

**Narrative Exhibit A Summary Information**

**The Housing Authority of the City of Orlando, Florida**

**Ex A Summary Info**

## **Exhibit A: SUMMARY INFORMATION**

### **A.1 Executive Summary**

A grant award for \$22 million in HOPE VI funding will transform the obsolete 210-unit Lake Mann Homes public housing project. Three hundred six (306) new, mixed income, mixed tenure, Energy Star-enhanced units anchor the HOPE VI transformation, a net increase of 96 affordable housing units. All land is owned and properly zoned for multi-family and single-family residential development. Total dwelling structure hard cost budget is \$21.4 million. The HOPE VI dollars budgeted for dwelling structure hard costs are \$8.1 million, which will leverage \$13.3 million of committed funding. The resulting leverage ratio exceeds 1.64 to 1. Two Hundred and Four relocation vouchers are being requested. The build-out is envisioned over a single, coordinated phase. Infrastructure and construction can begin quickly, as the Program Schedule highlights. Quick demolition of existing buildings opens the 26+ buildable acres on site for the bond-financed, four-story, 60-unit senior building and 75 two-story townhomes and walkups housing 165 family rental units. All units will have wireless internet connectivity.

A strong development team is in place, led by Norstar Development USA, LP, an experienced developer of affordable housing, including multiple HOPE VI developments, and complemented by architects, Torti Gallas and Associates, who have designed numerous HOPE VI sites. There is excellent capacity in CSS, Section 3, and property management by the Orlando Housing Authority and its partners. Norstar's affiliate, Norstar Accolade Property Management, has considerable experience successfully managing mixed-income developments. Constructed in 1951, the Lake Mann Homes units are small, poorly-configured, and provide no handicapped accessibility by recognized residential standards. Many building components are substandard; inadequate stormwater drainage on this nearly flat site fronting Lake Mann leads to

frequent, severe ponding of water following rainstorms. Exposed electrical conduit runs along the walls of every room in every home. Severe mold is prevalent on doors and around windows and floors, and in kitchens and baths. Cooling systems are inadequate for the harsh Florida summer, and previous attempts to retrofit units were not effective to address the problem.

As testimony to the overwhelming need for low-income housing, notwithstanding the serious deficiencies at Lake Mann Homes, over ninety-seven percent of the on-line units are occupied (202 of 207). Still, many families reject this site in favor of other public housing due to its historic crime problems, poor site layout and drainage, quality of the units, and lack of defensible space. Currently, Lake Mann Homes is not a destination or gateway to opportunity, but a residence of last resort.

Investment is blunted in the immediate neighborhood. OHA proposes to jumpstart investment by creating an attractive, vibrant, mixed-income, mixed-tenure community of energy efficient new units in one coordinated phase, incorporating new urbanism principles. Building strings of primarily two and three units will utilize varying architectural styles ranging from Craftsman to Mediterranean and Coastal, all of which will front the streets. These styles were selected based on the vernacular architecture of Orlando. The four-story senior building will be sympathetic in style to the multi-family and single-family units.

New streets and street patterns, along with the introduction of an innovative storm water management system to eradicate the problem of flooding and ponding, will provide better ingress and egress to both the on-site footprint units and the new off-site homeownership units. A new entrance way into the development creates a true "destination address", with new curbs and sidewalks and totally redesigned parking to ensure accessibility and visitability. A central park

with smaller parks and tot lots scattered throughout the site will complement the larger Gilbert McQueen City Park and Lake Mann.

A new 5,100 square foot Community Center for the entire development, with programs and services for both seniors and families, is planned as an anchor to the redeveloped site's entrance with the four-story, 60-unit senior building (30 ACC units and 30 LIHTC units) serving as the complementary anchor. Both structures will be located along Goldwyn Avenue where commercial uses are evident. Twenty single-family homes will front the Washington Shores single-family neighborhood to the south as well as Lake Mann to the east, with 165 multi-family units (82 ACC units and 83 LIHTC units) filling the internal space up to the southern boundary of Lake Mann Estates neighborhood to the north of the site.

An integral part of the redeveloped Lake Mann Homes site will be the introduction of 20 homeownership units. Construction of these 15 market-rate and 5 affordable, Energy Star homes will be financed by a loan from JP Morgan Chase Bank with permanent financing provided by Bank of America in conjunction with a soft second mortgage HOPE VI subsidy. OHA has an effective Homeownership Counseling program in place at Hampton Park and has successfully brought 21 former public housing residents into homeownership. This same counseling program will be available to residents of Lake Mann Homes and other public housing residents and Section 8 families wishing to purchase one of the affordable homeownership units at Lake Mann Homes. The 15 market-rate homeownership units, which will be indistinguishable from the 5 affordable homeownership units, will be available to families without income restriction; however, purchasers will have to qualify for a first mortgage sufficient to enable them to purchase the home without HOPE VI subsidy.

In order to offset the loss of ACC units not intended to be replaced on site, OHA has entered into an agreement to purchase a site located three miles to the northwest of Lake Mann Homes. Acquisition of this 56-unit development known as Casa Vida will enable OHA to replace ACC units demolished but not rebuilt at Lake Mann Homes, bringing the total of replacement ACC units to 178. In addition, the Lake Mann Homes program incorporates 20 affordable homeownership units to be constructed off-site at OHA's nearby Carver Park development, located just 1.2 miles from Lake Mann Homes. As with the 5 on-site affordable homeownership units, these 20 new homes will be available to public housing and Section 8 tenants who have successfully completed OHA's Homeownership Counseling program. Construction will be financed by a \$2,750,000 loan from JP Morgan Chase Bank and permanent financing for the home purchasers provided by Bank of America. HOPE VI funds will be used to close any gap between the amount of mortgage loan the purchaser can afford to make monthly payments on and the price of the home, up to a maximum amount of \$30,000 per home.

Total project budget is \$53.2 million. Firm leveraged financial commitments include: \$20 million in tax-exempt, multifamily private-activity bonds to be issued by the Orange County Housing Finance Authority and financed through RBC Capital Markets of which \$7,700,600 will be permanent financing, an automatic 4% tax credit allocation generating \$10.9 million in equity from RBC Tax Credit Equity Group; a \$2 million acquisition loan is being secured by Norstar for the purchase of the 56-unit Casa Vida rental development; and firm and irrevocable financing commitments from JPMorgan Chase Bank for construction of all 40 homeownership units (on-site and off-site), aggregating \$5.5 million.

Section 3 commitments are in place for the creation of dozens of job and economic opportunities for residents and start-up and developing businesses. A target-industry training

program in the fields of medical and health research industry and digital media industry, two areas of the labor market experiencing growth which is expected to be sustained, is in place through partnerships with Job Partnership, Workforce of Central Florida, and Goodwill Industries. Also provided by these partners are job search and supported work services. Orlando Vo-Tech is an existing partner of OHA that will extend its apprenticeship program to residents of the Lake Mann Homes, including those at Casa Vida and Carver Park.

CSS commitments total approximately \$565,000 in real and in-kind services which would not be made available "but for" the HOPE VI. OHA's comprehensive self-sufficiency oriented CSS plan is fully developed and anticipates ongoing partnership-building and fundraising. With the initial contributed funds from its new partnerships, together with its existing partnerships, programs and staff, OHA will be able to kick off these special services for Lake Mann Homes.

## **A.2 Physical Plan**

The physical plan for the revitalization of Lake Mann Homes calls for the demolition of 210 existing public housing units (3 of which are currently used as non-dwelling units) and associated Management and Maintenance Building, and the on-site, new construction of 112 public housing replacement rental housing units, on-site new construction project based, affordable housing of 113 units, and on-site new construction homeownership housing of 20 units as part of the HOPE VI revitalization activity. New infrastructure, including roads, alleys and utilities go hand in hand with the new housing as part of the proposed plan. New community gardens, a linear park, including bio-swales, rain gardens, and integrated, innovative storm water management best practices, including a neighborhood scale park, tot lots, and a new Community Center of approximately 5,100 square feet are also key components of the physical plan for

revitalization. It includes: community meeting space; replacement daycare, Kids Cafe (neighborhood serving, childhood nutrition and meals service) and on-site management and maintenance facilities; Community Supportive Services and Early Childhood Education Facilities. A Senior-dedicated apartment building of 60 units includes resident meeting space and service space for the building residents. Pocket parks and stronger linkages to – and enhancements of – the city parkland at the shore of Lake Mann (McQueen Park and Orlando Housing Authority Land leased by the City of Orlando) are other key features that knit the plan together and strengthen an underutilized and currently isolated community asset. No rehabilitation or off-site new development is proposed.

Replacement housing, and all new construction, will employ initiatives recommended by the Partnership for Advancing Technology in Housing (PATH). Advanced technology in materials, methods of construction, plumbing, mechanical equipment and appliances will be employed to improve quality, durability, environmental performance, energy efficiency and affordability. Examples include the application of Model Energy Code requirements, the use of Energy Star appliances, and Energy Star whole-house commissioning.

Twenty (20) units for homeownership have been proposed in accordance with the recommendations of a market study developed as part of the HOPE VI application process. The proposed project-based, on-site new construction affordable rental housing will be financed with Low Income Housing Tax Credits (LIHTC). The new construction Community Center, located at the gateway to the project on Goldwyn Avenue, will house facilities for Community Supportive Services as well as the replacement facilities for an existing City of Orlando Police Department substation. Ongoing and new CSS activities will be provided, including Early Childhood Education programs, job training and credit counseling.

The underlying zoning at Lake Mann Homes supports the proposed land uses in the revitalization plan, and a Planned Development City of Orlando plan entitlement process is underway to address bulk regulations and land subdivision.

### **A.3 Hazard Reduction**

The presence of asbestos containing materials (ACM's) and encapsulated lead paint has been identified at Lake Mann Homes. The demolition and disposition application process for existing public housing units and non-dwelling units at Lake Mann Homes will further investigate and address the presence of hazardous materials through a Phase I Environmental Assessment and plan for and deal with abatement as necessary.

### **A.4 Demolition**

The demolition of 210 existing public housing units, the management/maintenance facility, day care and a police substation at Lake Mann Homes, is proposed. The area of demolition will be used for new construction family and senior housing, a Community Center, maintenance and Community Supportive Services facilities, and parks, gardens and infrastructure to support the new plan. The appropriate HUD demolition and disposition application processes and procedures will be followed prior to commencing any demolition.

The scope of the demolition will entail any required abatement and demolition of buildings. The selected contractor shall demolish and dispose of the concrete block structures, and surface improvements including driveways and sidewalks on any additional slabs. OHA in conjunction with the selected contractor will determine utility information for each parcel, prepare maps for haul routes for debris removal that comply with applicable regulations.

The contract for demolition will include recyclable material separation and removal, debris removal, haulage, and recycling or disposal dust control; daily site maintenance of any

property on public way, including streets, alleys, sidewalks, etc; raking clean all dirt surfaces; sweeping all improved surfaces; and fencing off demolition area for safety purposes. The contractor will obtain all permits necessary for demolition, cleanup, utility line capping, hauling away, and other related tasks.

The demolition program will incorporate sustainable practices for the dismantling of Lake Mann Homes, including PATH recommendations for deconstruction. The deconstruction activities will include the recycling of demolition debris, and the reuse of salvage materials in new construction. Examples of these activities include the reuse of asphalt paving, concrete masonry blocks, and ceramic tiles as appropriate for construction debris as bedding in new utility trenches and roadways, as well as the reuse of recently installed air conditioning condenser units at Lake Mann Homes.

#### **A.5 Disposition**

The disposition of land for 20 market rate homeownership units is proposed as part of the master plan. The land for these homes will be disposed from the Orlando Housing Authority to the individual home-owners. Proper HUD disposition applications and procedures will be followed. New street rights-of-way will also potentially be dedicated to the City of Orlando, and require further disposition, under the same procedural guidelines.

#### **A.6 Site Improvements**

The extensive proposed site improvements to a revitalized Lake Mann Homes address site deficiencies such as a disconnected street pattern that isolates the community; obsolete existing utilities infrastructure; ganged parking that is remote from individual dwelling units and creates safety and security hazards; inappropriately scaled (and therefore indefensible) yards, playfields and inner block courts; inadequate lighting at public spaces; and anonymous

landscaping that reinforces the indefensible characteristics of the open spaces. Site improvements designed to remedy these deficiencies include:

- The provision of **New Streets** that reconnect the neighborhood to the surrounding community, facilitate improved and controlled vehicular traffic flows, provide on-street parking for visitors that also serves as a buffer between vehicles and pedestrians, include public sidewalks as a link to pedestrian circulation networks, and form a framework for street trees (to temper the neighborhood's micro-climate) and street lighting (to foster safety and security through streets and public spaces that are well-lit at night).
- The establishment of a **New Utility Infrastructure** to service the new replacement housing, including domestic water service, storm water and sewer systems, electric, gas and telecommunications and broadband internet services. These services will link in to the existing city networks where the existing capacity exists, further connecting the revitalization to its surroundings.
- The reservation of **Parking Pads** for each individual unit located adjacent to the back yards of that unit and provided in quantities appropriate to the bedroom size of the unit, as well as on-street parking to handle additional demand from residents or their visitors.
- The reallocation of **Park Land for Recreation** into several smaller scale, more defensible parks, pocket park, a new linear park along a new boulevard and tot-lots distributed in a network throughout the revitalization area, providing places for a variety of recreation activities for residents of a wide range of ages and physical abilities. These include playfields, playgrounds and defensible open areas for passive recreation. The network of new open spaces will reinforce and strengthen connections to the existing park land and recreation areas at the shores of Lake Mann in the existing city park.

- The design and delivery of **Adequate and Appropriate Lighting for Public spaces**, including lighting at streets, lanes, and for both passive and active recreation spaces.
- The clear definition of **Lots for Individual Homes** that includes clearly demarcated (with landscaping and/or fencing) front yards, back-yards, off-street parking for individual units (within the lot) and areas dedicated for the pick-up of trash and refuse.
- The development and application of a **Landscape Plan** that addresses the micro-climate, utilizes native species and defines public and private spaces - coordinating street trees, lighting, sidewalks and crosswalks to render the new and improved streets safe, usable and pedestrian friendly public spaces; allocating trees, plants, ground cover, hardscape and site fencing and furnishings to define park spaces for appropriate passive and active recreation activities; and deploying a parallel palette of landscape materials and guidelines to define individual lots for individual homes, allowing flexibility for resident self-expression and personalization of their home and yard as a mirror of themselves.

#### **A.7 Site Conditions**

The existing site conditions at Lake Mann Homes consist of barracks style, one and two story townhouse public housing on a flat parcel of land, barely graded in a way which gradually drains to Lake Mann. Positive drainage away from the existing homes is a problem at Lake Mann Homes, and rain water ponding is common on the site. An internal network of streets and parking lots ties the existing homes together in one large loop, disconnected from the larger Washington Shores and Lake Mann Estates community (long time residents decry Lake Mann Homes having been “carved out” of Washington Shores some 60 years ago – cutting off the neighborhood from its neighbors). Large tracts of undefined open space exist in the courts at the interior of the large super-blocks at Lake Mann Homes.

No known hazardous sites are in close, direct proximity to the location of the proposed redevelopment, and no sources have been identified as a significant threat to the health, safety or well-being of the residents of Lake Mann Homes. The presence of asbestos containing materials (ACM's) and encapsulated lead paint has been identified at Lake Mann Homes. Mold and mildew are significant problems internal to the existing units at Lake Mann Homes, particularly in kitchens and bathrooms, but these conditions are not anticipated to be a significant threat to residents, PHA personnel or construction workers during demolition and new construction.

**A.8 Separability**

The entire site area of Lake Mann Homes is proposed for revitalization. Therefore a description of Separability is not applicable.

**A.9 Proximity**

Use of contiguous sites or off-site parcels is not proposed for revitalization. Therefore a description of Proximity is not applicable.