



Avondale Choice Neighborhoods Implementation Grant
Cincinnati, Ohio

Final Report
2020

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Introduction

Avondale, northeast of downtown Cincinnati, is a neighborhood with distinct and cherished assets. It is part of Cincinnati's Uptown district, the region's second largest employment center. Uptown is the home of major institutions, from Cincinnati Children's Hospital and UC Health, to the University of Cincinnati, and to the famed Cincinnati Zoo. Avondale also possesses a location, historic architecture, numerous churches, strong neighborhood leadership, and a strong identity as a proud African American community.

These assets, leveraged by the CNI Transformation, are reversing the negative trends created by decades of disinvestment, punctuated by riots in 1967 and 1968, when Avondale became a symbol of Cincinnati's urban decline. The high concentration of absentee-owned, distressed, low-income housing and the attendant crime prevented revitalization, despite the nearby presence and expansion of prominent medical, educational, and cultural institutions. In 2010, the median income for Avondale was \$18,100 (compared to \$31,200 for the city). 46% of households in Avondale made less than \$15,000, nearly double the citywide rate of 26%. Housing disinvestment was evidenced by a 25% vacancy rate and a homeownership rate of only 25%. Population loss and physical deterioration contributed to further decline in the number and quality of neighborhood businesses. The last grocery store in Avondale closed in 2009.

The Target Housing consisted of five, scattered HUD-assisted multifamily buildings located along a three-quarter mile stretch of Reading Road, Avondale's main corridor. The 140 units in these buildings exhibited significant physical and social distress impacting the 455 original target residents, predominantly single mother led households with multiple young children. The Transformation Plan sought to redevelop these buildings into new high-quality, mixed-income developments with safe, stable housing as a platform for family success through the People strategy.

In 2012, TCB and community partners began the implementation of the Transformation Plan to enhance existing programs and add catalytic real estate intervention to alter perceptions of Avondale while energizing the stagnant and dysfunctional housing market. The Map in Exhibit B identifies the Transformation Plan investments in the neighborhood.

The \$29,500,000 grant leveraged an additional \$141 million of neighborhood, housing and people funds. 319 units of housing were created or redeveloped, including 140 replacement Target Housing units. The initial housing phases stabilized distressed HUD-assisted buildings through the redevelopment of 200 mixed income units. Avondale Town Center followed as the culmination and final phase of transformation, including 119 new apartment units and 76,000 square feet of neighborhood-serving commercial and retail space.

Successful Neighborhood Initiatives

The neighborhood strategy provided key investments in Avondale to restore hope in the community and confidence in the local real estate market. The plan focused on four outcomes: revitalize the business district, reconnect residents to resources and amenities, reset the housing market, and improve public safety and sense of community.

The Choice grant award was a key turning point. The Neighborhood strategy partners – Avondale Development Corporation, Avondale Community Council, and TCB – attracted \$64 million in neighborhood investment from the partners including the City of Cincinnati, Cincinnati Children’s Hospital and Medical Center, LISC of Greater Cincinnati and Northern Kentucky, Cincinnati Zoo, Powernet, Uptown Consortium, Low Income Investment Fund, Cincinnati Development Fund, Ohio Department of Transportation, JP Morgan Chase, and RBC Capital Markets.

Revitalize the Business District

The initial years of the Transformation Plan sought to capitalize on the \$110 million infrastructure investment by the State of Ohio and the City of Cincinnati in creating a major new interstate interchange at I-71 and Martin Luther King Drive, creating connectivity from and to Avondale and the Uptown neighborhoods with greater Cincinnati. The improved access to Uptown’s 53,000 jobs (the second largest employment hub in southwest Ohio, other than the Cincinnati Central Business District) unlocked the development potential of what is now known as the Innovation Corridor along Reading Road, at the southern end of Avondale. The placement of Housing and Neighborhood investments deliberately coaxes that new investment and development into the heart of the neighborhood while ensuring non-displacement and the creation of neighborhood-serving businesses. The first of these was a City and Ohio Department of Transportation investment of \$23 million to improve Reading Road into the heart of Avondale and its business district.

Avondale’s business district is now a hub of economic opportunity. The capstone project, the Avondale Town Center, transformed a struggling retail strip into a vibrant neighborhood center with 76,000 square feet of commercial and retail space below 119 mixed-income housing units. The Center has become an essential core of the neighborhood bringing new commercial and retail tenants including the neighborhood’s first laundromat, a Federally Qualified Health Center, and eventually a market with access to fresh, healthy food options. Located alongside these three anchor uses are retail spaces that fill a need in the community, many of which are owned and operated by Avondale-based and/or African American entrepreneurs. These businesses have and will continue to create jobs for Target Housing and neighborhood residents. Creative partnerships with local stakeholders, specifically the Avondale Coalition of Churches and the City of Cincinnati, afforded the project the ability to assemble ten acres of land at the core of the Avondale neighborhood to achieve the transformational impact desired by all partners, while also preserving the existing religious facility on site.

With a focus on enhanced mobility and healthy interiors, the newly constructed buildings at ATC achieved LEED-ND Gold and Silver certification. Features include:

- Targeted Construction Waste Management and Reduction/Diversion of 63% of Waste from landfill
- Low VOC Products focused on improved air quality (flooring, paint, adhesives)
- Locally sourced construction materials (aggregate and cement in building foundations, gypsum board)
- Landscaping provided draught tolerant plantings and limited use of conventional turf
- Water Saving plumbing fixtures in residential units and building common areas
- Energy Star rated appliances and exhaust systems in residential units
- Smoke-free building

TCB with the help of WEB Ventures, HGC Construction and their subcontractors, implemented an outreach plan and training program to increase the economic opportunities for Avondale residents, people of color and women. This resulted in the hiring of 11 Avondale residents to work on the construction of the Avondale Town Center, 25% of the construction costs being paid to minority owned businesses, and 10% being paid to women owned businesses. See Exhibit C for more detail.

Reconnect Residents to Resources and Amenities

Avondale is becoming a true-mixed income community. The neighborhood is now a beacon of hope where residents are more connected to resources that improve their quality of life. The Avondale Town Center has brought several amenities including a daycare center, laundromat, beauty care, and Federally Qualified Health Center, and is working towards a market with healthy food options. Not only does the Center bring amenities the neighborhood hasn't seen in decades, it provides an experience and gathering space for positive resident interaction.

The community has established sustainable civic structures to facilitate future development and investments that are responsive to the neighborhood needs. The Avondale Development Corporation has flourished and is the neighborhood's local housing developer and convener of neighborhood voices for civic engagement.

The Avondale Connection Community and Business Center, a former nursing home was transformed into a resource hub by the Avondale Community Council. This facility now houses the Avondale Development Corporation and TCB's Community Life offices where staff connects residents to resources like rent and utility support, early childhood education, education wrap-around support, workforce opportunities, mental health services, and community connections. This co-location is an advantage for the necessary collaboration between TCB and ADC.

To increase connectivity, civic engagement, educational and workforce resources, Choice funds were used to install the necessary hotspots to provide a continuous, three-quarter mile long corridor of free community Wi-Fi in the central business district. The coverage area has 100Mbps of bandwidth, enough for 250+ users to simultaneously use service, and can be scaled up and managed as needs change. TCB was able to leverage this partnership with Powernet to install free Wi-Fi in each of the 319 housing units.

Avondale has become a national model of health and housing. The framework created through Choice resident engagement, the partnership with Cincinnati Children's Hospital and the Cincinnati Health Department, and the development of the Avondale Town Center created a platform for Avondale Children Thrive. This initiative was funded by the BUILD Health Challenge, a national program that puts multi-sector community partnerships at the foundation of improving health for everyone. Matching funds of \$500,000 from Cincinnati Children's, combined with BUILD's \$250,000 two-year grant, extended the partnership's capacity to improve maternal and child health in Avondale. More details and results can be found in the resident success section on page 12.

In addition to Avondale Children Thrive, the Cincinnati Children's Hospital has a community benefits agreement that committed \$10 million of investment in the Avondale community over 5

years to improve child health and well-being and neighborhood health. The Hospital facilitates many community activities including STEM and career days.

Reset the Housing Market

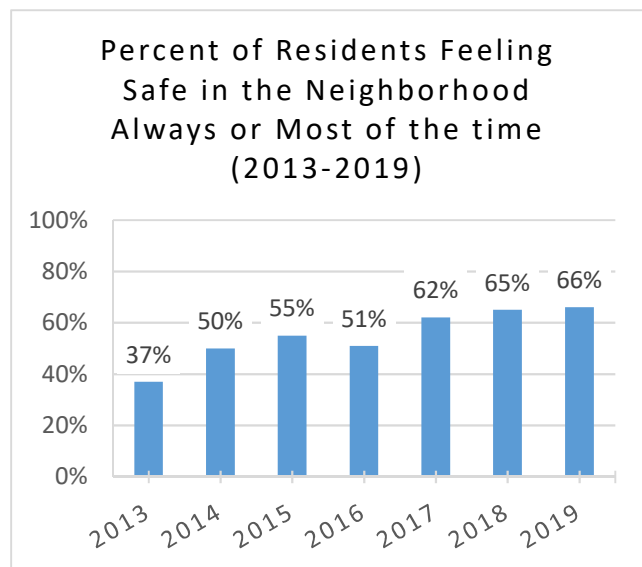
The accumulation of neighborhood investments has contributed to the positive change in the Avondale housing market through sequential, complementary investments. Through the Housing and Neighborhood strategies and related efforts, nine vacant, blighted buildings were demolished and cleared for new development or open space. Six vacant buildings were restored either as Target Housing or CCI investments, with a cumulative effect on that stretch of Reading Road. Those redeveloped properties, plus the creation of 119 modern, well-designed, sustainable multifamily apartments at the Avondale Town Center has fundamentally changed the local housing market for the better. Average home sale prices rose 58% since 2014, according to Zillow.com.

The neighborhood's transformation strengthened – and was strengthened by – the growth of a community development nonprofit, Avondale Development Corporation. ADC was created in 2011 through the LISC Place Matters initiative to help improve the quality of life for residents of Avondale. The Transformation Plan gave structure and support during the organization's early years, providing scope and support for network organizing, to ongoing resident and community engagement, to capacity building as a co-owner general partner in the housing development phases, to now self-executing housing development independently.

Neighborhood partner Uptown Consortium commissioned a study¹ of Avondale's housing market to guide future housing options and development in the neighborhood. The results aided the Consortium, homeowners, residents, planners and investors in maximizing future improvements, impact and outcomes. To increase the connection to Uptown, the residential blocks between Reading Road and the hospital were a focus area, Choice funds were used to acquire vacant blighted lots for future development, and the Avondale Development Corporation has plans for the development of 28 units of affordable homeownership.

Improve Public Safety and Sense of Community

There is a greater sense of community and an increased feeling of safety in Avondale. All the investment in and around the neighborhood in collaboration with the community contributed to this positive outcome. The percent of survey respondents giving Avondale an “excellent” or “good” rating has increased from 48% to 63% over the course of the grant period. The percent of residents feeling safe always or most of



¹ <http://www.uptowncincinnati.com/avondale-housing-market-intelligence-study>

the time has increased from 37% to 66% between 2013 and 2019.

Choice funds were used to create large murals celebrating Avondale Pride; enhance public landscape features like benches, plantings, and trees to improve appearance and safety; attractive and uniform business district signage to ensure strong visibility and commercial viability; and improved pathways to encourage pedestrian activity.

The improvements as part of the CCI plan were coupled with a Quality of Life plan led by the Avondale Development Corporation. The QOL plan links physical and program planning so that social programs and services are incorporated into the physical vitality of the neighborhood. Over 235 residents were engaged by the Greater Cincinnati Urban League, Avondale Community Council, Avondale Development Corporation, the City of Cincinnati, and LISC through their Place Matters initiative. The Plan was approved in January of 2020 by the Cincinnati City Council and focuses on four key themes: increasing safety, sharing success, connecting residents and building partners with institutions, and improving housing. This QOL Plan continues the engagement and commitment to the neighborhood that was advanced during the Transformation Plan period.

The Cincinnati Police Department implemented ShotSpotter, in conjunction with PIVOT (Placed-Based Investigations of Violent Offender Territory) in Avondale to identify shooting incidents and locations that are otherwise mostly unreported. “ShotSpotter, when used in conjunction with PIVOT, other strategies, and community engagement, helped reduce shootings in Avondale by approximately 50%.”²

Successful Housing Development

The Choice investment allowed TCB, as the Housing Implementation Entity, to develop and complete 319 units of mixed-income housing in the Avondale Community, helping to restore the viability of the neighborhood’s housing market. The development activities included:

- Replacement of 140 existing Project-Based Section 8 units across 5 FNMA distressed properties;
- Creation of 179 new units in the Avondale market
 - 104 affordable housing units; restricted up to 80% AMI
 - 75 market-rate units; restricted up to 120% AMI.

Across all housing phases TCB, WEB Ventures, and HGC Construction achieved the following economic outcomes through collaboration and extensive outreach. The total construction contract value was \$55.7M and of that:

- 34%, \$18.1 million was spent on Minority owned businesses
- 9%, \$4.9 million was spent on Women owned businesses
- 21%, \$11.5 million was spent on Section 3 businesses

Project by project detail can be found in Exhibit C: Opportunity Contracting Data

² Source: <https://www.cincinnati-oh.gov/police/news/city-leaders-cpd-announce-shotspotter-deployment-in-price-hill-neighborhoods/>

The new development focused on the key corridors outlined in the Transformation Plan, the Reading Road corridor and the Burnett corridors, balancing the overall community housing investment (which was complemented with the neighborhood-serving developments and initiatives).

The goals of the housing plan were to improve the quality of housing within the existing housing stock, as well as create new housing types within the market. The existing housing units were substantially renovated to address life-safety and functionally obsolescent building components. Specifically, the existing units were in historically significant buildings that required substantial asbestos and lead-based paint abatement as well as structure improvements. The preservation efforts required significant resident-focused collaboration to ensure the temporary relation during the construction activities was responsive to residents needs and met the goal of keeping residents in their home post-construction.

The completed units include new, central HVAC, healthy living spaces, and enhanced security features. All units meet a level of green certification, which raised the standard with each new development, from Enterprise Green Communities in the initial phases to LEED Silver and LEED Gold certification for the two new Avondale Town Center buildings.

The housing units are managed through a central location, created as part of the CCI plan, providing consistent and improved operations and maintenance relationships for tenants.

The Choice housing development activities have been complemented with other community-based housing efforts, catalyzing a functional housing market where for decades there had not been one. These new efforts included single-family infill housing development by Habitat for Humanity and Avondale Development Corporation and affordable housing development by not-profit and for-profit entities. Market-rate development in the Avondale neighborhood is starting to occur, specifically focused around the campuses for the Hospital systems located in the community.

The housing development leveraged over \$70 million of additional investment from Key Bank, Ohio Housing Finance Agency, National Affordable Housing Trust, US Bank, LISC, and JP Morgan Chase. The largest funding sources for the leveraged investment were:

- \$34.6 million of Equity through;
 - \$2.88 million of Low-Income Housing Tax Credits
 - \$4.89 million of Federal Historic Tax Credits
 - \$2.88 million of State Historic Tax Credits
- \$12.7 million of Round Two Neighborhood Stabilization Program (NSP2) Funds

Resident Success

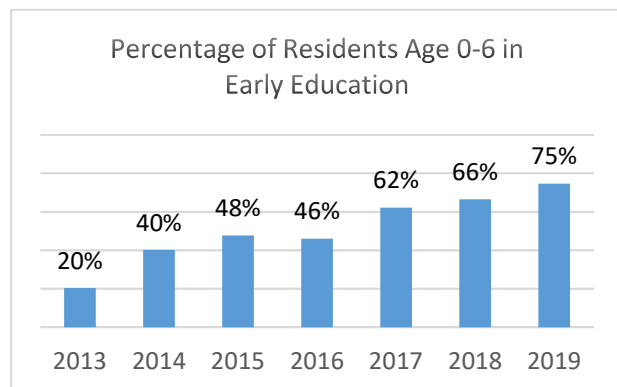
Throughout the grant period, significant gains were made in the lives of Avondale residents and the community. The Choice investment strengthened the leadership and collaboration among the partners to provide coordinated connections to opportunities and resources for the Choice residents. As a result, health improved, wages increased, perceptions of safety, connection to health insurance, and primary care providers improved, as well as educational outcomes. However, equally important are the significant gains in the resident leadership and increased

capacity of the community. The leadership development and overall capacity of the neighborhood are what will sustain the positive changes and growth in the community.

The leverage generated by the people partners totals: \$6,992,228. These investments supported financial self-sufficiency, training and employment, health and wellness, and public safety. The network of people partners includes Avondale Community Council, Urban League of Greater Southwestern Ohio, Cincinnati Public Schools, Gabriel's Place, Cincinnati Children's Hospital and Medical Center, Avondale Development Corporation (ADC), and the Center for Closing the Health Gap. ADC led the resident engagement and outreach, ensuring that the community voice was part of decision-making and that TCB collected and reviewed the annual resident data to ensure that Avondale Choice Neighborhood programs and services were provided and delivered in ways that best served the residents and the neighborhood.

The Avondale Choice initiative adopted core outcomes in the areas of Education, Economic Self Sufficiency, and Community and Resident Engagement.

Youth Development and Education

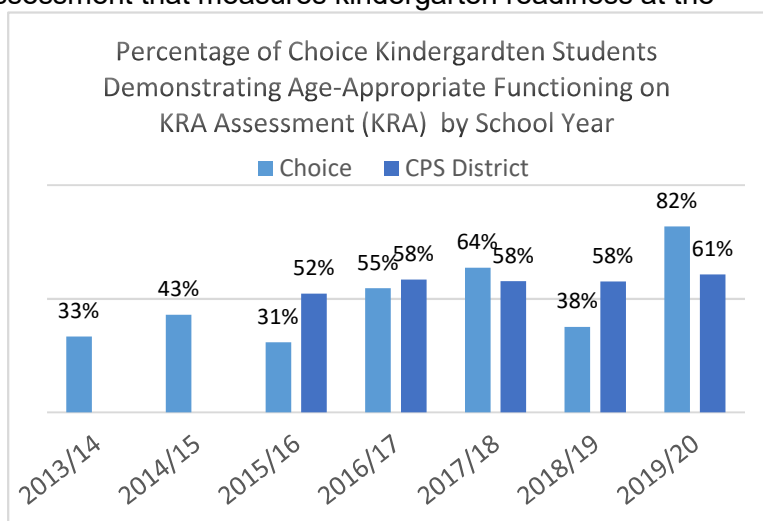


The progress in early education has been remarkable. The number of children 0-6 in early care and education increased from 20% to 75% in 6 years. In 2016, TCB shifted strategies and started direct communication and coordination between CPS early education navigator and TCB Community Life staff. This resulted in an increasing number of families reached and educated about the importance of early education. The network of early education programs expanded to offer options

to parents. As a result, there has been a steady increase since then.

Likewise, there has been an increase in the number of Choice kindergarteners who are proficient or above in the KRA-L state assessment that measures kindergarten readiness at the beginning of the school year for any student in Cincinnati Public Schools.

Between school year 2013/14 and school year 2019/20, there was an increase in the number of Choice children proficient or above in the KRA-L from 33% to 82%. In the 2015/16 school year, Choice kindergartens trailed the CPS district-wide percentage of kindergarteners meeting or exceeding KRA readiness by 21%, but by the 2019/20 school year Choice students are higher than the CPS average by 21%. This result demonstrates the value of housing



and education partnerships. In particular, the increasing participation in early education programs in a child's early years combined with access to early education with Preschool Promise makes a difference in preparing children for future academic success. Other than seeking out the support of Preschool Promise, TCB brought Imagination Library, an early literacy program sponsored by the Cincinnati Children's Hospital, to the residents. TCB is optimistic about the future of Choice children who are starting out ahead when compared with other kids in the district.

Some progress was made around increasing the number of children scoring proficient or above in state math and reading tests. Data shows a positive trend for math and a negative trend for students reading at or above grade level among Choice students between 2014-15 and 2015-16 on the Next Generation Assessment (NGA) -grades 3-8. However, trends should be interpreted cautiously given that in 2014-15, reading and math proficiency was measured using multiple state assessments (OAA, NGA, OGT). CPS changed testing tools multiple times before the 2016/17 school year and this should be kept in mind when comparing CPS testing data across the entire grant period. The math trend for 3rd grade Choice students was positive as the percent scoring proficient or above on the NGA increased from 25.0% in 2014-15 to 42% in 2018-19. The 3rd grade NGA –English/Language Arts scoring saw a significant increase from 29% in 2017-18 to 42% in 2018-19.

In 2018-19 there was a substantial increase in youth engagement. This can be attributed to the focus of the Education Navigator to connect resident youth to all the programs and activities offered by Cincinnati Public Schools. CPS school superintendent Laura Mitchell once stated publicly, if you get your students to school, we will make sure they are engaged. TCB's focus on addressing absenteeism created an environment for a deeper level of engagement with the school and their programming.

Economic Self Sufficiency

Overall, there has been an increase in household income since 2013. The average household income has increased from \$6,669 in 2013 to \$10,377 in 2019. In workforce development, the Choice team made modest gains which resonates with the rate of employment among other low-income individuals in the same census tract. The partners, Urban League of Greater Southwestern Ohio, TCB and others have coordinated their efforts over the years to address barriers to employment identified through meetings and needs assessments with residents. Thirty-three (33%) percent of residents have wage income up from 19% in 2014. There are still many barriers to employment; 38% of residents who did not work reported being unemployed because they are taking care of another person with a disability or taking care of home or family. Owning a car in a city with an unreliable transportation system is key to maintaining employment. In 2019, only 34% of Choice Avondale residents owned a car.

Community Engagement

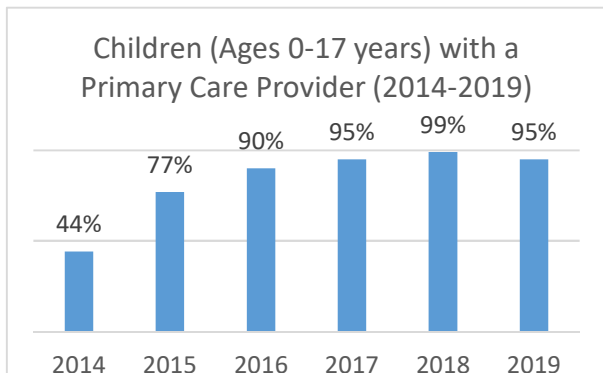
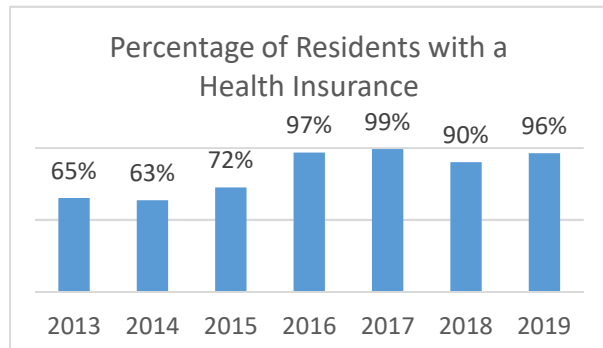
Community engagement is truly the crown jewel of the People strategy. Residents participated in the local community council, as well as, maintained leadership positions in several citywide civic committees and groups. Throughout the Transformation Plan period there was a consistent

resident leader roster of 8-10 residents. One of the most impactful community engagement experiences for the residents was their participation in the Avondale Quality of Life process. Quality of Life is a year-long resident-led planning process that creates a housing, neighborhood, and safety plan for the community that is presented to the city council, voted on, and adopted as official policy and guidelines for any individual or institution looking to develop or start a business in the community. Three Choice residents served on the leadership steering committee, and an additional five served on the resident council.

Health and Wellness

The percent of residents that reported having health insurance increased from 65% in 2013 to 96% of residents in 2019.

Likewise, TCB worked with partners and residents to understand the importance of not only having insurance but having primary care and utilizing primary care for routine healthcare. In 2014, 54% of residents reported having a primary care provider (PCP), and in 2019 88% of residents reported having primary care. When the data is split by children and adults, 95% of children ages 0-17 have a primary care provider and a significant number of those children utilize the School-Based Health Centers in the two elementary schools in the target neighborhood. While the percentage of residents having a PCP increased, the ER utilization rate decreased by 27% from 2015 to 2019.



Case Management

TCB's philosophical approach to resident engagement and case management is the family-centered coaching model. In Avondale a family-centered coaching model was used to create individual/family success plans so that families can identify their goals and next steps to achieve their dreams. TCB's Community Life (CL) team worked with partners to offer and coordinate on-going support to ensure families connected to the resources and opportunities they need to thrive. Resident experience, agency, and opportunity at the center of all that TCB does. Equally important is CL's use of an integrated model with property management in which the services that residents need to thrive are offered in a comprehensive and coordinated fashion.

A great example of this is, Nikita Anderson. Nikita is an Avondale resident in one of the Choice funded buildings and a mom of four. Nikita was employed as a Health Champion in a maternal and child health initiative called Avondale Children Thrive. Trained in best practices for safe infant sleep, breastfeeding, early education and client confidentiality, Nikita provided in-home

coaching to new and expectant mothers in Avondale with the aim to reduce infant mortality and improve the health of the neighborhood's youngest residents. Nikita has since left her position as a Health Champion and has joined a community engagement startup in Cincinnati named Cohear. Nikita has organized and led community conversations between residents and some of the most influential people and institutions in the city.

New Initiatives

Three new initiatives have succeeded as a result of the neighborhood and housing investments, and networks of partners developed as a result of the CNI Transformation Plan:

HEALTH AND HOUSING - Avondale Children Thrive

TCB partnered with other local institutions and Choice partners to form the Avondale Children Thrive Network. Avondale Children Thrive (ACT) is an innovative, a cross-sector collaboration between The Community Builders, Cincinnati Children's Hospital, City of Cincinnati Health Department, and local public schools to foster an environment where children of ages zero to six can thrive in the Avondale community of Cincinnati. This work was supported for 2 years by the BUILD Health Challenge® once this funding ended, TCB has been able to continue the Initiative with funding from Anthem and the Cincinnati Children's Hospital and Medical Center (CCHMC). In this initiative TCB uses housing as a platform to address the social determinants of health, in partnership with CCHMC, which serves the medical needs of children, and The Cincinnati Health Department (CHD), a national leader in public health, and policies, systems, and environmental change work.

Each of the partners has brought access to different resources. Specifically, TCB manages the Health Champions network and develops the strategy to build trust with resident families, while coordinating community-level interventions such as access to fresh produce and smoke-free housing. The Cincinnati Children's Hospital provides data management expertise that allows the collaborative to analyze changes and track improvements that can inform public health strategies. Finally, CHD has provided a platform to advocate for policy, systems, and environmental changes through the Creating Healthy Community Coalition. Engaging a public health entity, with resources and staff dedicated to affecting neighborhood-level change, has allowed the team to coach new and expectant mothers in healthy behaviors while creating a healthier neighborhood environment where entire families can thrive.

Using these different resources and skills, ACT's primary approach to creating healthier outcomes for young children and their families is the establishment of a housing-based network of Health Champions (HCs), who are neighborhood residents trained to work one-on-one with new mothers with young children. Health Champions are trusted and well-known community leaders who provide culturally responsive support to women and their families. While connecting new mothers to employment and healthcare resources, Health Champions coach them to make decisions that will improve their health and their children's health. Since each mother participating in the program has unique circumstances, the Health Champions use family-centered coaching to customize an approach based on the needs of her family. Health

Champions provide guidance and mentorship, as well as a trusted access point into the daunting world of healthcare.

In just two years, HCs have supported mothers of children ages 0-6 in adopting healthier behaviors and connecting to needed resources for their families. HCs have worked with 94 mothers with over 161 children, totaling over 2,300 hours of support provided. From January 2018 - March 2019, HCs have supported mothers in increasing safe sleep practices by 18% and increasing the number of children with a primary care doctor by 5%. During this period, ACT residents were 5 times more likely to access healthy foods. HCs have given away over 500 children's books, 50 diapers/month to each enrolled child, 15 safety equipment kits, newborn care kits, and gift cards for food, laundry, and public transportation based on need.

During the COVID-19 pandemic, HCs have been pivotal to continue supporting and connecting families with food delivery, diapers, telemedicine, and education about what is COVID-19 and how families can keep saving following CDC recommendations.

ECONOMIC SELF-SUFFICIENCY – Economic Mobility Fund

The ADC Economic Mobility Fund has provided cash assistance grants ranging from \$200 to \$2,000 to residents of TCB housing for emergency rent/utility payments, workforce development/education expenses, short term childcare needs, or other barriers to economic mobility as determined. The purpose of the fund is to facilitate resident empowerment and to build mutual trust. Grant awards are based on applications that are detailed, attainable, and thoughtful plans of action. Residents work with TCB's Community Life Service Coordinator to apply. The application for rent/utility assistance is a budget and written action plan that describes in detail how the resident plans to address the issues that impacted their inability to pay their bills. All have received 1:1 coaching with from the Community Development Director of First Financial Bank, as well as attended visioning sessions, and sessions addressing various socio-cultural relationships with money. Residents who are unbanked at the time of the EMF application, open a checking and/or savings account as a part of the process.

In the COVID-19 pandemic, the ADC EMF fund and other resources provided by Choice partners haven been pivotal to residents' economic survival during the pandemic. They have provided emergency funding to cover rent and utility for 52 residents.

MENTAL HEALTH INITIATIVE – Greater Cincinnati Behavioral Health Services

In Avondale, there are currently mental health providers in each of the Cincinnati Public Schools that can provide treatment for students. However, TCB identified a need to have behavioral health interventions and support for adult Choice residents on-site. Over the past year, Greater Cincinnati Behavioral Health Services has been providing onsite clinical case management services that include, Medicaid enrollment, intake for mental health services, substance abuse treatment as well as billable care coordination for clients that have insurance (96% of Choice Residents report having insurance). The part-time (20-24 hours) clinical case manager has been operating out of TCB's Avondale office and has embedded themselves in the TCB CL team to address mental health and substance abuse concerns in real-time, as well as follow-up with residents who may need additional mental health supports.

Having on-site behavioral health has removed barriers to clinical mental health care while providing confidentiality and trust amongst residents as the clinical case manager is not a TCB employee. The annual assessment shows that mental health concerns are one of the top barriers to housing stability, as it often impedes an individual's ability to acquire and maintain employment, as well as a healthy and clean home, hence the importance of this initiative. Since June 2019, the clinical case manager has seen 42 residents, of which 10 residents have engaged in a deeper level of care such as therapy and substance abuse counseling.

Beyond Choice: What's Next for Avondale

The CNI Transformation Plan seeded a community turnaround, new momentum, and investment. As the CNI grant period concludes, the sustainability period becomes part of Avondale's next chapter, guided by the Quality of Life Plan. That Plan characterizes Avondale now as "the City of Cincinnati's hottest neighborhood," including the Uptown Innovation Corridor, with "65 acres and 2 million square feet of redevelopment opportunity. When fully built-out, the Corridor will represent a total project investment of more than \$3 billion and create 7,000 jobs. It will also bring new residents to Avondale and new economic opportunities to current Avondale residents and businesses." According to the Cincinnati Business Courier Crane Watch (as of July 29, 2019), just under \$1.5 billion dollars of investment in projects currently under construction or proposed in Avondale.

The community vision and powerful partnerships in Avondale continue beyond the Transformation Plan period. TCB continues to collaborate with neighborhood groups, charitable foundations, elected officials, impact investors, corporate stakeholders, and anchor institutions to realize the outcomes of the Endowment and QOL Plans and define Avondale as Cincinnati's neighborhood of choice.

Exhibit A: Press and News

2019

Avondale was the #1 neighborhood for shooting incidents in 2015, with 52 shootings. Over the subsequent years, the number of incidents has decreased each year, both in absolute number and as a percent of overall city crime:

- 2015: 52 shootings (11% of citywide total), #1 overall neighborhood
- 2016: 37 shootings (9% of citywide total)
- 2017: 36 shootings (9% of citywide total)
- 2018: 18 shootings (5% of citywide total), down to #6 neighborhood

<https://insights.cincinnati-oh.gov/stories/s/Cincinnati-Initiative-to-Reduce-Violence-CIRV-/xw7t-5phj>

Coverage of Grocery Store

<https://www.wlwt.com/article/let-s-talk-cincy-eliminating-food-deserts-in-cincinnati/28009737>

<https://www.wcpo.com/news/transportation-development/move-up-cincinnati/could-this-unique-take-on-grocery-shopping-make-it-easier-for-avondale-residents-to-get-fresh-food>

<https://www.wvxu.org/post/market-forces-make-food-deserts-and-make-them-hard-change>

http://www.tcbinc.org/images/news-ideas/Food%20Insecurity%20Cincinnati_041819.pdf

On October 1, 2019 Avondale Town Center celebrated the construction completion with a Ribbon Cutting ceremony. The ceremony highlighted the public-private partnerships and years-long efforts to make the Avondale Town Center possible and included messages from the City of Cincinnati and HUD as well as commercial tenants and the office of Senator Rob Portman.

WLWT

<https://www.wlwt.com/article/avondale-welcomes-new-dollar100-million-avondale-town-center-project-with-ribbon-cutting/29323883>

WCPO

<https://youtu.be/s9Z4SShjN48>

TCB press release:

<http://www.tcbinc.org/news-ideas.html>

WXVU:

<http://www.tinyurl.com/y5uoprou>

Let's Go Cincy:

<https://www.letsgocincy.com/avondale-town-center/?fbclid=IwAR2KkSbvUDx7jM29impe5FtZU9EFMnstMNMiAPtAS5Thx5WsK0QtPuJWeg0>

Avondale Town Center Residential Lease Up:

<https://www.wlwt.com/article/new-avondale-residential-development-to-open-to-public-sunday/27507961>

2018

A collaboration between TCB and nonprofit ArtWorks Cincinnati resulted in three new Avondale Pride public art murals installed at the new Avondale Town Center. The murals were designed by a professional artist who lives in the community and created and installed by youth apprentices recruited from the neighborhood.

<https://www.wcpo.com/news/local-news/hamilton-county/cincinnati/avondale/artworks-celebrates-avondale-s-spirit-leadership-with-new-summer-murals>

The construction progress on Avondale Town Center was highlighted in a recent news article by the local Channel 9 New station.

<https://www.wcpo.com/news/local-news/hamilton-county/cincinnati/avondale/avondale-town-center-construction-passes-halfway-mark>

On 12/28/2018, PBS NewsHour reported on some of TCB's work in the Avondale neighborhood around infant mortality. See the link for the full story.

<https://www.pbs.org/newshour/show/reducing-infant-mortality-starts-with-listening-to-women-in-this-city>

2017

News coverage of the project groundbreaking, featuring the Mayor, the President of UC Health, and community leaders:

<https://www.wcpo.com/news/local-news/hamilton-county/cincinnati/avondale/avondale-breaks-ground-on-revitalized-town-center-on-reading-road>

A WCPO news feature on a construction apprenticeship program TCB is helping to program and implement to identify and train neighborhood residents to work on Avondale Center and other area construction jobs:

<https://avondalecentercincy.com/2017/12/08/connecting-avondale-residents-with-construction-jobs/>

Health and Housing

<https://shelterforce.org/2017/05/25/a-new-responsibility-for-childrens-hospitals-the-health-of-neighborhoods/>

Avondale Center project blog: <http://www.avondalecentercincy.com>

Crime update:

<https://www.wcpo.com/news/crime/shootings-down-nearly-50-percent-in-cincinnati-this-year-police-say>

“Cincinnati’s Avondale community is undergoing urban revitalization, marked by the \$50M redevelopment of historic apartment buildings along its main commercial corridor. In this interview, glaserworks Principal Jeff Raser and Jeff Beam of The Community Builders (TCB) discuss how they worked together to overcome challenges and deliver a successful project...”

<http://glaserworks.com/blog/how-glaserworks-tcb-are-transforming-avondale/>

2016

Coverage of the Avondale I “Open House” to celebrate the completion of Choice buildings: “Developer Reaches Avondale Choice Milestones”, Cincinnati Enquirer

<http://www.cincinnati.com/story/news/2016/08/07/developer-reaches-avondale-choice-milestones/87926592/>

Cincinnati Enquirer: Avondale will finally get its grocery store

<http://www.cincinnati.com/story/money/business/2016/01/13/avondale-finally-get-its-grocery-store/78521550/>

Cincinnati Enquirer: Some Avondale residents, businesses to get free Wi-Fi

<http://www.cincinnati.com/story/news/2016/04/04/some-avondale-residents-businesses-get-free-wi-fi/82617892/>

TCB corporate website, “Ideas” blog: Creating Connections to Digital Opportunity

<http://tcbinc.org/newsandideas/press/item/5023-creating-connections-to-digital-opportunity.html>

Significant media coverage of the City’s commitment to the Avondale Town Center redevelopment – made publicly at a press conference on the site of the existing Town Center - where the Mayor made the centerpiece of the 2016 City budget:

<http://www.wlwt.com/news/mayor-to-talk-about-more-investments-in-neighborhood-projects/39695836>

<http://local12.com/news/local/redevelopment-plans-for-avondale-town-center-include-a-grocery-store>

<http://www.bizjournals.com/cincinnati/news/2016/05/24/avondale-town-center-will-get-this-grocery-store.html>

<http://www.wlwt.com/news/several-cincinnati-neighborhoods-to-get-multimilliondollar-facelifts/39702090>

Local blog post by TCB featuring HUD Choice office site visit to Avondale:

<https://strengthencincinnati.com/2016/05/16/hud-visits-avondale/>

There was good coverage of both the Community Wi-Fi projects for Choice and the Zoo, as well as the Children’s/Avondale Community Partnership and investment.

<http://choosercincy.com/News-Reports/News/Free-Wi-Fi-comes-to-Avondale.aspx>

<http://tcbinc.org/newsandideas/press/item/5023-creating-connections-to-digital-opportunity.html>

<https://strengthencincinnati.com/2016/04/04/acdc-the-community-builders-powernet-begin-work-to-provide-free-community-wi-fi/>

2015

Investigative reporting and essay on the strong legacy of community policing reforms in Cincinnati, highlighting District 4. Captain Maris Herold is the Dist. 4 Commander and a member of the Avondale Choice Steering Committee:

<http://www.theatlantic.com/politics/archive/2015/05/cincinnati-police-reform/393797/>

The partners and progress of Avondale overlap in many different aspects of the neighborhood. A number of efforts focused on neighborhood initiatives, from Choice developments to housing enforcement to new construction homeownership development to major infrastructure improvements are all part of an integrated plan to revitalize Avondale. This article is a good rundown.

9 Reasons to watch Avondale (WCPO): <http://www.wcpo.com/news/insider/changemakers-9-reasons-to-watch-avondale-in-2016>

Local media coverage of the upcoming development phases:

<http://www.urbancincy.com/2015/04/40m-avondale-town-center-redevelopment-could-change-fate-of-citys-7th-biggest-neighborhood/>

Avondale I & II: 50 Million Plan Can't Come Fast Enough (WCPO):

<http://www.wcpo.com/news/insider/problem-properties-a-50-million-plan-only-a-partial-remedy-for-this-19-building-cluster>

Avondale III: The development has received a great deal of press in recent months.

Avondale finally gets its grocery store (Cincinnati Enquirer):

<http://www.cincinnati.com/story/money/business/2016/01/13/avondale-finally-get-its-grocery-store/78521550/>

Plans for \$40M Avondale development announced (WLWT): <http://www.wlwt.com/news/plans-for-40-million-avondale-development-announced/37443556>

Avondale development could improve life (Univ of Cincinnati News Record):

http://www.newsrecord.org/news/avondale-development-could-improve-life/article_7d905b32-bfef-11e5-b6a2-cfa7c80a0ef9.html

2014

Newly released Avondale Choice website and Data Dashboard:

<http://avondalechoicedata.com>

Avondale Press coverage (WCPO) of effort to develop new grocery store as part of Avondale Choice:

<http://www.wcpo.com/news/political/local-politics/20-million-plan-would-combat-avondales-food-desert>

Press coverage (Cincinnati Enquirer) of five projects that have potential to "jumpstart" Avondale, including the proposed Critical Community Investments in a grocery store and the revitalization of Lincoln Park:

<http://www.cincinnati.com/story/news/2014/11/30/avondale-makeover-top/19633763/>

Exhibit B: Map of Transformation Plan Investments



Exhibit C: Opportunity Contracting Data

	Total Construction	MBE		WBE		SBE		Section 3	
		\$	%	\$	%	\$	%	\$	%
Goals			30%		10%		n/a		10%
Avondale I	9,615,163	4,401,647	46%	839,946	9%	3,543,871	37%	3,209,206	33%
Avondale II	15,431,188	6,331,232	41%	916,912	6%	5,127,056	33%	4,693,823	30%
Avondale Town Center	30,722,262	8,098,596	26%	3,132,409	10%	6,606,313	22%	3,606,580	12%
Total	55,768,613	18,831,475	34%	4,889,267	9%	15,277,240	27%	11,509,609	21%