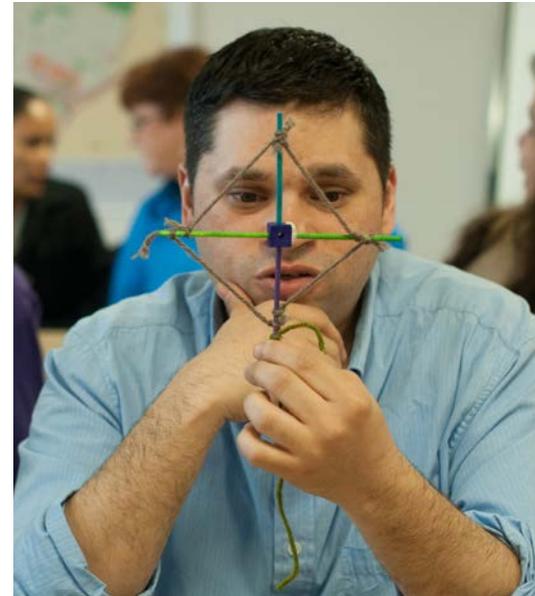
celebrate the community's assets. During the planning process, our cultural partner – Casita Maria – conducted outreach to residents to ascertain the types of cultural activities that they would like in the neighborhood. The responses ranged from the following:

- Celebrate success stories of NYCHA residents.
- Improve the image and perception of public housing.
- Bring back family movies and theaters.
- Celebrate the HUB, known as the "Broadway of the Bronx".
- Celebrate hip hop places and pioneers
- Programming that gives youth a voice and teaches skills.
- Celebrate parks and landmark districts.

Given this feedback, Make Mott Haven... has developed a set of cultural activities, with our partner Casita Maria, that culminates with the completion of the Make Mott Haven... planning process. First, Casita Maria is expanding its South Bronx Cultural Trail into Mott Haven. The South Bronx Cultural Trail is a major effort to protect the community's great culture heritage and use it as a motor for future

creative and economic development. Through community workshops, up to five markers in Mott Haven will be designated on the trail.

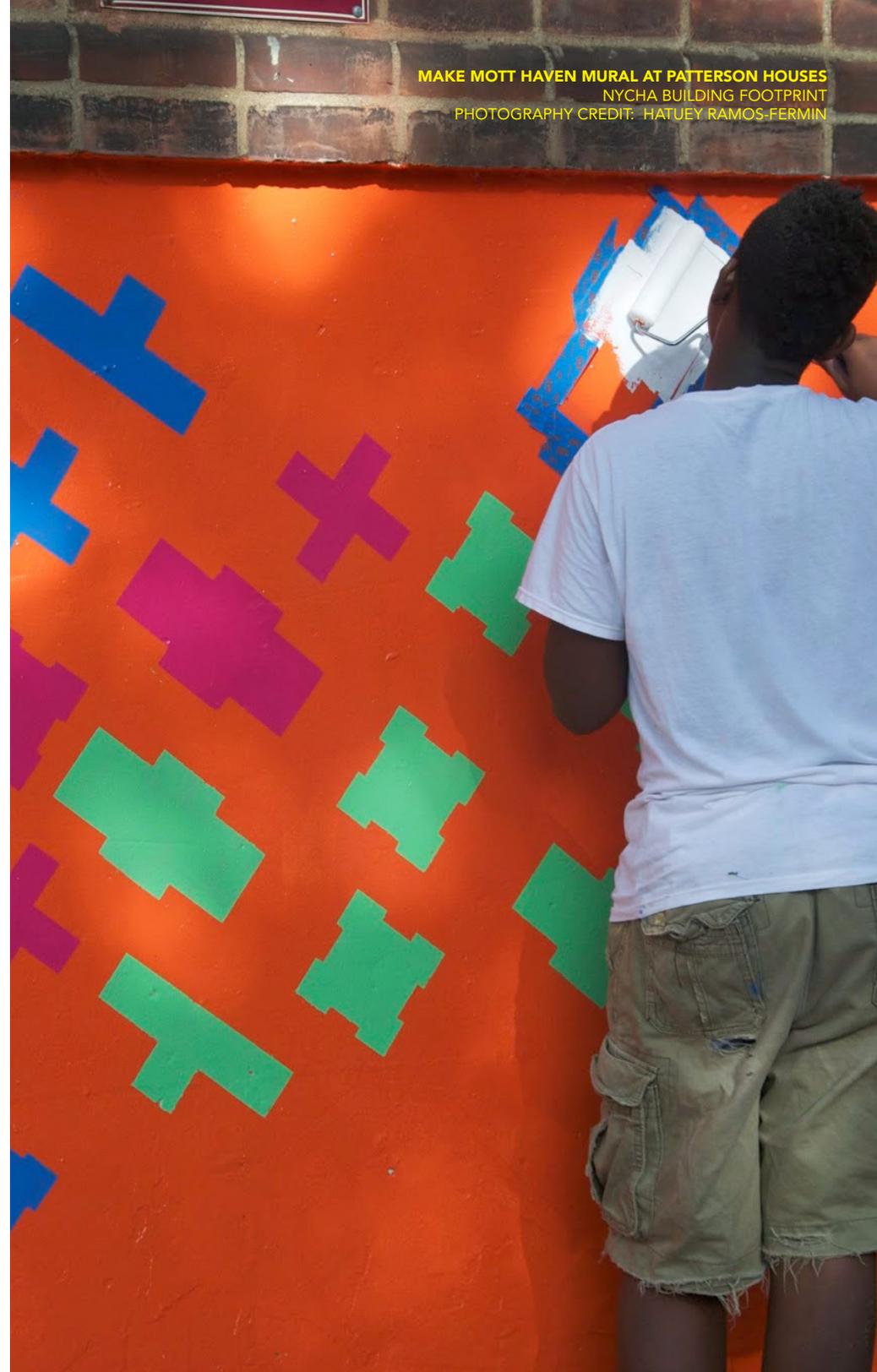
Second, Make Mott Haven... commissioned a mural, called Alphabet City Shapes, painted at Patterson Houses. Alphabet City Shapes Lab is an original, collaborative artwork developed by Elizabeth Hamby in conjunction with her project, Alphabet City. This project invites participants to consider the city itself as a drawing, and engages them to draw the patterns of everyday urban



experience. Alphabet City considers the forms and shapes of NYCHA building footprints as an alphabet that, put together, is a language of the physical space of the City.

Third, we are hosting a three-week writing and performance series that guide youth in the creation of original works and a means to express their own voice. The final pieces developed by these young artists will be showcased at the performance on October 17th, CINEMUSICA CITY!

Fourth and finally, Make Mott Haven... is supporting CINEMUSICA CITY!, a celebration of the cultural legacy of historic concert halls and movie theaters as well as a look into the future generation of talented Bronx youth. Select closed theaters and public sites, such as Teatro Puerto Rico, The Jackson Theater, Opera House, Willis Playhouse and Clark (or People's) Park handball courts will be used to project film clips of renowned musicians' past performances. Along with reanimating long-forgotten South Bronx sites with larger-than-life projections of vintage footage of pioneering Bronx artists, the festival culminates in a night at the movies with Latin Music and Hip Hop films and live performances by the emerging Bronx teen artists at the Betances Community Center. Events such as these bond the community together and support a culture of cohesion. Make Mott Haven... will continue to partner with Casita Maria, as well as additional local cultural organizations, to provide similar community-driven events over the next five years. We will also utilize these gatherings to share information and resources about Make Mott Haven... programming and services.





GOVERNANCE

GOVERNANCE AND IMPLEMENTATION

Overview of Organizational Structure, Communication, and Accountability

NYCHA, as implementation staff, coordinate and manage lead agencies and city partner(s) and manage contracts with service providers (as applicable). Lead agencies and city partners manage and coordinate service providers and their contracts (as applicable). Service providers are accountable to lead agencies, city partners (if applicable), and the Steering Committee. The Steering Committee is accountable to the residents' associations and other stakeholders in the catchment area. The Steering Committee will include the Resident Advisory Group and organizations such as LISC, United Way of New York City, New York Restoration Project, New Yorkers for Parks, FECS Health and Human Services, Hostos Community College, and Lincoln Hospital. The residents' associations are accountable to all of the NYCHA residents in the catchment area.

Implementation Group Roles and Responsibilities

The Make Mott Haven... Implementation

Group is responsible for the following:

- Fiscal management of the grant.
- Working closely with city agencies to provide access to city resources; to facilitate cooperation across city departments to promote the Make Mott Haven... revitalization effort; to coordinate public investments with Choice plans; and to make data available for reporting and evaluation.
- Ensuring all stakeholders understand the neighborhood change process.
- Working with stakeholders to develop a model that is self-sustaining i.e. fundraising.
- Managing effective communication system that results in stakeholders knowing how they can contribute to the planning and implementation process.
- Ensuring that stakeholders exhibit measureable ownership, buy-in, and investment in the revitalization effort.
- Managing effective structure(s) to hold stakeholders accountable for shared population-level outcomes and for

program-level outcomes.

- Other key responsibilities include: coordinating transparent communication between all partners/stakeholders; administering the grant; preparing plans; obtaining HUD approvals; facilitating resident and community engagement; coordinating lead agencies and key partners; ensuring implementation of people, housing, and neighborhood plans; promoting participation of disadvantaged businesses and workers; and collecting data for evaluation.

Resident Advisory Group (RAG) directly managed by CP&D, project managed by Implementation Group

- Set monthly meeting that includes all resident association presidents, the youth council, and the seniors' council.
- Meet monthly:
 - » to get an update on the planning and implementation effort;
 - » to provide technical assistance/training so that the RAG can make informed decisions with other key

partners about population and program level outcomes;

» to review outcomes for Make Mott Haven...;

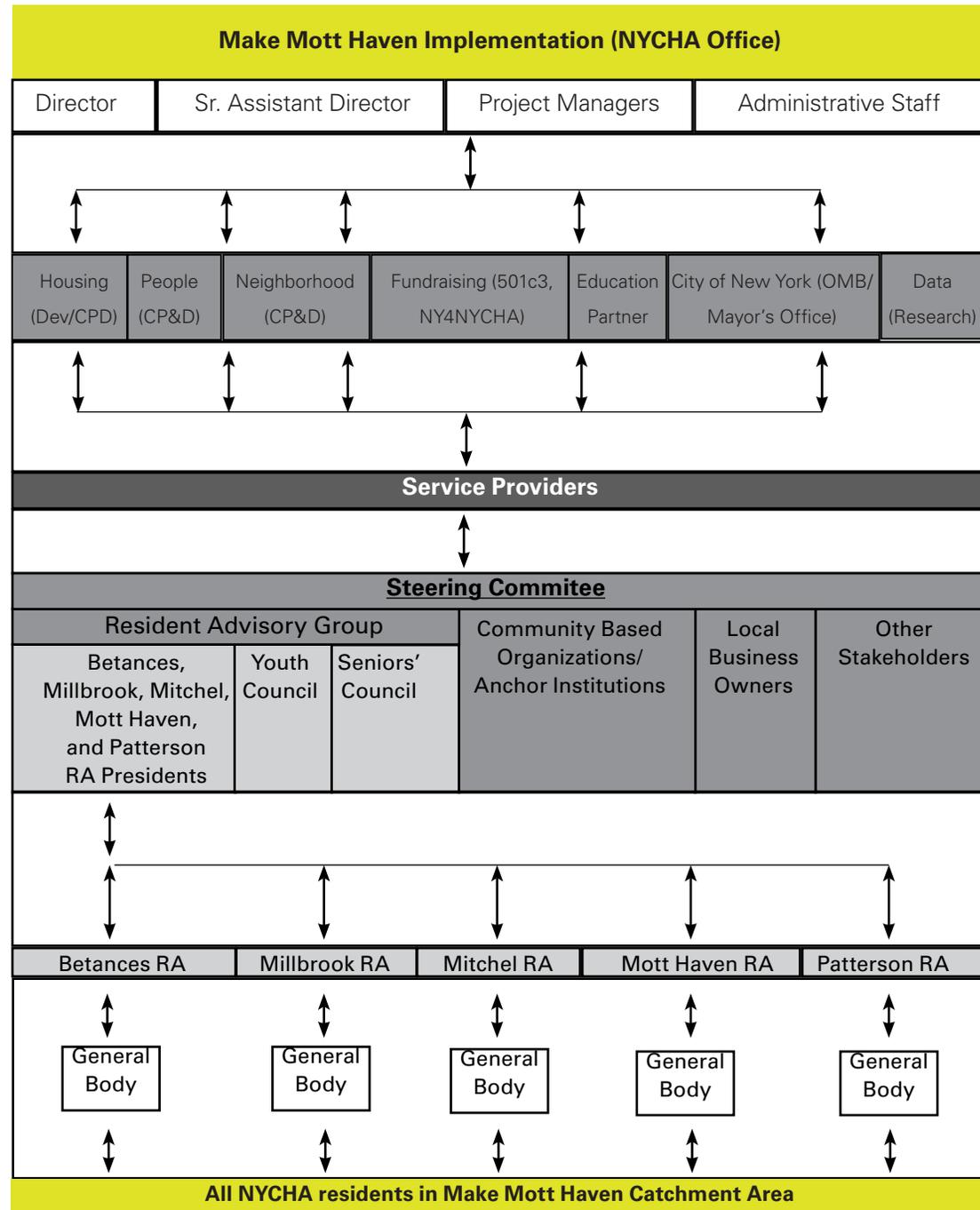
» to discuss the quality of program delivery by service providers;

» to discuss service providers' progress made towards program-level outcomes;

» to make decisions about three proposed levels of resident engagement (level 1: deep involvement, level 2: mid-level involvement, level 3: low touch activities);

» to ensure that the resident association boards and youth and senior councils are communicating well with residents about the revitalization effort; and

» to ensure that resident's needs, concerns, and praises are communicated directly to implementation entity staff.



7

APPENDIX

Files are attached

Appendix A: List of Partners

Appendix B: Housing Market Study

Appendix C: New Yorkers for Parks Open Space Study

Appendix D: Betances Household Survey Results

Appendix E: Community Visioning Report

Appendix F: NYCHA Existing Conditions Report

Appendix G: Sources

