

NOV. 2021

WESTERN HEIGHTS TRANSFORMATION PLAN

Knoxville, Tennessee





WESTERN HEIGHTS TRANSFORMATION PLAN

CO-APPLICANTS

Knoxville's Community Development Corporation (KCDC)
City of Knoxville

LEAD PARTNERS

Knoxville-Knox County Community Action Committee (CAC)
Knox County Schools
Brinshore Development

PLANNING CONSULTANTS

Barber McMurry
Urban Design Associates
CVR Associates
Civil & Environmental Consultants, Inc. (CEC)
IBI Group



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INTRODUCTION

LETTER FROM THE MAYOR



Transforming Western exemplifies a comprehensive approach to assisting a struggling neighborhood in Knoxville.

The planning process has been extensive and community-driven, with several meetings and an online survey to help achieve a plan that reflects what neighbors want in their backyards.

At the recent groundbreaking for a new Head Start in Western Heights, you could feel the excitement and the optimism in this neighborhood!

As Mayor of Knoxville, I can assure you the City is proud to be an active and committed partner in the success of this plan. We have served as the Neighborhood Lead for the process and provided staff and financial support.

The City is committed to continue to play a key role in the implementation of the Choice Neighborhoods Initiative.

We know this transformation will not only be changing the landscape of a neighborhood, but also the future for those who live there.

Sincerely,
The Honorable India Kincannon
 Mayor
 City of Knoxville





LETTER FROM KCDC

On behalf of Knoxville’s Community Development Corporation, we proudly present the Transforming Western Plan. This Plan represents the culmination of 14-months of intensive community engagement and collaboration, and a synthesis of the dreams and ideas of residents, community members, and stakeholders.

Our combined vision is organized into the themes of We Belong, We Build, We Become.

We Belong – We will focus on creating a cohesive neighborhood that is safe, welcoming, and provides equal amenities to other neighborhoods across Knoxville.

We Build – We will undertake the complete transformation of the housing on the Western Heights site. With two adjoining housing sites, one site will be completely rebuilt while the other will receive a substantial rehabilitation.

We Become – We will partner to bring much needed programming and resources to the residents of Western Heights and the Beaumont communities.

The Transforming Western plan will revitalize an entire neighborhood located just minutes from Knoxville’s city center.

I would like to personally thank the residents and neighbors of Western Heights for their continued involvement and passion in creating a plan to revitalize their community. I would also like to thank our stakeholders and community organizations who have put in countless hours to create a comprehensive plan that addresses the needs for the residents.

Our ongoing partnership with the City of Knoxville is one to be celebrated and will be necessary in developing and implementing this plan.

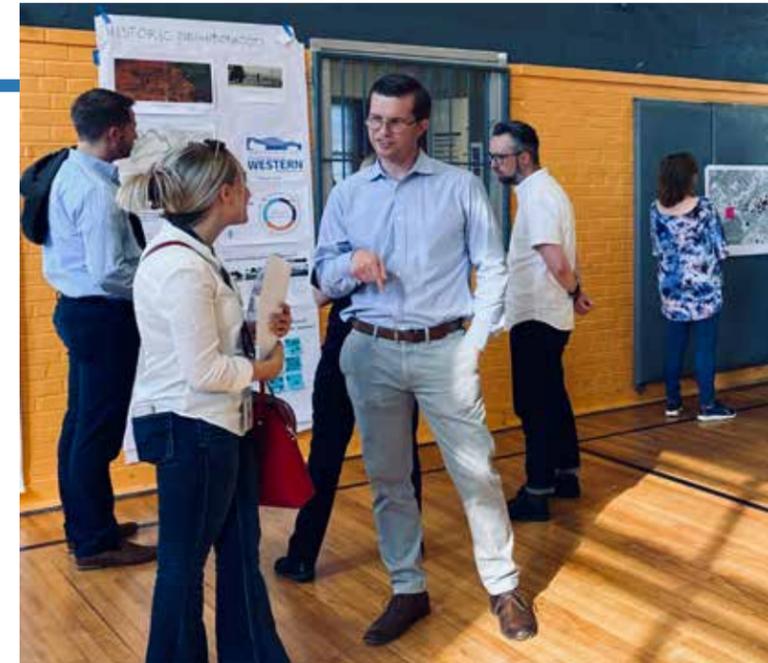
Benjamin Bentley

Executive Director/CEO
Knoxville’s Community Development Corporation (KCDC)



“The residents of Western Heights truly are a community, knit together by relationships, fostered over time. Neighbors help and support each other and have great ideas for the future of Western Heights and the surrounding neighborhood.”

Benjamin Bentley
Executive Director/CEO, KCDC



LETTER FROM KNOXVILLE- KNOX COUNTY COMMUNITY ACTION COMMITTEE



I am pleased to have this opportunity to affirm CAC’s commitment to Transforming Western. The People Plan embodies a life-changing spirit of hope; its goal is to improve the community and make Western Heights a better place to live. We will work alongside residents and with our partners to make Transforming Western successful. It will take all of us working together to create a network of opportunities for today and the future.

Created in 1964, CAC is governed by citizens representing lower-income persons served by CAC, local government, and the community. CAC has more than five decades of social service experience as a trusted community partner promoting self-sufficiency and independent living for low-income families, seniors, and other vulnerable populations. We will use this expertise and our relationships with residents and partners to improve employment, income, health, and educational outcomes for people living in Western Heights and the surrounding community.

Case management is the foundation of the CAC approach to helping people. It is a comprehensive approach based on a model that uses proven 2 Generation (2 Gen) principles to simultaneously meet the needs of parents and their children.

Our approach includes both children and adult programming; it takes a holistic approach to

achieve results for the whole family. It includes comprehensive needs assessment, plans using proven scales that measure family and individual well-being, and data-driven tracking and outcome reporting.

Case management will draw on a full range of supporting services provided directly by CAC or our comprehensive complement of committed partners. Supportive services will be based on identified needs. They will be available to all age groups from infants to seniors and facilitate established employment, income, health, and educational goals.

We are enormously excited that a new Head Start facility serving infants, toddlers, preschoolers, and families is part of the People Plan. Head Start provides evidence-based, high-quality early learning preparing children to enter kindergarten ready to learn and their families to move out of poverty.

CAC looks forward to harnessing the power of people and partners to ensure that everyone can realize their fullest potential. We are committed to achieving that vision and honored to have the opportunity.

Barbara Kelly

Executive Director
Knoxville-Knox County Community
Action Committee (CAC)



“Western Heights was hailed as a wonder that would lift hundreds ‘from squalor to decency’..... they will be able to play over park-like land shaded with many trees. And they will live in clean, safe, comfortable homes...”

WESTERN HEIGHTS NEIGHBORHOOD HISTORY

Written by: Knoxville History Project & KCDC

Where you live affects your entire life: your health, your educational opportunities, your job prospects, your earning potential, and your overall happiness.

Place-based transformation defines a geographic region; works within a community’s current infrastructure; engages the support, expertise, and technical assistance of local, state, and national partners; and establishes and builds on existing community-driven leadership and ownership to achieve neighborhood transformation.

We are working with the residents of the Beaumont and Western Heights neighborhoods to ignite place-based transformation in their community. We are doing this through a collective impact approach and engaging the residents and community service providers to work together to identify needs and bring their voices and visions for transforming their community. By aligning existing community assets and addressing multiple factors influencing generational poverty, we are creating a sustainable culture and framework for lifting an entire community.



WILLIAM RULE JUNIOR HIGH SCHOOL

The Beaumont and Western Heights neighborhoods feature a special artistic heritage and echo a past connected to the Liberal Arts. The area also played childhood muse and inspiration to such famous international figures as Frances Hodgson Burnett, David Madden, and Clarence Brown.

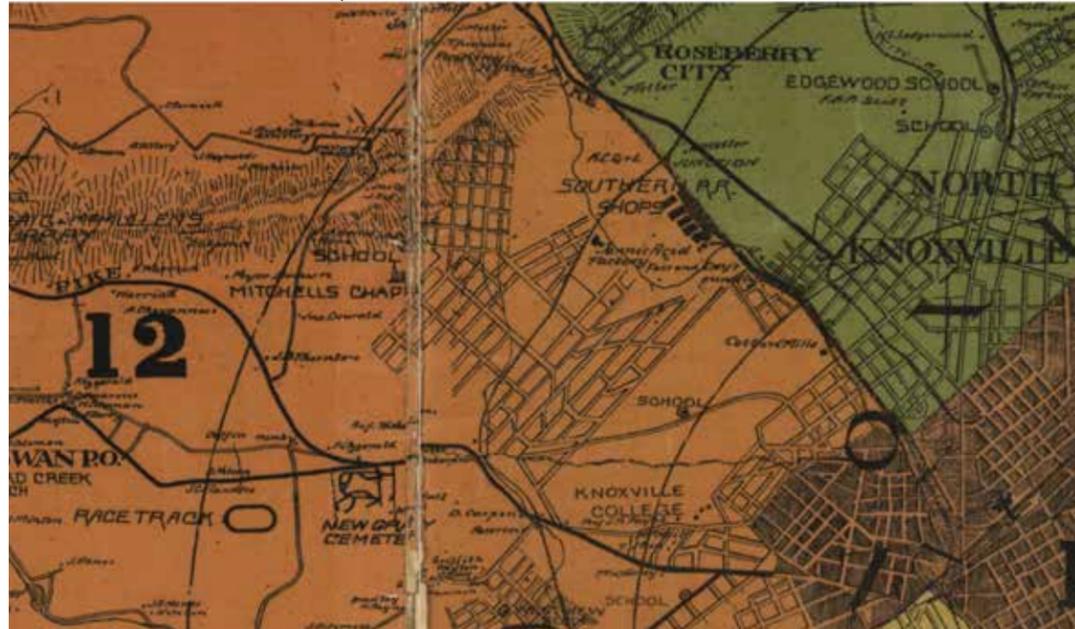
Beaumont is French for “lovely hill,” describing the hillside community with picture-perfect views of downtown. Mainly rural throughout the 19th century, it was near the site of a Confederate encampment during the two-week Siege of Knoxville in November 1863. Months after the war, the Hodgson family moved to the hilltop that later became the campus of Knoxville College (about a quarter-mile south of the modern Beaumont School). Their daughter, Frances Hodgson Burnett, became one of the most popular authors of the era, writing stories such as *The Secret Garden* and *Little Lord Fauntleroy*. In her autobiography “*The One I Knew the Best of All*,” she describes the beautiful views of the mountains, hunting for wild grapes, and roaming in the woods. One can only surmise how the natural beauty of the area inspired the young writer in her further writing endeavors.

RIGHT Map of Knox County in 1985 — streets northwest of Virginia were in place, but the area where the KCDC Western Heights housing is located was open land

BOTTOM LEFT Open space in Western Heights being used as a community gathering space

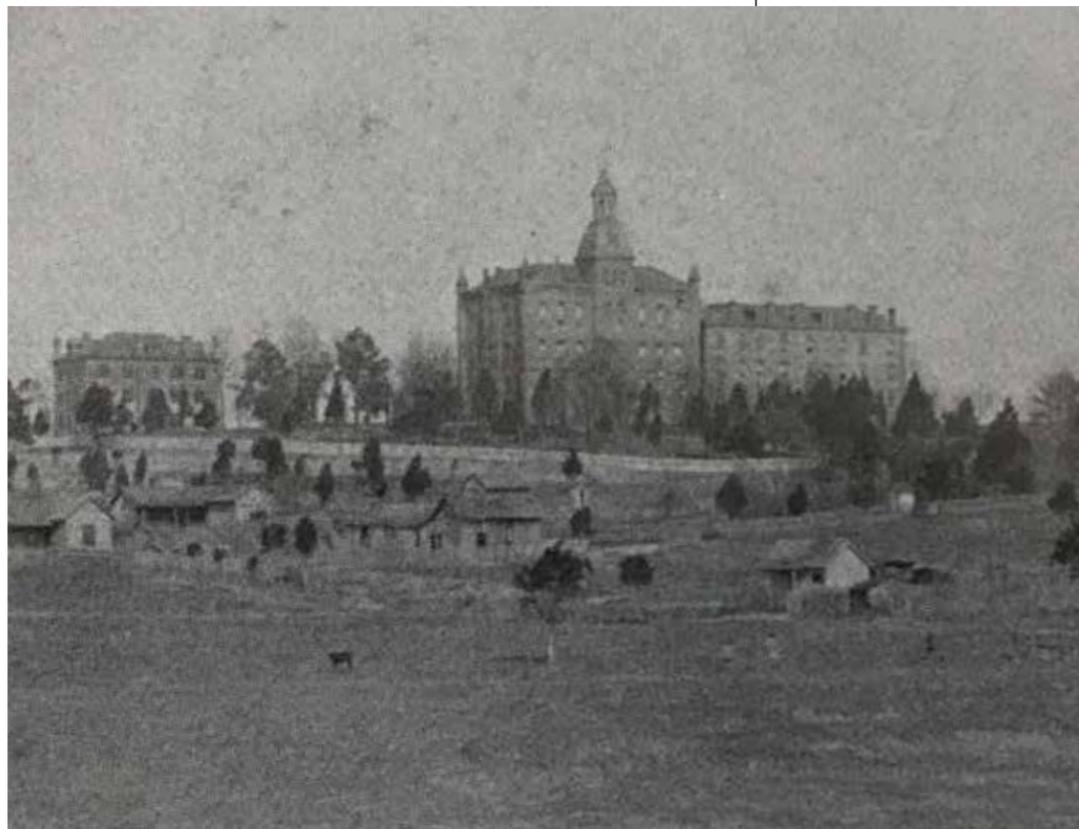
BOTTOM MIDDLE Knoxville College was founded in 1875. It drew many of the nation’s African American intellectuals and trained students in liberal arts, including a notable teaching program.

BOTTOM RIGHT Early residential development with little to no infrastructure in the neighborhood



The mid to late 1800s brought one of Knoxville’s first-known breweries along Second Creek, as well as the larger, factory-sized Knoxville Brewing Company. In 1875, Knoxville College was established and became, for more than a century, a respected liberal-arts institution for Black students. Over the years, it drew many of the nation’s African American intellectuals, from George Washington Carver to WEB Dubois and Martin Luther King. The College is also known for public dramatic and musical events, as well as art exhibits.

The area to the north of the College became known as Beaumont around 1888. Leon Jourlmon, a prominent attorney and leading supporter of several cultural institutions, including Knoxville’s first public library, purchased the mostly undeveloped land in 1893. The original Beaumont school opened a year later.





Tillman Keller, who began his grocery business in Beaumont, became a regionally notable player in the postwar food-service industry, through his company, Kelsan. Jesse Wright, who worked for Keller on Beaumont Avenue, later founded the landmark Wright's Cafeteria on Middlebrook.

The term "Western Heights," a name promoted around 1916 as a modern term for Mechanicsville, was rarely applied to the Beaumont area until the opening of the Western Heights housing development, hailed in 1939 as "the largest single construction project ever received at City Hall." The 244-unit complex was more than subsidized living. It included new housing, a splash pad, baseball diamond, library, teen club, WPA Adult Education School, Red Cross classes, and a Sunday School. Over the years, those amenities have all disappeared. In the 1950s, 444 more units were added to the site.

In 1956, Brookside Mills closed, after 70 years as the area's largest employer, though some weaving operations survived there until 1969. Dempster Brothers closed several years later. Knoxville Iron Co. evolved into CMC's steel mill, today the only steel mill in Tennessee.

After the war, memories of the neighborhood inspired novelist David Madden, who lived between Central and Broadway, to write his first nationally known novel, *Cassandra Singing* (1969).

In 1971, a community park, wading pool, and softball field were added to the Beaumont neighborhood. While that park is now gone, Malcolm-Martin Park now borders the Beaumont area and includes Beardsley Farm and the Ed Cothran Pool.

Today, the general area is still known for creating things, on a smaller, more personal scale, with Ironwood Studios, Mighty Mud, MagPie's, several breweries, and several other "makers" located about half a mile from Beaumont, maintaining northwest Knoxville's long reputation for creating distinctive products for a lively market.

Thanks to the establishment of Beaumont Elementary as Knox County's Arts Magnet program, the area continues to have ties to the arts community yet remains what it was for most of the last 110 years, a modest residential community for working people.

TOP The historic Beaumont school building in the 1920s

BOTTOM Detailed lot map from 1885 showing Beaumont Avenue and open land where Western Heights housing is located



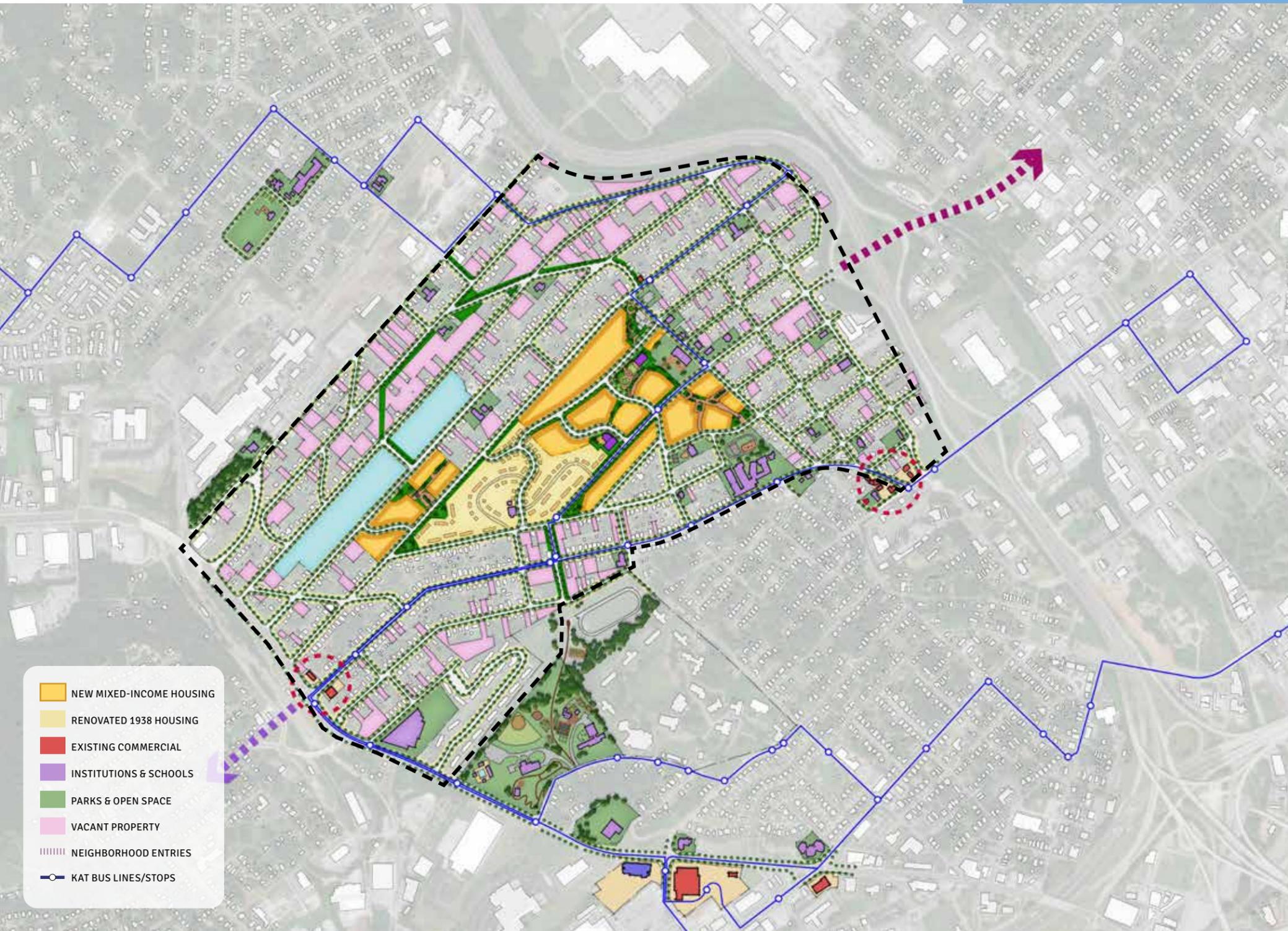
Residential development was slowed by a national depression, as well as logistical problems concerning streetcar construction. Water services finally arrived on the steep hilltop with a 1906 lot auction. The area was instantly popular with factory workers. By then, several important manufacturers were within walking distance. The Knoxville Iron Company, freshly moved to Lonsdale, was East Tennessee's largest ironworks.

Brookside Weaving Mills, just down the hill, became one of Knoxville's largest employers. The factory also donated land for the construction of a new and larger Beaumont Avenue School in 1915. By 1936, Dempster Brothers, located just west of North Central, was manufacturing the world's very first steel "dumpsters." At the same time, North Central was especially known for its bakeries, including Merita and Charlie's Pie Shop, a high-volume pastry factory that flourished in the postwar era.

Chances are, most Beaumont families during the first half of the 20th century included at least one member who was involved in manufacturing. Beaumont was annexed into the City of Knoxville in 1917. Rule High opened in 1927 and became a full high school in 1939.

EXECUTIVE SUMMARY

THE TRANSFORMING WESTERN VISION



- NEW MIXED-INCOME HOUSING
- RENOVATED 1938 HOUSING
- EXISTING COMMERCIAL
- INSTITUTIONS & SCHOOLS
- PARKS & OPEN SPACE
- VACANT PROPERTY
- NEIGHBORHOOD ENTRIES
- KAT BUS LINES/STOPS

The Western Heights neighborhood is strategically located 1.5 miles from downtown Knoxville, the University of Tennessee, jobs, and amenities. It features some of the area’s most beautiful views of the Smoky Mountains and downtown.

Unfortunately, disinvestment, physical barriers, residential and commercial vacancies, and concentrated poverty have kept the neighborhood from realizing its potential. However, through the leadership of KCDC, the City of Knoxville, Knoxville-Knox County Community Action Committee (CAC), Brinshore Development, and other local partners, intentional investment in Neighborhood, Housing, and People, Western Heights will transform Western Heights into a neighborhood of choice for current and future residents.

History and Culture

The Western Heights neighborhood features a special artistic and liberal arts heritage. The neighborhood, sometimes referred to as Beaumont, is just north of Knoxville College, which was established in 1875 and became a respected liberal-arts institution for Black students. It attracted many of the nation’s African American elite intellectuals, from George Washington Carver to WEB Dubois and Martin Luther King. The College is also known for public dramatic and musical events, as well as art exhibits.

The original KCDC Western Heights public housing development was built in 1938 and opened in 1939 as the largest construction project to-date in Knoxville. The 244-unit complex included new housing, a splash pad, baseball diamond, library, teen club, WPA Adult Education School, Red Cross classes, and a Sunday School. An additional 444 units were added



in 1953. In 2011, 248 units were demolished, leaving vacant land surrounding the existing housing.

Resident and Community Engagement

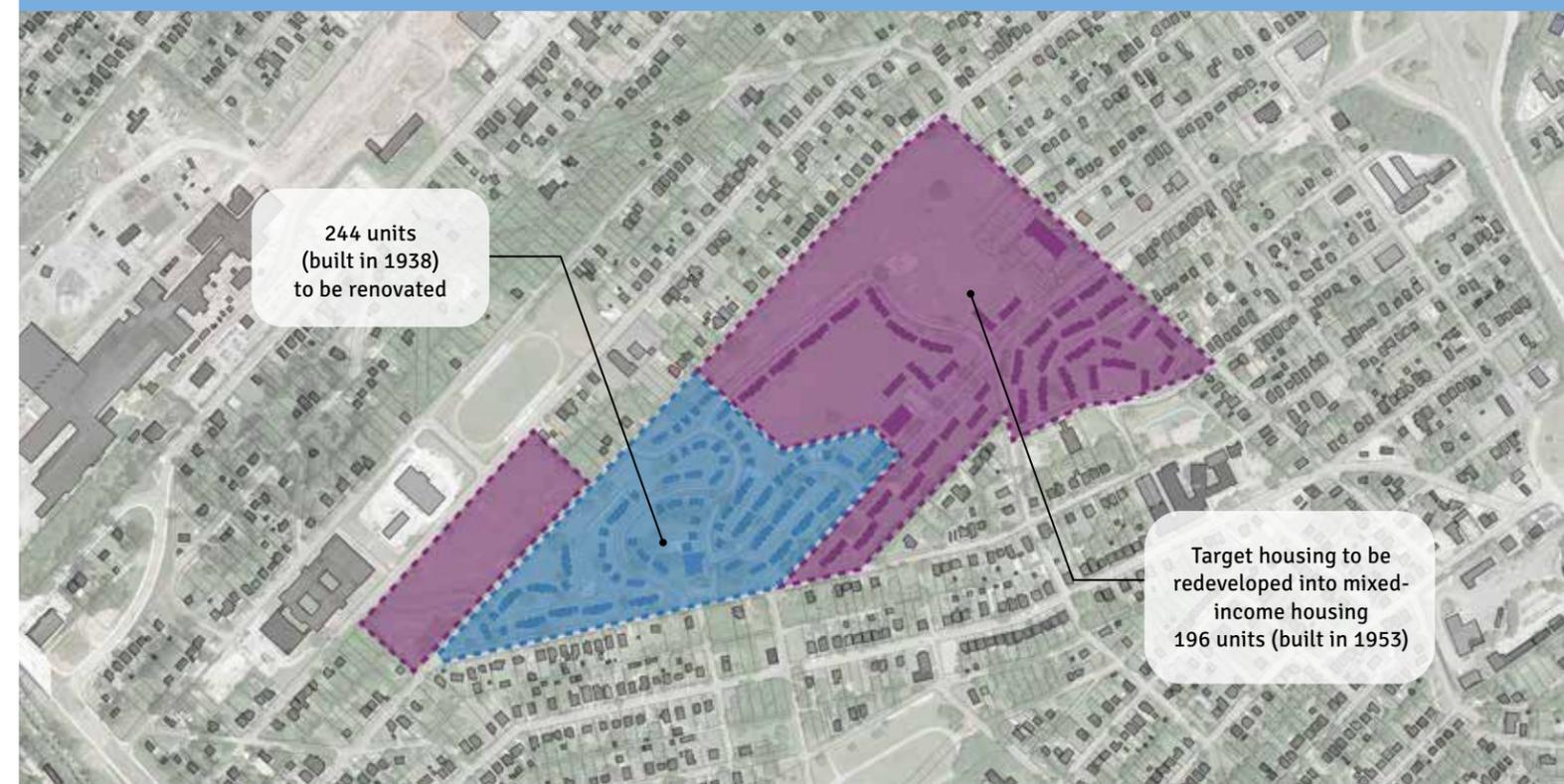
The Transforming Western planning process took place over 15 months. Residents were given tablets with wi-fi connectivity so they could join monthly planning meetings on Zoom. Nine resident events and five planning sessions provided opportunities for in-person interaction and input. Four Resident Ambassadors worked closely with their fellow residents to make sure everyone was informed and involved in the process.

Vision

The residents of Western Heights have a collective vision of a safe neighborhood for all, with new housing, activities, and programming for children and adults, beautiful parks, safe walking paths, and access to healthy and affordable food.

1938 Housing

There are a total of 440 units in KCDC's Western Heights community. The initial development consists of 244 units built in 1938. These units form part of the historic fabric of the neighborhood. They are solidly constructed and have received recent investment and renovation. As a part of the Neighborhood Plan, the exteriors of these units will be further renovated so they seamlessly integrate into the new mixed-income neighborhood, and additional units will be made accessible to serve the residents. A handful of units will be demolished to provide parking, improve stormwater drainage, and widen narrow streets that are a safety concern. Additionally, CAC is committed to providing case management and People services to the households living in the 1938 housing so these residents can experience the same benefits.



244 units
(built in 1938)
to be renovated

Target housing to be
redeveloped into mixed-
income housing
196 units (built in 1953)



NEIGHBORHOOD

- 1 Safety**
Ensure neighborhood is safe for all
- 2 Transportation**
Increase transportation choices
- 3 Open Space**
Create quality green spaces, parks, and recreation amenities
- 4 Arts, Entrepreneurship, & Engagement**
Strengthen arts, culture, and entrepreneurship to anchor community
- 5 One Community**
Ensure new and renovated housing in Western Heights feel like one cohesive community



HOUSING

- 1 Mixed-Income**
Develop a diverse and inclusive mixed-income community
- 2 Unique Site**
Celebrate the site, including spectacular views, to change negative perceptions of Western Heights
- 3 Choices**
Create housing choices and different types of buildings that serve different family needs
- 4 Management**
Establish responsive, on-site management with high-quality amenities and attentive maintenance



PEOPLE

- 1 Education**
Improve education outcomes
- 2 Health**
Improve resident health outcomes
- 3 Youth Development**
Increase safe education and enrichment options for youth
- 4 Economic Stability**
More residents secure living-wage jobs and actively engage career opportunities
- 5 Food Security**
Improve access to affordable, healthy fresh food options



Target Housing and Households

The remaining 196 units that were built in 1953 comprise the target housing. These units will be replaced by 479 mixed-income units. There are presently 141 target households occupying the 196 units, and they will be connected with resources to achieve their income, employment, education, and health goals. CAC will track their progress with measurable metrics.

Early Action — \$5.4 Million Western Heights Head Start

KCDC and CAC Head Start are building a \$5.4 million Western Heights Head Start and Early Head Start facility on the Western Heights site. CAC will operate the center, providing early childhood education, family services, health screenings, assistance with mental health, free meals, transportation, and dual-language learn-

ing programs. The facility will serve over 130 children (four infant and six preschool classrooms), have two playgrounds and a multi-purpose room available for community use during off-peak times. Western Heights Head Start is currently under construction and will begin serving the neighborhood in late 2022.

Partnerships & Implementation

Transforming Western will be accomplished through strong partnerships with local organizations. In total, this plan has over 65 partners who bring resources and commitments to the table and have the capacity to implement.

PRELIMINARY BUDGET

	CNI	First Mortgage	Tax Credit Equity	City of Knoxville Funds/CDBG	Philanthropic	KCDC/KCDC Subordinate Debt	Totals
Neighborhood*	\$6,000,000	\$13,000,000	\$9,000,000	\$2,150,000	\$18,000,000	\$1,000,000	\$49,150,000
Housing**	\$28,000,000	\$40,000,000	\$62,000,000	—	—	\$6,000,000	\$136,000,000
People	\$6,000,000	—	—	—	—	—	\$6,000,000
Community Infrastructure***	—	—	—	\$25,000,000	—	—	\$25,000,000
Total	\$40,000,000	\$53,000,000	\$71,000,000	\$27,150,000	\$18,000,000	\$7,000,000	\$216,150,000

* Includes rehab sources and construction of Head Start

** Assumes four phases of housing at roughly 120 units each

*** Includes new streets/utilities, demolition, grading and soil stabilization, and stormwater infrastructure

NEIGHBORHOOD HIGHLIGHTS

The Neighborhood Strategy will be implemented by the City of Knoxville. Resident and partner engagement helped to identify the needs and shape the goals and strategies for Western Heights, including:

1. Ensure the neighborhood is safe for all.
2. Increase transportation choices.
3. Create quality green spaces, parks, and recreation amenities.
4. Strengthen arts, culture, and entrepreneurship to anchor the community.
5. Ensure new and renovated housing in Western Heights feels like a cohesive community.

The City of Knoxville has committed \$25 million in funding to support a new world-class destination park, new streets, and site grading. KCDC is seeking an additional \$18 million in philanthropic funding to support the creation of amenities and programming that respond to the residents' and neighborhood's needs.

Three Critical Community Improvements (CCIs) will be the center of the neighborhood transformation:

1. **Anchor Building** — An arts, culture, and entrepreneurship anchor will offer economic vitality in a culturally-specific environment.
2. **Destination Park** — A world-class park will include spray pads, a gathering lawn, a hill-side climbing park, and walking paths.
3. **Support for Local Businesses** — Transforming Western will supplement the city's Facade Improvement Program and provide existing businesses with small business support and entrepreneurship resources.



Destination park and Arts & Culture anchor building

NEIGHBORHOOD PARTNERS

- Big Brothers Big Sisters of East Tennessee
- Boys & Girls Club of the Tennessee Valley
- Boy Scouts of America
- Brinshore Development
- City of Knoxville
- East Tennessee Housing Development Corporation
- Empower Knox
- ETHRA Transit
- Girl Scouts of Southern Appalachians
- Great Smoky Mountain Council
- KCDC
- Knox County Schools Transportation Department
- Knoxville Area Transit (KAT)
- Knoxville-Knox County CAC, CAC Transit
- Knoxville Police Department
- Legacy Parks Foundation
- Mayor's Youth Council
- Metropolitan Drug Coalition Youth Council THRIVE Mentoring
- Western Heights Residents
- YWCA Game Changers Program



Renovated 1938 buildings



Artist housing, entrepreneurship center, and cultural destination



CCI #1
ANCHOR BUILDING



CCI #2
DESTINATION PARK



CCI #3
SUPPORT FOR LOCAL BUSINESSES

HOUSING HIGHLIGHTS

The mixed-income housing strategy will be implemented by Brinshore Development and KCDC. The new housing will be high-quality, sustainable, and will offer residents choices. Housing needs were identified through a household-level needs assessment, engagement with residents, and a residential market study. The housing goals include:

1. Develop a diverse and inclusive mixed-income community
2. Celebrate the site, improve neighborhood safety/security, and create spectacular views of the surrounding areas
3. Create housing choices and building types that serve diverse needs
4. Establish responsive on-site management with high-quality amenities and attentive maintenance

To de-concentrate poverty, a total of 479 units will replace the existing 196 units that were built in 1953. The housing strategy includes four phases. Early phases will be built on vacant sites first to minimize disruption for residents. Each phase will serve a range of incomes, from extremely low-income units (one-for-one replacement of the existing 1953 units), affordable units, and market-rate units. The high-quality design will fit into the surrounding neighborhood, achieve the aspirations of the current residents, and attract new individuals and families to choose Western Heights as their new home.

HOUSING PARTNERS

- City of Knoxville
- Brinshore Development
- KCDC



MIXED-INCOME HOUSING DEVELOPMENT PROGRAM				
	EXTREMELY LOW-INCOME	AFFORDABLE	MARKET-RATE	TOTAL
Phase 1	47	48	25	120
Phase 2	51	44	24	119
Phase 3	52	43	25	120
Phase 4	46	49	25	120
Total	196	184	99	479
Percentage	41%	38%	21%	100%



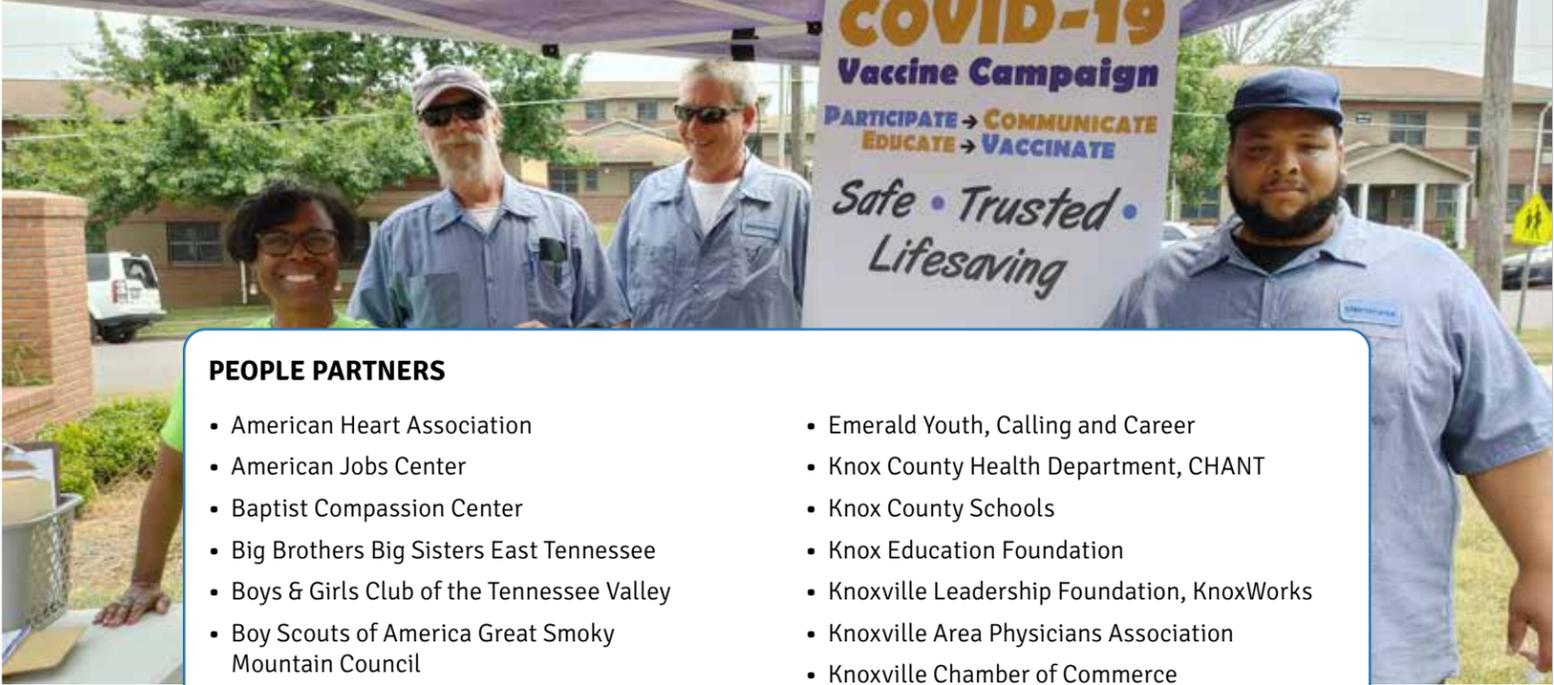
PEOPLE HIGHLIGHTS

In 2021, CAC and KCDC surveyed 76% of the target residents to understand their specific needs. Among the most frequently mentioned needs were transportation, out-of-school programming, and job training. The People strategy, to be implemented by CAC, addresses each of these needs by partnering with local organizations and building on existing programs to:

1. Ensure children have access to early learning programs, are proficient in core academic subjects, and graduate college/career ready
2. Ensure children, youth, and adults are physically and mentally healthy
3. Increase and connect youth to out-of-school programming that reinforces and enhances learning

4. Support residents so they can secure living-wage jobs, increase their incomes, access benefits, and have sufficient resources to meet their daily needs
5. Improve access to affordable, healthy, and fresh food

Each of these People goals has baseline metrics and measurable targets that will be tracked by CAC throughout the transformation. CAC will focus on improving access to healthcare, increasing the percentage of children at or above grade level in third-grade reading and math, increasing income, and increasing access to adult and youth enrichment programming. Partners will commit leverage to achieve these People goals and support the families of Western Heights to thrive.



PEOPLE PARTNERS

- American Heart Association
- American Jobs Center
- Baptist Compassion Center
- Big Brothers Big Sisters East Tennessee
- Boys & Girls Club of the Tennessee Valley
- Boy Scouts of America Great Smoky Mountain Council
- CAC Affordable Medicine Options for Seniors
- CAC AmeriCorps
- CAC AmeriCorps Seniors
- CAC Beardsley Farm, Urban Agriculture and Green Thumb
- CAC Knoxville-Knox County Head Start
- CAC Gift of Sight, Hearing, and Dentures
- CAC Families Together Academy
- CAC Family Benefits Specialists
- CAC Neighborhood Center, Tutoring
- CAC Nutrition Services
- CAC Steps for Success
- CAC SNAP Outreach
- CAC Ticket to Work
- CAC Transit
- CAC Workforce Connections
- CAC Volunteer Income Tax Assistance
- Catholic Charities of East Tennessee, CHAP program, Pregnancy Help Center, and Immigrant Services
- Center for English
- Choice Health Network
- City of Knoxville
- Destiny Adoption
- First Horizon Bank
- Girls Incorporated Tennessee Valley
- Girl Talk Inc.
- Helping Mamas
- Dream Center Knoxville
- Emerald Youth, Calling and Career
- Knox County Health Department, CHANT
- Knox County Schools
- Knox Education Foundation
- Knoxville Leadership Foundation, KnoxWorks
- Knoxville Area Physicians Association
- Knoxville Chamber of Commerce
- Knoxville College
- Knoxville Health Department, CHANT, Healthy Weigh, Substance Misuse Response, Tobacco Prevention and Control
- Mend House
- Metropolitan Drug Coalition
- New Directions Health Care Solutions
- Nourish Knoxville
- Pellissippi State Technical and Community College
- Real Good Kitchen
- Regions Bank
- Second Harvest of East Tennessee
- Socially Equal Energy Efficient Development Knox (SEED Knox)
- South College of Nursing
- SSI/SSDI Outreach, Access, & Recovery (SOAR)
- Susannah's House
- TnAchieves
- Tennessee College of Applied Technology
- Tennessee Re-entry Collaborative
- Tennessee's Early Intervention System
- University of Tennessee College of Nursing, Agricultural Extension, and TCSEPP
- Western Heights Dental
- Wesley House Community Center
- YWCA Knoxville and the Tennessee Valley's GameChangers and Supporting Youth Experiencing Trauma (SYET)

Median Household Income (Census Tract)



Education Levels (Needs Assessment)



ENGAGEMENT AND PLANNING PROCESS

OVERVIEW OF THE PROCESS

Residents and neighborhood stakeholders were at the heart of the Transforming Western Heights process. They worked hand-in-hand to develop goals, strategies, and investments that will make Western Heights a beautiful, safe neighborhood of choice that supports and lifts up its residents.

The Transforming Western Process had three steps – Listening, Testing, and Deciding.

Residents guided the discussion at each step, discussing their needs for Neighborhood, Housing, and People. The residents chose the following phrases to describe the parts of the plan:



Neighborhood

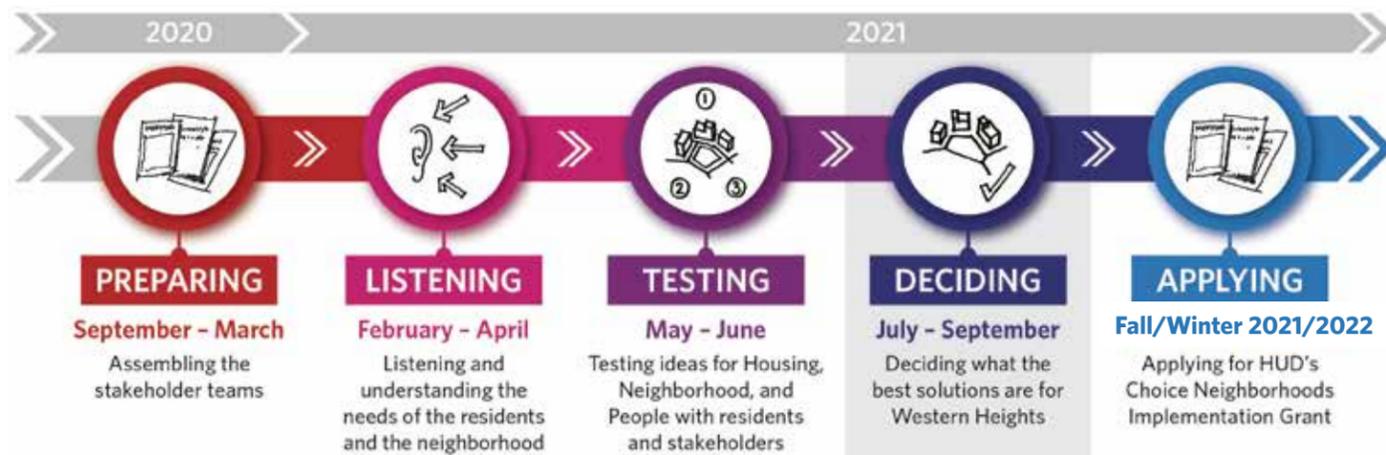


Housing



People

36



THE TRANSFORMATION PLAN TEAM



PROJECT LEAD

Knoxville Community Development Corporation
City of Knoxville

PLANNING TEAM

BarberMcMurry Architects
Urban Design Associates
CVR Associates
Dr. Dasha Lundy
Civil & Environmental Consultants
Zimmerman/Volk Associates
IBI Placemaking
Haines Structural
Facility Systems Consultants

COMPONENT LEADS

HOUSING

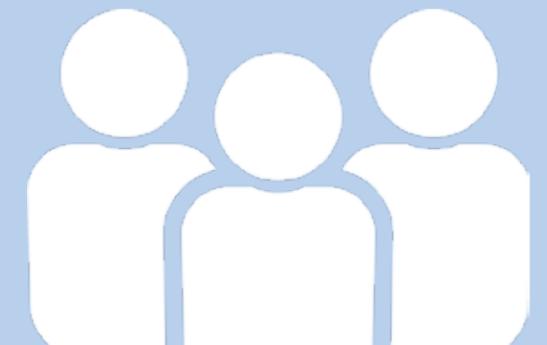
Knoxville Community Development Corporation
Brinshore Development

NEIGHBORHOOD

City of Knoxville

PEOPLE

Knoxville-Knox County Community Action Committee (CAC)



WESTERN HEIGHTS RESIDENT ENGAGEMENT

The residents of Western Heights know their needs best and are ready to help transform their neighborhood. The residents took on leadership positions and participated regularly. They shared honest and candid input.

The Transforming Western process took place when the families of Western Heights were hurting — in the middle of the COVID-19 pandemic when jobs and health were at risk. Resident engagement needed to be easy to participate in, safe, and a way for residents to come together. Just like the residents want choices for housing, they also need choices for participation. The KCDC team carefully laid out a process that gave residents strong voices to make Western Heights decisions.

Resident Ambassadors were the champions of the process. They reached out to neighbors and family members and helped the residents complete the Household Needs Assessment.

Knoxville-Knox County CAC’s Neighborhood Resource Coordinator organized and led four Resident Ambassadors (RAs) throughout the process. RAs interviewed for the position, which was announced in early meetings and advertised on the website. The RAs met regularly in a Western Heights unit that was converted into an office. RAs served as the outreach team for the Household and Neighborhood Needs Assessment surveys. They tracked and helped residents fill surveys out, reaching a 76% completion rate for the target households. The RAs also attended Advisory and Sub-group meetings, served as champions for the process, and helped encourage resident participation.

SPOTLIGHT ON RESIDENT AMBASSADORS



TRICIA KEATON

Tricia has been a resident of Western Heights for two years. She enjoys being outdoors, walking and spending time with her daughters. Tricia’s current role in Western Heights is Resident Ambassador. If she could pick one thing that would help the community, she would develop a walking group for moms once the neighborhood is safer. One thing she would like to change is gun violence and drug issues.



BRITTANY COBB

Brittany has been a resident of Western Heights for six months, and she enjoys arts and crafts and creating and refurbishing furniture. She is currently a Resident Ambassador and “front door walker” for children getting off the school bus. She would like to be more involved with kids and teenagers in the community to help develop fun activities. She would like to see more family engagement and more events for teenagers in the Western Heights neighborhood.



Resident Tablet Program

Because of the COVID-19 pandemic, virtual meetings were an essential tool for engagement. KCDC wanted all residents to be able to participate in virtual Zoom meetings. KCDC and CAC partnered with T-Mobile to secure 200 tablets and paid for seven months of service for residents.

- » The tablets were pre-loaded with the project website and education, health, and other resource apps for adults and children.
- » KCDC pushed pop-up invites to residents before monthly Zoom meetings, making it easy to click and join.
- » The tablets were locked so that residents could only use them for the process and approved applications.
- » If residents participated through the entire planning process, they were eligible to keep their tablets, which would unlock for full access.
- » Several residents used the tablets and Zoom link to communicate and stay connected between the monthly planning meetings.

Virtual Zoom Meetings

Monthly Zoom meetings were offered two times – during the day (1–2 PM) and in the evening (6–7 PM). Residents agreed on these times during the first meeting. Tracy Holt, CAC’s Neighborhood Resident Coordinator, worked closely with residents to help them connect and learn how to use the Zoom. Recordings of Zoom meetings were also translated into Swahili and Burundi for non-English speaking residents.

RESIDENT TABLET PROGRAM AT A GLANCE

200

Tablets provided to households

8

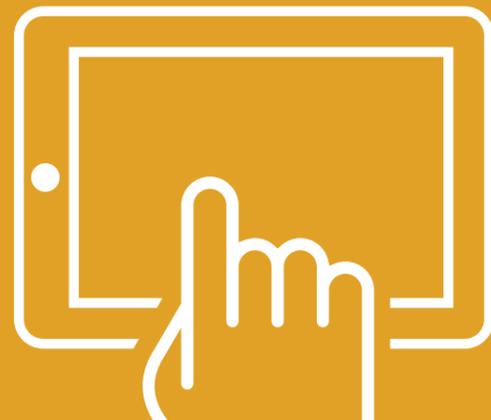
Months of free wi-fi paid for by KCDC

78%

Percentage of households reported having improved wi-fi after receiving their KCDC tablet

19

Virtual zoom planning meetings that residents could participate in



SPOTLIGHT ON RESIDENT AMBASSADORS



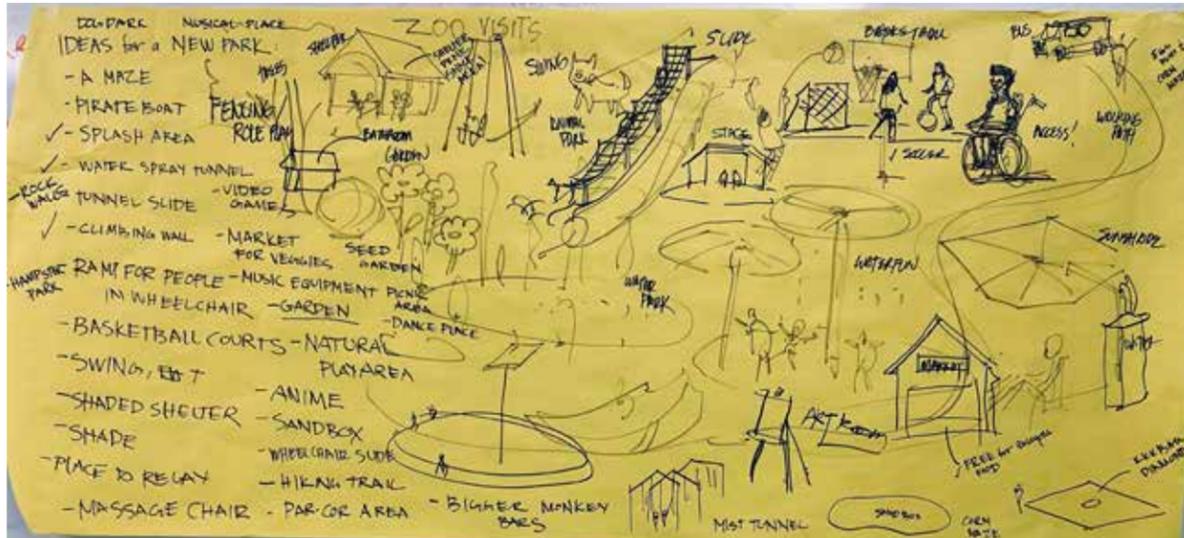
PAMELA MOORE

Pamela has been a resident of Western Heights for one year. She enjoys walking, reading, crossword puzzles, and watching the neighborhood kids. She would like to be more involved in the community by helping those that have alcohol and drug issues. She would like to see more police patrolling and would like to be involved in a neighborhood watch.



CHRIS MURPHY

Chris has been a resident of Western Heights for six years. He enjoys crafts and helping others, and he is glad to have the opportunity to be more involved in the Western Heights community. His involvement in the community has been maintaining the community garden. Chris wants to start a community watch and to see a cleaner, safer, and healthier neighborhood for people to live.



In-Person Open Houses

The team hosted in-person open houses, inviting residents to the Boys & Girls Club at Western Heights to see early concepts and to share their ideas and feedback. Separate open houses were held for target residents and the broader neighborhood, with public housing residents invited to all the open houses. Residents enthusiastically shared their ideas and helped shape the plans for new housing and neighborhood amenities.

Immigrants and refugees are important members of the Western Heights community. The in-person open houses provided Swahili and Kirundi translators so that the refugee residents could participate in their native languages.

Youth Listening Sessions

In addition to general open houses, the team held two listening sessions exclusively for youth. Children between kindergarten and 5th grade in Beaumont Magnet Academy's Summer Learning Camp helped imagine ideas for a new park. Twenty-eight young people in Western Heights's Boys & Girls Program participated in an after-school youth planning session. Of these 28 youths, 12 currently or previously lived in the Western Heights neighborhood.



IN-PERSON ENGAGEMENT

1. **Resident Open House**
June 16, 2021
2. **Beaumont Magnet Academy Summer Learning Camp Session**
June 16, 2021
3. **Boys & Girls Club Youth Session**
June 16, 2021
4. **Neighborhood Open House**
June 17, 2021
5. **Booth at the Community Resource Fair**
June 18, 2021



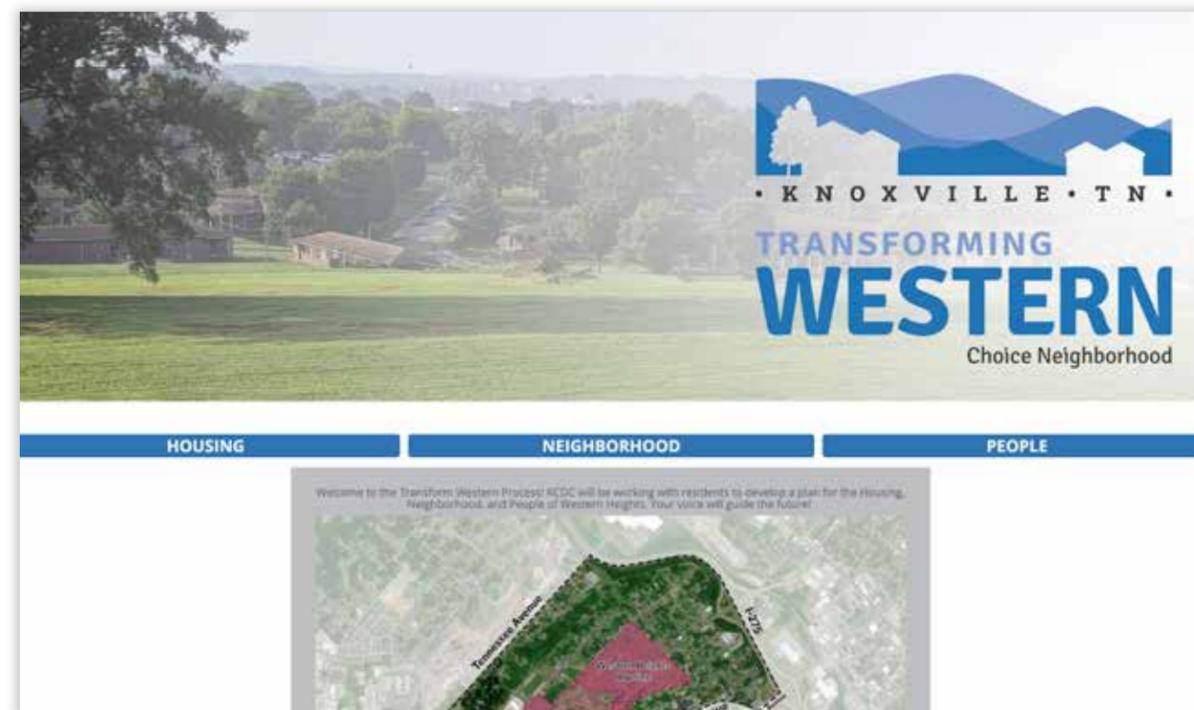
Transforming Western Website

The Transforming Western process has a project website that residents and neighborhood stakeholders could use to stay in-touch and informed: www.EngageTheTeam.com/Western. The Transforming Western website is a one-stop destination for:

- » Videos of past resident and stakeholder meetings for anyone who wasn't able to attend
- » Opportunities, such as becoming a Resident Ambassador
- » Project timeline

The website also has a translation option, including Swahili, which the language of some Western Heights families.

- » Upcoming events and meetings
- » Links to take the Resident Household and Neighborhood Needs Assessments
- » Links to join monthly Zoom meetings



www.EngageTheTeam.com/Western

RESIDENT EVENTS

KCDC and CAC hosted events during the Transforming Western process to provide the residents with opportunities to gather, eat, have fun together, and access community resources. The full list of events is on the right and several are described below.

Easter Egg Hunt

KCDC hosted an Egg Hunt for families living in Western Heights and Lonsdale. Over 6,000 stuffed eggs, 350 meals and water, 7 bikes, 3 bike vouchers, free meal vouchers, toiletries, feminine products, and \$500 in prizes were given away to residents. The Transforming Western Choice Neighborhoods team was on-site to kick-off the Household Needs Assessment and to encourage residents to sign up for tablets so they could participate in Zoom meetings.

CAC Back-to-School Bash & COVID-19 Vaccine Clinic

The Back-to-School Bash brought together resources and fun for residents. Filled backpacks were handed out, and CAC’s Neighborhood Resource Coordinator organized a game truck, free hair cuts, food, school supplies, prizes, COVID-19 vaccines, a DJ, and a bounce house.



WESTERN HEIGHTS RESIDENT EVENTS

1. **Tablet Distribution**
February 24, 2021
March 10, 2021
2. **Western Heights & Lonsdale Communities Easter Egg Hunt**
March 26, 2021
3. **Beaumont Magnet Academy Teacher Meeting**
April 15, 2021
4. **COVID-19 Vaccine Clinic & Ice Cream Distribution**
May 10, 2021
5. **Bike & Build Knoxville Volunteer Day at Western Heights Community Gardens**
May 22, 2021
6. **Western Heights Community Resource Fair**
June 18, 2021
7. **CAC Back-to-School Bash & COVID-19 Vaccine Clinic**
August 3, 2021
8. **Lonsdale Community Resource Fair**
August 13, 2021
9. **Fall Festival**
November 17, 2021

SPOTLIGHT ON COMMUNITY GARDEN



THE WESTERN HEIGHTS RESIDENTS ARE passionate about gardening and access to food. During the Transforming Western planning process, KCDC helped the residents start a community garden.

Residents worked together to take care of the plots, growing both vegetables and flowers. There are currently three raised beds and four in-ground beds at Western Heights.

The garden is located close to the future park and will be incorporated into the green network of the transformed Western neighborhood.



ADVISORY & SUBGROUP PROCESS

The advisory group gathered together neighborhood, housing, and people partners in Knoxville. As partners in the process, they helped identify resident needs and potential strategies and leverage. The participation of partners was robust and focused on the target residents. Local organizations made up the Advisory committee and led subgroups in their area of expertise. The partnership between the residents and subgroups formed the basis for the strategies described in the Transforming Western plan.

Advisory Group

The Advisory Group identified key participants for the subgroups, led the planning discussions, solicited ideas and input, and ultimately finalized the strategies brought forward by the subgroups.

Subgroups

The subgroups under Neighborhood, Housing, and People formed a strong foundation, contributing to the Needs Assessment and partnering to fill the residents' needs. Subgroups met during steps 1, 2, and 3. The Resident Ambassadors attended and participated in the sub-group meetings, interacting directly with the partner organizations.

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ADVISORY GROUP MEMBERS

1. City of Knoxville Police Department
2. Legacy Parks Foundation
3. Knoxville Area Transit
4. City of Knoxville, Economic & Community Development
5. City of Knoxville, Office of Neighborhood
6. Knoxville Education Foundation/Knoxville County Schools
7. Boys & Girls Club of the Tennessee Valley
8. Knoxville-Knox Head Start
9. Cedar Springs Presbyterian Church
10. Tennessee College of Applied Technology (TCAT)
11. University of Tennessee Office of Community Engagement and Outreach
12. Alliance for Better Nonprofits

ADVISORY GROUP

Neighborhood Subgroup

- Public Safety
- Parks & Open Space
- Local Businesses
- Transit & Transportation
- Economic Development
- Neighborhood Residents
- Art Space

Housing Subgroup

- Housing

People Subgroup

- Health
- Student Education
- Youth Development
- Early Childhood Education
- Faith Organizations
- Job Training
- Adult Education
- Social & Supportive Services
- Food Access

SUB-GROUP MEETING DATES

ALL-GROUP MEETINGS

- KICK-OFF MEETING**
 - March 25, 2021
- NEEDS ASSESSMENT REPORT-BACK MEETING**
 - May 20, 2021
- STEP 2 UPDATE MEETING**
 - June 22, 2021

NEIGHBORHOOD SUB-GROUPS (Led by City of Knoxville)

- PUBLIC SAFETY**
 - April 20, 2021
 - June 11, 2021
 - November 2, 2021
- PARKS & OPEN SPACE**
 - April 20, 2021
 - June 11, 2021
 - July 15, 2021
 - October 19, 2021

- LOCAL BUSINESSES**
 - April 20, 2021

- TRANSIT & TRANSPORTATION**
 - April 20, 2021
 - June 14, 2021

- ECONOMIC DEVELOPMENT**
 - April 20, 2021

- NEIGHBORHOOD RESIDENTS**
 - April 23, 2021
 - June 9, 2021

ART SPACE

- September 3 & 10, 2021
- October 8, 19, 20, 26, & 27, 2021
- November 3, 2021

HOUSING SUBGROUP (Led by KCDC)

- HOUSING SUBGROUP**
 - April 23, 2021
 - June 4, 2021

PEOPLE SUBGROUPS (Led by Knoxville-Knox County CAC)

- HEALTH**
 - April 21, 2021
 - June 2, 2021
 - October 26, 2021

STUDENT EDUCATION

- April 21, 2021
- June 9, 2021
- August 31, 2021 (KCS Administration)
- September 13 & 29, 2021 (KCS/KCS Board)

YOUTH DEVELOPMENT

- May 3, 2021
- June 4, 2021
- October 22 & 29, 2021

EARLY CHILDHOOD EDUCATION

- April 22, 2021
- June 9, 2021
- October 27, 2021

FAITH ORGANIZATIONS

- April 22, 2021
- June 4, 2021 (merged with Social & Supportive Services)

JOB TRAINING

- April 22, 2021
- June 4, 2021

ADULT EDUCATION

- May 4, 2021
- June 2, 2021

SOCIAL & SUPPORTIVE SERVICES

- May 14, 2021
- June 4, 2021 (merged with Faith Organizations)

FOOD ACCESS

- October 26, 2021 (previously part of Social & Supportive Services)

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NEIGHBORHOOD SUBGROUPS

PUBLIC SAFETY

- **City of Knoxville Police Department (subgroup lead)**

PARKS & OPEN SPACE

- **Legacy Parks Foundation (subgroup lead)**
- City of Knoxville Parks & Recreation Department
- Knox County Health Department
- University of Tennessee Knoxville, Physical Activity Epidemiology & Public Health
- City of Knoxville Public Works

LOCAL BUSINESSES

- Vinny’s Market and Deli
- R+H Supermarket
- Jimmy’s
- Princess Beauty Supply
- N2U Hair
- Newcomb
- Lissco

TRANSIT & TRANSPORTATION

- **Knoxville Area Transit (KAT) (subgroup lead)**
- Knox County Schools
- Knoxville-Knox County CAC Transit
- Transportation Planning Office
- Bike Walk Knoxville

ECONOMIC DEVELOPMENT

- **City of Knoxville, Economic and Community Development (subgroup lead)**
- Custom Foods of America
- Knoxville Chamber
- Red Stag Fulfillment

NEIGHBORHOOD RESIDENTS

- **City of Knoxville, Office of Neighborhoods**
- Members of the Beaumont Magnet Academy Parent Teacher Association
- Neighborhood residents

HOUSING SUBGROUP

- **KCDC (subgroup lead)**
- Home Federal Bank of Tennessee
- Civil & Environmental Consultants (CEC)
- East Tennessee Housing Development Corporation
- KCDC’s Section 8 Homeownership Program
- Pinnacle Financial Partners

PEOPLE SUBGROUPS

HEALTH

- **Cherokee Health Systems (subgroup lead)**
- Knox County Health Department
- Metro Drug Coalition
- New Directions Health Care Solutions
- Helen Ross McNabb
- Mend House

STUDENT EDUCATION

- **Knoxville Education Foundation (subgroup lead)**
- Beaumont Magnet Academy Leadership
- Fulton High School leaders
- Knox County School Board
- Northwest Middle School
- West View Elementary
- Knox County Schools Administration

YOUTH DEVELOPMENT

- **Boys & Girls Clubs of the Tennessee Valley (subgroup lead)**
- Alex Haley Farm Children’s Defense Fund
- Big Brothers Big Sisters of East Tennessee
- Boy Scouts of America – Great Smoky Mountain Council, Inc.
- Girl Scouts of the Southern Appalachians
- Girls, Inc.
- CAC Neighborhood Center

- Emerald Youth Foundation Lonsdale Complex
- YMCA of East Tennessee
- YWCA Knoxville and the Tennessee Valley
- Knoxville Inner City Kids Outreach (KICKO)
- Wesley House Community Center
- City of Knoxville, Office of Community Empowerment

EARLY CHILDHOOD EDUCATION

- **Knoxville-Knox Head Start (subgroup lead)**
- Smart Start Childcare
- Shades of Development
- Forever Increasing Academy
- United Way of Greater Knoxville and Bright Start TN Fellow

FAITH ORGANIZATIONS

- **Cedar Springs Presbyterian Church**
- Baptist Center, Western Heights
- Catholic Charities of East Tennessee
- Compassion Coalition
- Knoxville Inner City Kids Outreach (KICKO)
- Tennessee Baptist Convention
- Thrive Lonsdale
- Trinity United Methodist Church
- Faith Promise Church
- First Baptist Church Knoxville
- Sacred Assembly Church

JOB TRAINING

- **Tennessee College of Applied Technology (TCAT) (subgroup lead)**
- American Job Center
- Knox Education Foundation (Knox Works)
- Pellissippi State Community College
- CAC Workforce Development

ADULT EDUCATION

- **University of Tennessee, Division of Diversity and Engagement, Office of Community Engagement and Outreach (subgroup lead)**
- Knoxville College
- Pellissippi State Community College
- Tennessee College of Applied Technology (TCAT)

SOCIAL & SUPPORTIVE SERVICES

- **Alliance for Better Nonprofits (subgroup lead)**
- Bridge Refugee Services Inc.
- CAC AmeriCorps Seniors
- CAC AmeriCorps Vista
- CAC Families in Need
- CAC Grandparents as Parents Program
- CAC Resilient Families
- CAC Savings Check Up and SNAP Benefits
- CAC Social Services
- CAC Youth When In Need of Services (WINS)
- Center for English Language

- Centro Hispano of East Tennessee
- Change Center Knoxville
- Girl Talk, Inc. Knoxville
- Knoxville International Network
- Legacy Housing Foundation
- Solidarity Development Light Association (SODELA)
- United Way of Greater Knoxville
- University of Tennessee Knoxville, Translation Services

FOOD ACCESS

- CAC Beardsley Farm/Urban Agriculture
- CAC Food and Nutrition Services
- Second Harvest Food Bank of East Tennessee
- Boys & Girls Club of Tennessee Valley
- CAC Office on Aging
- SEED
- Nourish Knoxville
- United Way Food
- The Dream Center
- CAC AmeriCorps



For me, I wanted to be an extension of people’s families and to provide quality family care. Since the pandemic, people are panicked and scared – they can’t find care. As a provider, I want to expand so parents aren’t just taking their kids anywhere, they’re bringing them to a center that will educate our little ones.

Katrina Penningon,
childcare provider in Lonsdale

The neighborhood conditions are absolutely critical. Make the outdoor amenity improvements upfront – that’s what will motivate KCDC renters to want to become homeowners in their own neighborhood. The amenities that motivate buyers are the same ones that make great neighborhoods for everyone.

Sandra Swink,
East Tennessee Housing Corporation

Most customers that come in are single moms and dads – they are living paycheck-to-paycheck and they need help. There is a million-dollar view at the top of the hill. It makes sense to bring in more people and more income, but first support the people and businesses who are here now.

Vinny’s Market & Deli at
McSpadden & Virginia Avenue

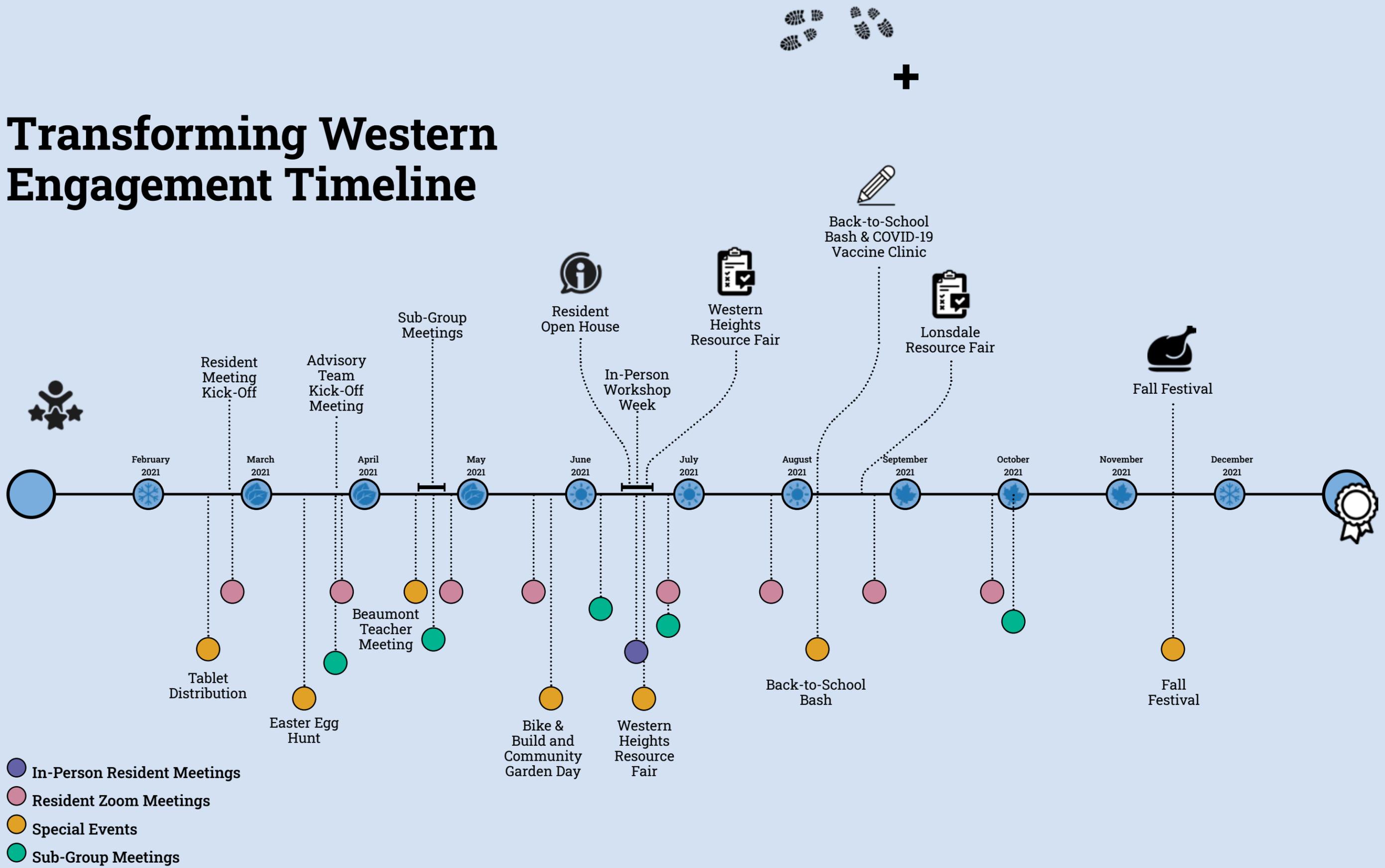


TOP CAC Beardsley Farm, less than a five-minute walk from Western Heights, is a partner for providing fresh food to the neighborhood

BOTTOM KCDC and CAC Head Start are partnering to build a brand new facility at Western Heights that will have space for 102 preschoolers and 32 toddlers. The building is under construction and set to open in Fall 2022.

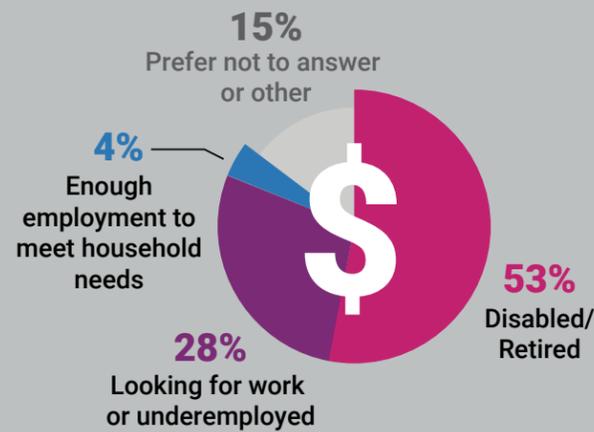


Transforming Western Engagement Timeline



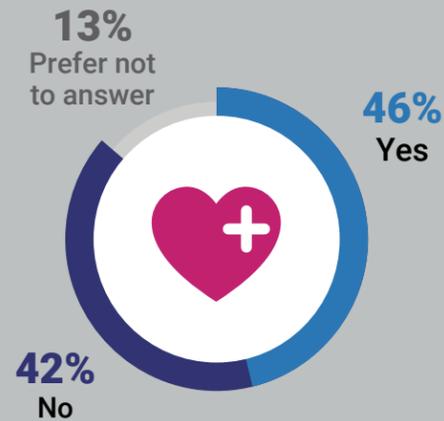
NEEDS ASSESSMENTS

Employment



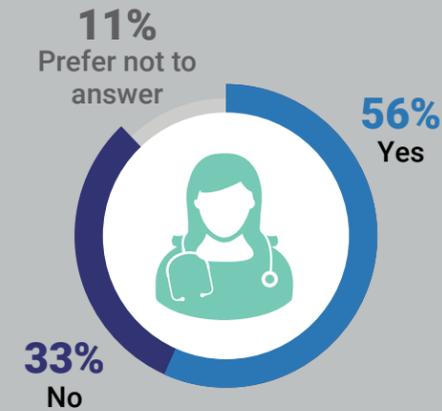
Source: Resident survey

Do You Have a Chronic Health Condition?



Source: Resident survey

Have You Seen a Medical Doctor in the Past 12 Months?



Source: Resident survey

HOUSEHOLD-LEVEL NEEDS ASSESSMENT

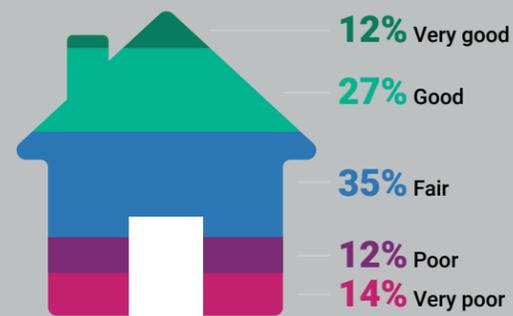
The household-level resident needs assessment was conducted by the Transforming Western People Component Lead, Knoxville-Knox County (CAC), with assistance provided by the Resident Ambassadors (RA).

The RA team members were trained to help their fellow residents understand and effectively answer the questions about a range of topics – demographics, household information, education, recreation, housing, employment, safety and security, health and nutrition, connectivity, transportation, outdoor spaces, and neighborhood.

This survey established the baseline metrics for each family and head-of-household. CAC will use these findings to guide each family's case management and supportive resources toward meeting their established goals. This data was instrumental in informing the People, Housing, and Neighborhood subgroups of the residents' needs and visions and ultimately guided the subgroups toward the goals, objectives, and strategies now found in the Transforming Western plan.

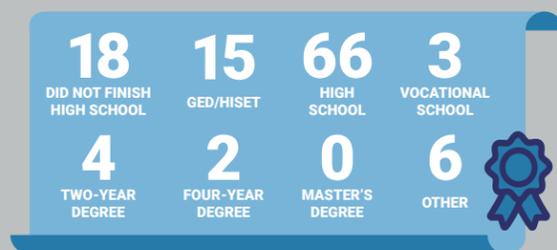
The Needs Assessment shows that Western Heights target residents need opportunities in education, job access, health, and housing. The residents are resilient and eager to make plans for their futures.

Resident Satisfaction with Current Housing



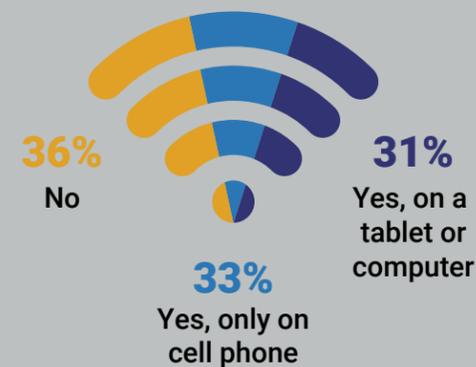
Source: Resident survey

Self-reported Resident Education Levels



Source: Resident survey

Do You Have Internet/Wi-Fi Access at Home?



Source: Resident survey

Western Heights Neighborhood Demographics

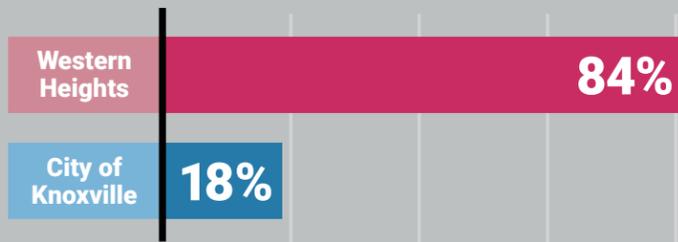
Median Household Income



Source: Census Reporter



Children Living in Poverty



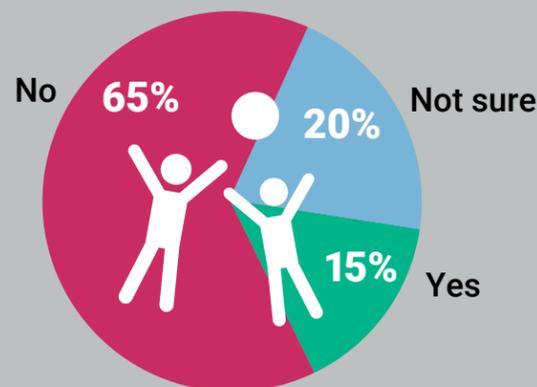
Source: U.S. Census Bureau ACS 2017 5-Year Estimates

Life Expectancy



Source: Centers for Disease Control and Prevention 500 Cities Project

Are Children Safe to Play and Gather Outside?

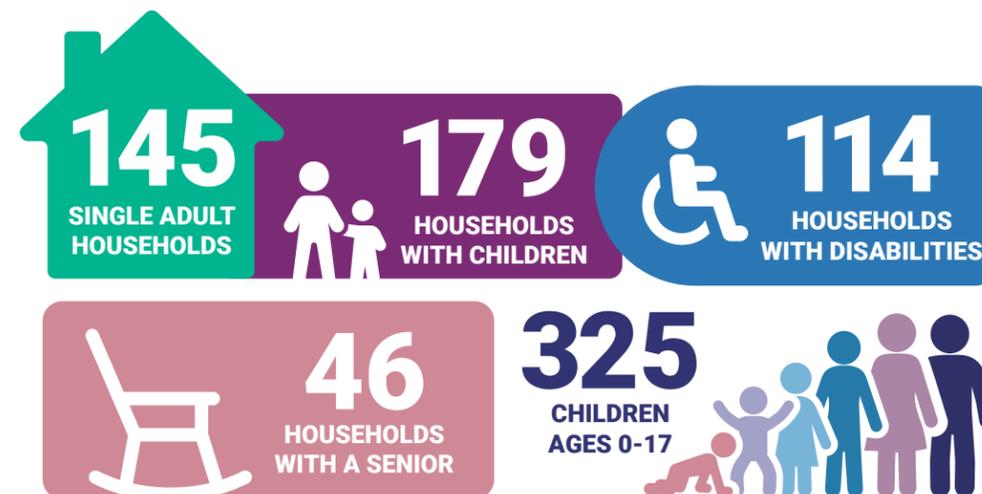


NEIGHBORHOOD NEEDS ASSESSMENT

The Neighborhood Needs Assessment survey was taken by all Western Heights residents and the broader Western Heights community residents.

This survey affirmed the resident's concerns about safety outdoors and the need to raise household incomes and life expectancies, to combat childhood poverty, and to provide improvements to the areas of transportation, opportunities for physical activity, access to healthy food, and support for single female heads-of-household.

The median household income of the Western Heights census tract is less than 1/2 the Knoxville median household income and about 1/3 the median household income of Knox County. More than 50% of residents live below the poverty line.



Demographics of the respondents to the Neighborhood Needs Assessment

RESIDENT INPUT FROM MEETINGS

The Western Heights residents were dedicated participants in the Transformation Plan planning process.

They attended meetings monthly and shared their honest concerns and thoughtful dreams for the future. They spent hours explaining the safety issues in Western Heights and worked collaboratively to develop focused solutions together.

What Residents Love About Western Heights*

- » Friendly neighbors
- » Neighborhood organizations like the Baptist Center and the Boys & Girls Club
- » Beaumont Magnet Academy
- » Central location
- » Access to transit
- » Area for walking
- » Beautiful views
- » Proximity to Food City and Dollar General
- » Support systems (family and friends, child-care, etc.)

Problems Residents Want to See Fixed*

- » Violence, shootings, and safety concerns
- » Old units in poor shape (mold, cracking, old heating, lack of air conditioning, etc.)
- » People coming into the community who don't live in Western Heights
- » Loitering
- » Litter and trash in the neighborhood
- » Lack of transportation during off-times (to jobs and before/after school activities)
- » Neighborhood disconnection (I-275 and Western Avenue act as barriers)
- » Lack of parking
- » Poor air quality in the buildings
- » Not enough parks
- » Lack of a community support system

Residents' Dreams for the Future*

- » A safe neighborhood
- » Programs for children and adults (events, gatherings, classes, etc.)
- » Playgrounds
- » Parks for children, adults, and seniors
- » Expanded community gardens for vegetables and flowers
- » New, improved housing
- » More trees, flowers, and green
- » Picnic tables and barbecue areas
- » Screen doors
- » A kid-friendly library with resources in different languages
- » Outdoor classrooms
- » Well-lit, safe streets, sidewalks, and crosswalks

* Responses represent the most frequent answers that residents shared in virtual Zoom meetings and in-person open houses



YOUTH NEEDS & VOICES

The youth of Western Heights are important voices in the future of the neighborhood. During two working sessions, young people laid out what was important to them, what they needed, and their dreams for the future of Western Heights.

The younger children at Beaumont’s summer camp had a drawing and dreaming session to come up with ideas for the new park. They shared ideas about free healthy snacks, water play areas, slides and climbing areas, and making the park accessible for kids in wheelchairs.

Another group of young people gathered at the Boys & Girls Club in Western Heights. They identified concerns around safety, violence, and not feeling protected. In the future, these young people want indoor and outdoor play spaces, and they want a safe, beautiful neighborhood.

The young people at Western Heights will continue to be involved in planning and deciding what is right for their neighborhood.

What problems need to be addressed?

- » Gangs and people who don’t live in Western Heights causing trouble
- » Violence, fighting, and shooting
- » Littering
- » People being mean to each other
- » Bugs
- » Not feeling protected
- » Speeding cars and unsafe walking conditions
- » Afraid of or do not trust the police

What are the best things about Western Heights?

- » Making new friends
- » Playing in parks
- » The Boys & Girls Club (basketball court, tech class, arts and crafts, hula hoops, and great staff)



What should people understand about engaging with young people in Western Heights?

The big kids want a space separate from the little kids!

Western Heights
Boys & Girls Club Member

What programs would you want to have?

- » Music
- » Playground (with turf)
- » Indoor and/or outdoor pool
- » Outside activities
- » Art station
- » Arcade
- » Skate-park
- » More safety
- » Dance station
- » Football field
- » Basketball court
- » Trampoline
- » Bounce house

What is your dream for your home and neighborhood?

- » New members at the Boys & Girls Club
- » Movie night once a week
- » No violence
- » More police so it can be a better community
- » Protection from gun violence
- » Petting zoo
- » Kid night club night (with music and dancing)
- » New Boys & Girls Club
- » Affordable places to live
- » Slides
- » Water park
- » I want Western Heights to be a great place
- » Nice and respectful place to live
- » Music club

2,630

People living in the neighborhood boundary in 2021

Traditional families with children

9%

Single heads-of-households with children

35%

Households without children

56%

980

Households in the neighborhood boundary in 2021

13%

of the annual potential market in can pay greater than \$1,000/month

Target Markets:

1. Younger singles and childless couples
2. Empty nesters & retirees
3. Traditional and non-traditional families

Between 31 and 39 new market-rate rental housing units can be absorbed each year for the next 5 years.

HOUSING NEEDS ASSESSMENT – RESIDENTIAL MARKET STUDY

Zimmerman Volk & Associates (ZVA) conducted an Analysis of Residential Market Potential for the Western Heights Choice Neighborhood. This report analyzed the current market conditions, and the potential to draw new residents from around the Knoxville and Knox County area.

The study determined that roughly 1/3 each of the following groups:

- » Younger singles and childless couples
- » Empty nesters and retirees
- » Family-oriented households

In comparing 23 Knoxville rental properties, there is a market premium if a Walk Score of 70 or above can be achieved. Rents range between:

- » \$659 and \$1,250/month for studios
- » \$750 and \$1,844/month for one-bedrooms
- » \$765 and \$2,300/month for two-bedrooms
- » \$882 and \$2,250/month for three-bedrooms

Future households are projected to be 1/3 of each...



Younger Singles & Childless Couples



Family-Oriented Households



Empty Nesters & Retirees



Amenities in comparable multi-family housing include:

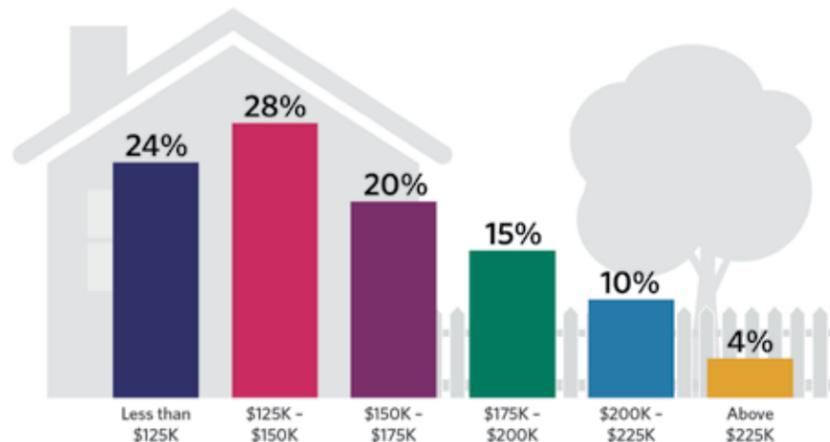
- » Small fitness center
- » Small business center
- » Outdoor and indoor community gathering spaces
 - › Wi-fi cafe
 - › Bar and kitchen
 - › Green space
 - › Pocket parks
 - › Children’s play equipment
 - › Dog park

For the new rental housing, market-rate units at 80% or above AMI would be affordable to 35.8% of the annual potential rental market in that range.

For homeownership, the potential market indicates that potential buyers can afford a range of homes from less than \$125,000 to above \$225,000.

In total, there would be 389 potential renters annually with incomes above 80% AMI and 167 potential home buyers annually with incomes above 100% AMI. Therefore, ZVA estimates the annual absorption of 31 to 39 new market-rate rental units each year for 5 years.

Affordability Range for Homeownership



SPOTLIGHT ON ADAPTIVE REUSE

THE REEB AVENUE CENTER IN Columbus is a mixed-use reused of a former school. The center provides education, job training, jobs, including entrepreneurship, childcare, and a pay-what-you-can cafe and fresh foods market. The center also includes school readiness and summer programming. The project includes the renovation of a 51,900 square foot historic building and a 15,600 square foot addition. It serves as the mixed-use community center for the Southern Gateway neighborhood of Columbus.



COMMUNITY GOALS AND PRINCIPLES

NEIGHBORHOOD (WE BELONG)

Western Heights residents worked with the City of Knoxville and Neighborhood subgroups to develop goals focused on their priorities.

HOUSING (WE BUILD)

The Housing Plan contains a plan to deliver 479 high-quality mixed-income units, including 196 replacement units for KCDC Western Heights families. In addition to new mixed-income housing, the plan includes renovating the 1930s housing at Western Heights and connecting the two areas. The Housing Plan de-concentrates the public housing units by introducing 30–60% AMI housing and market-rate units. The new development will begin with the renovation of the 1930s buildings in late 2022, followed by four phases of new construction mixed-income housing from Fall 2022 through 2023.

PEOPLE (WE BECOME)

The People Plan is based on the Household Level Needs Assessment of the target residents. It includes partnerships with local, non-profit, and regional organizations to provide the resources and a path to achieve these goals.

More information about the goals can be found in the sections that follow.



NEIGHBORHOOD

- 1 **Safety**
Ensure neighborhood is safe for all
- 2 **Transportation**
Increase transportation choices
- 3 **Open Space**
Create quality green spaces, parks, and recreation amenities
- 4 **Arts, Entrepreneurship, & Engagement**
Strengthen arts, culture, and entrepreneurship to anchor community
- 5 **One Community**
Ensure new and renovated housing in Western Heights feel like one cohesive community



HOUSING

- 1 **Mixed-Income**
Develop a diverse and inclusive mixed-income community
- 2 **Unique Site**
Celebrate the site, including spectacular views, to change negative perceptions of Western Heights
- 3 **Choices**
Create housing choices and different types of buildings that serve different family needs
- 4 **Management**
Establish responsive, on-site management with high-quality amenities and attentive maintenance



PEOPLE

- 1 **Education**
Improve education outcomes
- 2 **Health**
Improve resident health outcomes
- 3 **Youth Development**
Increase safe education and enrichment options for youth
- 4 **Economic Stability**
More residents secure living-wage jobs and actively engage career opportunities
- 5 **Food Security**
Improve access to affordable, healthy fresh food options

CREATING & IMPLEMENTING SUCCESSFUL GOALS

The goals for Neighborhood, Housing, and People sections of the Transforming Western Plan build on the Needs Assessment and the public planning process. The goals have 5 components:

1. Resident Needs Data
2. Metrics
3. Results & Outcomes
4. Strategies
5. Partners

THE
NEIGHBORHOOD
PLAN

WE BELONG

Dreaming of...

“**Activities** and **programming** for kids and adults”

“**Celebrating** the **history/past** and the **cultures** of people who live in Western Heights today”

“A **park** with space to **gather, walk, play, and relax**”

“Access to **healthy & affordable food** from both stores and gardens”

“A **safe neighborhood** for all”

“**Safe walking routes** to school and eliminate the PRZ for areas that require kids to cross large roads or climb steep hills”



NEIGHBORHOOD ASSETS & INVESTMENT

Residents deeply value the schools, churches, and youth organizations that operate in and serve the Western Heights neighborhood.

The neighborhood's greatest assets are its location (1.5 miles from downtown Knoxville and the University of Tennessee); its incredible mountain views; proximity to Pleasant Ridge Industrial area (with 56 companies employing 1,217 workers); and the highly-desirable Beaumont Magnet Academy, an elementary school for gifted students that also enrolls all neighborhood children and draws families into Western Heights from across the region.

KCDC and CAC Head Start are currently building a \$5.4 million Western Heights Head Start and Early Head Start facility on the Western Heights site. Knoxville-Knox County CAC will operate the center, providing early childhood education, family services, health screenings, assistance with mental health, free meals, transportation, and dual-language learning programs. The facility will serve over 130 children (four infant and six preschool classrooms), have two playgrounds and a multi-purpose room available for community use during off-peak times.

According to Western Heights residents, the best things about the neighborhood are:

1. Neighborhood institutions like the Baptist Center, Beaumont Magnet Academy, and the Boy & Girls Club
2. Location within the city
3. Natural open space, wooded areas, and beautiful views
4. Friendly neighbors and support systems



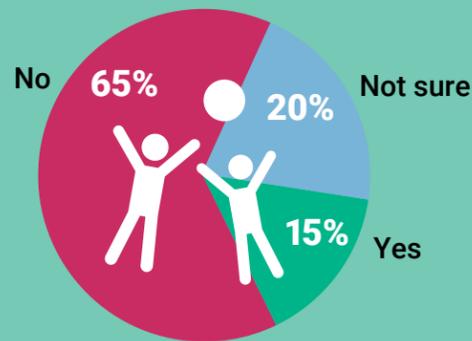
NEIGHBORHOOD INVESTMENT

- \$5.4 million CAC Head Start will be open in late 2022
- \$310,000 in CDBG funding has been committed by the City to CAC for expansion of the Mobile Meals kitchen
- \$3.9 million in Knoxville Utility Board (KUB) improvements in the neighborhood for a substation, water tank, pump station, and replacement of a water line
- \$59.5 million investment by TDOT in Western Avenue reconstruction (2017-2020)
- \$25 million CMC Steel expansion (2020)
- Upgrades to Wesley House Community Center

The Western Heights neighborhood is rich in existing institutions that serve the residents — Beaumont Magnet Academy, Knox County CAC, the Baptist Center, and a future Head Start.

While there is un-programmed green space where units have been demolished, the neighborhood is lacking parks and green space. While there are recreation amenities outside of and adjacent to the neighborhood, clear and safe walking connections to those parks are missing.

Are Children Safe to Play and Gather Outside?



TOP 3 SAFETY ISSUES

1. Drug activity
2. Gun violence
3. Gang violence

NEIGHBORHOOD NEEDS

The Western Heights neighborhood needs center around safety, outdoor space, and transportation. Once these needs are addressed, the location, views, and neighborhood institutions provide an opportunity to become a neighborhood of choice.

Neighborhood needs were identified by combining information from a number of sources:

1. Neighborhood-related questions from the Target Resident Household Needs Assessment
2. Neighborhood Needs Assessment
3. Monthly target resident meetings
4. Neighborhood Sub-Group meetings and participants
5. Analysis of the neighborhood's uses and where gaps exist

Neighborhood problems:

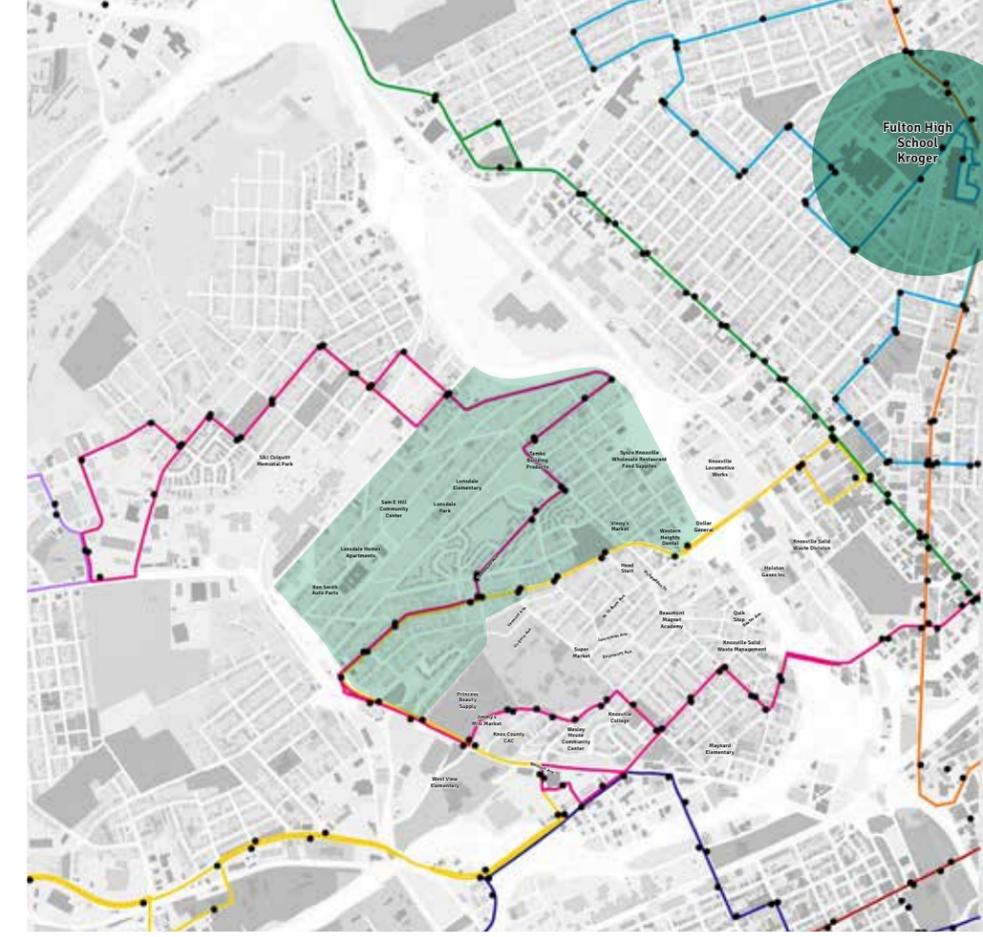
1. Safety (speeding, gun violence, drug activity)
2. Transportation to and from schools, jobs, child care, and grocery stores
3. Lack of parks and places for kids to play and adults to enjoy the outdoors

In particular, the residents shared their experiences around not feeling safe outdoors due to violence, guns, and illegal drug activity. They want their children and families to have safe places to walk and enjoy the outdoors. These needs will be addressed through the strategies in the Neighborhood Plan.

Two bus lines are accessible in the Western Heights Neighborhood: Route 12 and Route 13. While the stops are located within the Western Heights housing, transit access remains a challenge.

Steep hills mean residents with mobility challenges can't easily get to stops.

Northwest Middle School (3.8 miles away) and Fulton High School (2.3 miles away) both require a transfer. Long rides (40 minutes to over an hour) and safety concerns mean that young people who don't get dropped off and picked up by car most often can't participate in extra-curricular enrichment activities.



A number of small business owners are operating markets in Western Heights. Beyond those stores, residents typically buy groceries and daily needs at Dollar General, Food City, or gas stations.

NEIGHBORHOOD GOALS

SAFETY

1. Provide Western Heights residents with the skills and support to feel safe in their neighborhood
2. Design the physical environment to be safe and comfortable for all residents
3. Ensure residents can safely enjoy outdoor spaces and can walk, bicycle, and cross streets safely

TRANSPORTATION

1. Partner to increase the transportation options for adults and older youth
2. Increase options for children to get to school
3. Improve walking and biking routes around the neighborhood and to destinations

OPEN SPACE

1. Build beautiful parks with places for children to play and adults to gather, with connected walking paths
2. Actively program parks and green spaces to provide residents with rich, safe experiences

ARTS & ENTREPRENEURSHIP

1. Create an arts and entrepreneurship anchor that fosters creative experiences and skills among residents and attracts creative people from outside the neighborhood
2. Engage residents in civic and community life and connect them to resources
3. Secure access to technology needed to connect to community resources, benefits, and education and job opportunities
4. Support existing businesses in the neighborhood

ONE COMMUNITY

1. Renovate the 1938 residential buildings to ensure they fit into the neighborhood with the new mixed-income housing
2. Support KCDC Western Heights families living in the 244 renovated units with high-quality case management and supportive services so individuals and families can thrive
3. Develop vacant lots in Western Heights as affordable, infill homeownership opportunities



SAFETY

ENSURE THE NEIGHBORHOOD IS SAFE FOR ALL

Safety was identified as the top problem and priority for transforming the neighborhood. To address this, Transforming Western will create new safety programs, build on existing programs, and design the physical neighborhood to be well-lit, defensible, clean, and safe.

STRATEGY 1

Provide Western Heights residents with the skills and support to feel safe in their neighborhood

- » Work with Western Heights residents to form a Neighborhood Watch program, including collaborations with property management and KPD and using evidenced-based data to track improvements
- » Increase programming options, including the Big Brothers Big Sisters Bigs in Blue mentoring program
- » Re-introduce foot and bike patrols to strengthen relationships between officers and residents
- » Build a small police substation to provide in-neighborhood, on-site security presence
- » Ensure the new management team communicates daily with KPD, receiving regular crime reports and submitting any complaints or concerns
- » Utilize street outreach workers to respond to reported homeless encampments, etc.
- » Construct a \$46.5 Million Public Safety Complex, 1.6-miles from Western Heights, to provide 24-hour monitoring of all cameras in the city (opening Aug. 2022)

STRATEGY 2

Design the physical environment to be safe and comfortable for all residents

- » Ensure housing and public spaces will be well-lit, with ample, soft, racially sensitive lighting tones
- » Design low fencing or landscaping to mark the parking areas, which will be well-lit, have clear sightlines and camera positions
- » Design landscaping using defensible space principles to differentiate public and private spaces and prevent places for people to hide
- » Take actions to secure nuisance properties to prevent vandalism in the neighborhood
- » Install unobstructed and monitored license plate reader cameras
- » Locate dumpsters out of public sight, screened, and so that they can be easily accessed by service trucks

STRATEGY 3

Ensure residents can safely enjoy outdoor spaces and can walk, bicycle, and cross streets safely

- » Design community parks and green spaces with ample lighting, cameras, and clear visibility
- » Include physical barriers, such as bollards, to prevent cars and ATVs from driving into the park
- » Post park hours on signs and enforce the opening hours
- » Install pedestrian-scale streetlights along streets and open spaces



EXISTING CONDITIONS

- 40.85 UCR Part 1 violent crimes per 1,000 residents in Beat 72 (3-year average; 73.9% higher than the average rate for the City of Knoxville)
- 20% of residents feel neighborhood safety is good or very good
- 35% of residents feel children are safe to play and gather outdoors

TARGET METRICS

- 20 or fewer UCR Part 1 violent crimes per 1,000 residents in Beat 72 (3-year average; target metric will be lower than the average rate for the City of Knoxville)
- 100% of residents feel neighborhood safety is good or very good
- 100% of residents feel children are safe to play and gather outdoors

OUTCOMES

- Residents feel they are partners in establishing and maintaining a sense of safety in the neighborhood
- Programs and physical environment reduce measurable crime and unsafe conditions

PARTNERS

- City of Knoxville
- KCDC
- Brinshore Development
- CAC
- Western Heights Residents
- Knoxville Police Department
- Big Brothers Big Sisters of East Tennessee
- Boys & Girls Club of the Tennessee Valley
- Boy Scouts of America
- Great Smoky Mountain Council
- Empower Knox
- Mayor's Youth Council
- Girl Scouts of Southern Appalachians
- Metropolitan Drug Coalition Youth Council THRIVE Mentoring
- YWCA Game Changers Program

TRANSPORTATION

INCREASE TRANSPORTATION CHOICES FOR NEIGHBORHOOD RESIDENTS

Transportation was identified by residents and service providers as a barrier to education, employment, training, and enrichment opportunities. The steep hills in Western Heights and the highways and industry at the neighborhood’s edges make accessing existing transportation more difficult.

STRATEGY 1

Partner to increase the transportation options for adults and older youth

- » Expand current offerings to provide additional stops and route options
- » Explore extending school bus service, adding routes, and offering fare-free rides for Knox County School students
- » Involve Western Heights residents in the 2021/2022 Comprehensive Operational Analysis to determine transit priorities for the neighborhood

STRATEGY 2

Increase options for children to get to school

- » Increase bus stop frequency and add service streets to reduce the distance students travel to access school buses
- » Create a safe, well-lit walking path to Beaumont Magnet Academy to provide safer walking routes to school

STRATEGY 3

Improve walking and biking routes around the neighborhood and to destinations

- » Build new sidewalks and crosswalks around the park
- » Explore installing traffic calming devices along existing streets where speeding is a safety issue for residents/pedestrians
- » Increase bike programs available to Western Heights residents. One possible pilot project includes a bike path between Fulton High School and the Western Heights site with bikes available at both ends.



EXISTING CONDITIONS

- 37% of residents have reliable transportation
- 82% of residents have sufficient bicycle parking in the neighborhood
- 76% of resident have transportation access to get jobs and/or stay employed

TARGET METRICS

- 100% of residents have reliable transportation
- 100% of residents have sufficient bicycle parking in the neighborhood
- 100% of resident have transportation access to get jobs and/or stay employed

OUTCOMES

- Residents have transportation to access a full range of quality education, employment, and quality-of-life choices

PARTNERS

- City of Knoxville
- Knoxville Area Transit (KAT)
- CAC Transit
- Knox County Schools Transportation Department
- ETHRA Transit



OPEN SPACE

CREATE QUALITY GREEN SPACE, PARKS, AND RECREATION AMENITIES IN WESTERN HEIGHTS

The residents identified the need for parks and spaces to enjoy being outdoors in the beautiful Western Heights setting. The steep hills in Western Heights make the existing spaces unusable. Residents want to walk with their children and friends, gather for social events in park spaces, and enjoy amenities that serve young children, older children, teens, and adults.

STRATEGY 1

Build beautiful parks with places for children to play and adults to gather, with connected walking paths

- » Build a destination world-class public park in the Western Heights neighborhood that will offer amenities that will serve all ages and abilities. The park will feature an area near the middle of the neighborhood, with play equipment, splash pads, picnic shelters, barbecue areas, accessible walking paths, and convenient parking. Another park area will take advantage of the slope to create a unique climbing park with slides and climbing structures. This hillside park will connect to the community-benefit restaurant where parents and families can eat in outdoor patios and enjoy the views of downtown Knoxville and the Smoky Mountains while children play.
- » Create small neighborhood pocket parks that provide play areas throughout the community and close to homes

PARTNERS

- City of Knoxville
- Legacy Parks Foundation

- » Provide easy-to-access community gardens, designed for everyone, including immigrant residents (such as dedicated spaces for Burundi crops)
- » Build a safe, well-lit walking path to Beaumont Magnet Academy

STRATEGY 2

Actively program parks and green spaces to provide residents with rich, safe experiences

- » Program the lawn space with concerts, movie nights, seasonal parties, etc.
- » Encourage families to eat outdoors at the community restaurant while watching and playing with their children
- » Expand the resident community gardening program so that residents can have increased access to healthy, fresh foods
- » Establish outdoor fitness activities, such as walking clubs and exercise classes

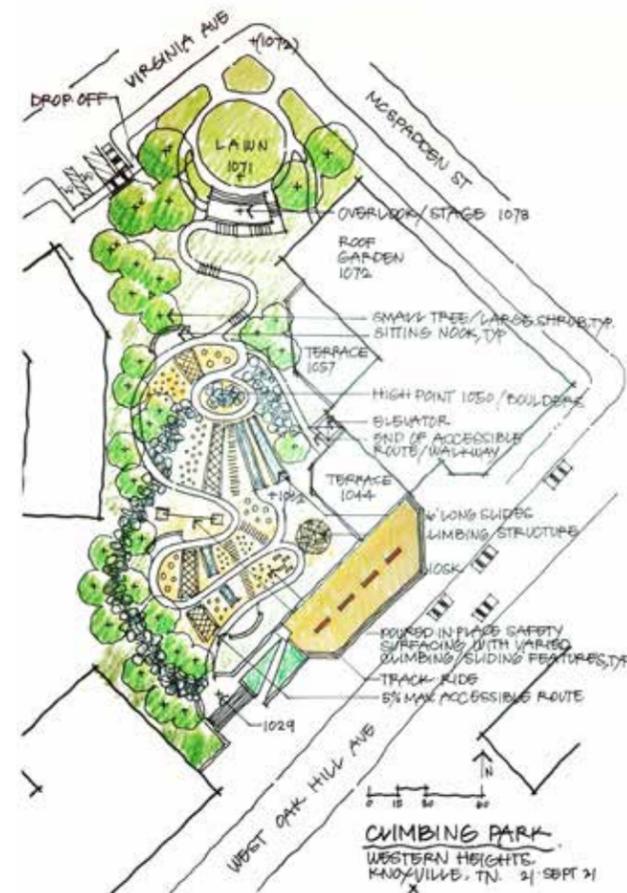
OUTCOMES

- Western Heights residents have beautiful, safe, and well-used parks and green space that serve all ages and abilities
- The parks in Western Heights are unique in the City of Knoxville, offering special amenities that residents can enjoy and feel proud of and that drive economic development by attracting visitors to support local businesses



EXISTING CONDITIONS	TARGET METRICS
44% of residents rate outdoor space in the neighborhood as good or very good	100% of residents rate outdoor space in the neighborhood as good or very good
28% of residents feel there are enough plants and trees in the neighborhood	100% of residents feel there are enough plants and trees in the neighborhood
0 public parks in the neighborhood	1 world-class destination public park that serves all ages and abilities and enhances the economic potential of Western Heights Play areas and green spaces for residents on every new neighborhood block





2014 Phil Proctor, Atlanta, GA
SPIDER WALK
Painted Steel

ARTS & ENTREPRENEURSHIP

STRENGTHEN ARTS, ENTREPRENEURSHIP, AND ENGAGEMENT OPPORTUNITIES TO ANCHOR THE NEIGHBORHOOD

Knoxville is a city of artists and entrepreneurs. Knoxville has been named 'The Maker City' by Etsy and named one of the top 25 best makers cities in the US by Popular Mechanics. Residents want to build on Western's pride in having Knoxville's only arts magnet elementary school, and expand the arts and entrepreneurship opportunities to enrich the lives of residents and create new economic activity in the neighborhood.

STRATEGY 1

Create an arts and entrepreneurship anchor that fosters creative experiences and skills among residents and attracts creative people from outside the neighborhood

- » Program on-site art and culture events, such as concerts, movies, dance, theater, exhibits, cookouts, etc.
- » Launch an Arts & Makerspace, for creative experimentation and invention and to serve as the site of an Artist in Residency program in conjunction with the on-site Artist Live-Work Housing
- » Develop a micro-business incubator to support entrepreneurship opportunities through classes and individual coaching
- » Create a storefront where residents and neighbors can sell locally crafted goods, and local students can have internships to help staff the operations
- » Partner to provide food training opportunities and develop a shared community kitchen and culinary/kitchen incubator for individuals wanting to grow their catering businesses
- » Celebrate the local history and international culture through public murals and historical displays

STRATEGY 2

Engage residents in civic and community life and connect them to resources

- » Maximize the number of Western Heights residents participating in supportive services through outreach and engagement activities
- » Increase civic engagement through resident associations, neighborhood watches, and community policing and safety interest groups
- » Actively support and welcome African residents into the community through English As A Second Language classes, citizenship classes, and other community events
- » Establish an abridged senior center, with planned activities and space for seniors to gather and interact

STRATEGY 3

Secure access to the technology needed to connect to community resources, benefits, and education and job opportunities

- » Improve wi-fi access for Western Heights residents through the Emergency Broadband Benefit
- » Expand fiber broadband services to improve connectivity
- » Continue to secure free or discounted tablets and laptops for residents through case management referrals

PARTNERS

- KCDC
- City of Knoxville
- Knoxville-Knox County CAC



OUTCOMES

- Western Heights residents can express themselves through art, dance, food, and culture and are given opportunities for new experiences and growth.
- Western Heights residents have reliable internet connections and can access devices for educational, job, and health needs, as well as family entertainment.

STRATEGY 4

Support existing businesses in the neighborhood

- » Provide matching funds for existing businesses who need to make building upgrades so they can access the city's Facade Improvement Program
- » Connect existing businesses to business and entrepreneurship resources

EXISTING CONDITIONS

36% of residents do not have internet or wi-fi at home and another 33% only have internet on a cell phone

TARGET METRICS

100% of residents have reliable, affordable or no-cost internet or wi-fi at home



ONE COMMUNITY

ENSURE NEW AND RENOVATED HOUSING IN WESTERN HEIGHTS FEEL LIKE ONE COMMUNITY

Western Heights has an opportunity to become a neighborhood of choice – for the current Western Heights public housing families, for new mixed-income rental residents, and future homeowners. To thrive as one community, it is important that all residents feel their housing is high-quality and everyone has equal access to all amenities.

KCDC renovated the interiors of the 1938 housing at Western Heights in 2018. However, the majority of the renovations were made to the interiors. The building exteriors would benefit from enhancements that would help them fit into the new choice neighborhood.

STRATEGY 1

Renovate the 1938 residential buildings to make sure they fit into the neighborhood with the new mixed-income housing

- » Add enhanced porches and stoops that complement the style and quality of the new construction housing
- » Add architectural elements that improve the aesthetics, such as new windows, shutters, etc.
- » Increase the number of buildings and units that are fully accessible from zero to 12
- » Demolish 12 units to widen streets, manage stormwater, and provide safe parking areas
- » Enhance the amenities to provide comparable playgrounds, parklets, community gardens, trails, and community room spaces

STRATEGY 2

Support KCDC Western Heights families living in the 244 renovated units with high-quality case management and supportive services so individuals and families can thrive

- » Fund in-kind services to provide the same level of individual and family case management to the residents in the 1938 housing as to the target residents

STRATEGY 3

Develop vacant lots in Western Heights as affordable, infill homeownership opportunities

- » Develop infill housing on vacant lots in Western Heights, as land prices and public ownership allow
- » Continue to work with and support residents who are preparing for homeownership through the Housing Choice Voucher (HCV) Homeownership program
- » Continue to work to secure vacant lots and buildings in the neighborhood that can be used for infill housing and community-serving uses

PARTNERS

- KCDC
- Brinshore Development
- City of Knoxville
- East Tennessee Housing Development Corporation



Renovated 1938 housing with porches, accessible sidewalks, & parklet in existing green space

OUTCOMES

- Residents in the 1938 KCDC Western Heights housing feel they are part of the mixed-income community with comparable amenities and supportive services.
- Vacant land in the neighborhood is developed with infill housing that provides home ownership opportunities for current and future Western Heights residents.



Existing 1938 housing

EXISTING CONDITIONS

- 61% of households in the 1938 housing rate their current housing or good or very good
- 0 fully accessible units in the 1938 housing with accessible routes to the building
- 337 vacant lots in the Western Heights neighborhood footprint

TARGET METRICS

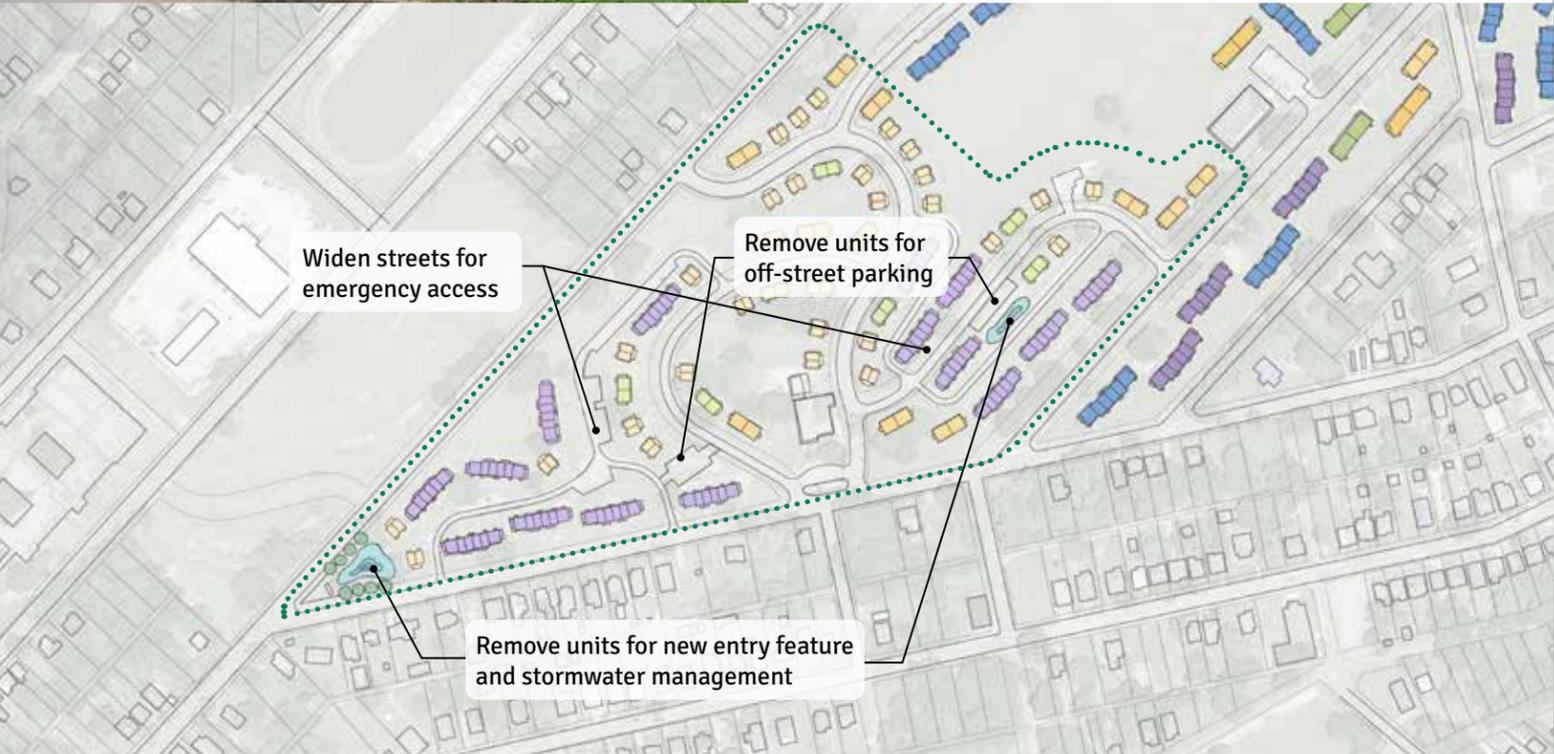
- 100% of households in the 1938 housing rate their current housing or good or very good
- 12 fully accessible units in the 1938 housing with accessible routes to the building
- Develop 25 affordable homeownership units on vacant lots in the next 5 years



LEFT Existing 1938 housing
BOTTOM Traditional Elevation Transformations

RENOVATION OF 1938 BUILDINGS:

- New usable porches and stoops
- New roofs
- Shutters and new windows
- Accessibility improvements
- Repainting
- Landscaping
- Selective demolition of 12 units
- Stormwater management
- Off-street parking
- Wider streets for emergency access



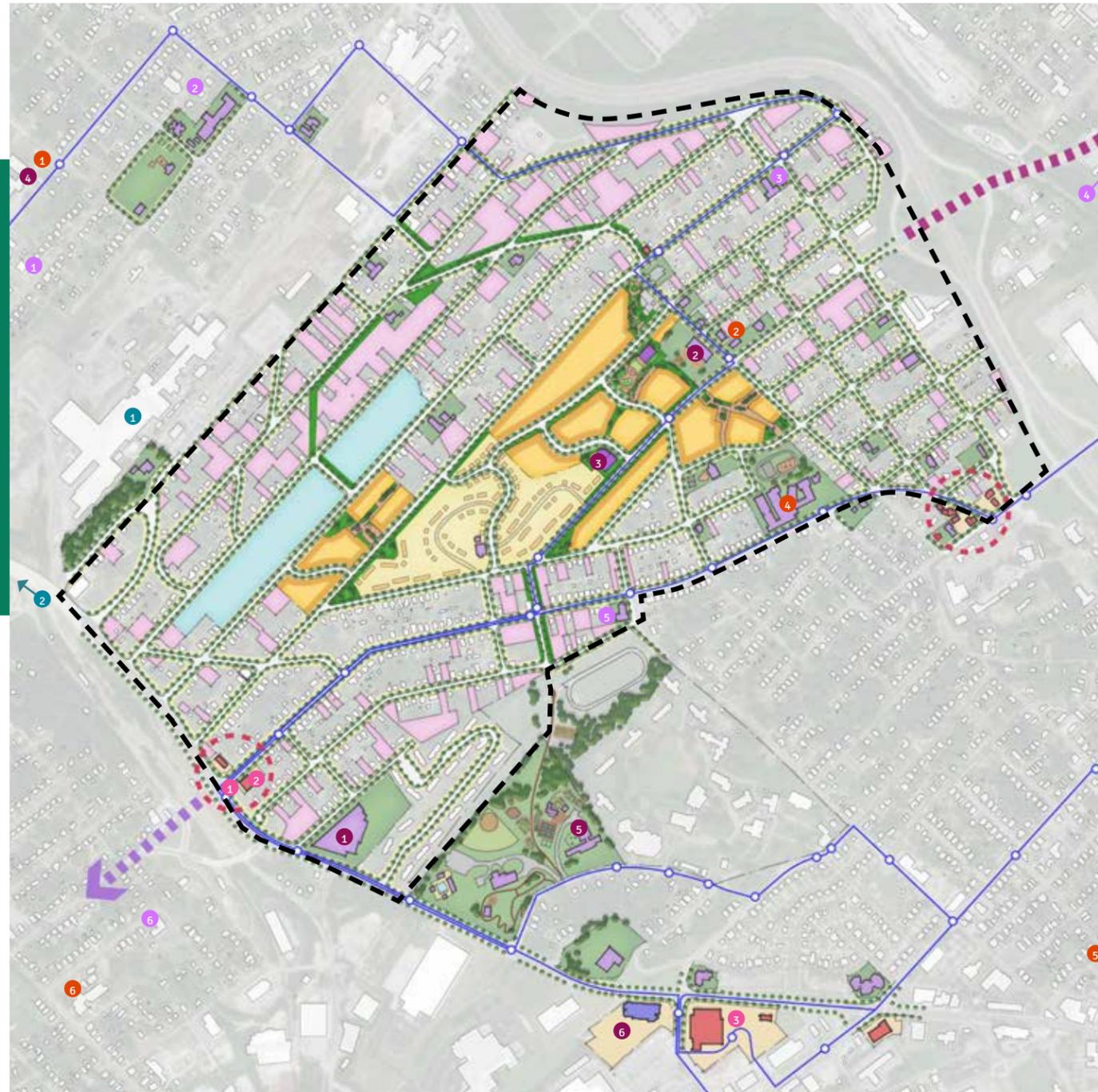
Existing 1938 housing



Modern Elevation Transformation



CRITICAL COMMUNITY IMPROVEMENTS (CCI)



**CCI #1
ANCHOR BUILDING**



**CCI #2
DESTINATION PARK**



**CCI #3
SUPPORT FOR
LOCAL BUSINESSES**

TRANSPORTATION

- Knoxville Area Transit Stops
- Knoxville Area Transit Bus Route
- Western Avenue (SR 62) Improvements

LOCAL GROCERY & RETAIL

- 1 Princess Beauty Supply
- 2 Jimmy's Mini Market
- 3 Food City

EMPLOYMENT/ECONOMIC DEVELOPMENT

- 1 CMC Steel Tennessee \$27M investment in new jobs
- 2 Pleasant Ridge Industrial Park

COMMUNITY INSTITUTIONS

- 1 Knox County CAC
- 2 Proposed New Head Start Facility
- 3 Boys & Girls Club
- 4 Emerald Youth Foundation
- 5 \$8M Lonsdale Ministry Complex
- 6 Wesley House Community Center
- 7 Cherokee Health Clinics

SCHOOLS

- 1 Knox County Sam E Hill Family Community Center
- 2 Dayspring Baptist Christian Academy
- 3 Beaumont Magnet Academy
- 4 Emerald Academy
- 5 West View Elementary School

CHURCHES

- 1 Open Door Church
- 2 Lonsdale Christian Church
- 3 Grove City Baptist Church
- 4 West Side Baptist Church
- 5 Beaumont Avenue Baptist Church
- 6 Belmont Heights Baptist Church

HOUSING PLAN

Transforming Western’s Housing Plan will catalyze the neighborhood revitalization by creating a unique mixed-income, mixed-use community that gives residents choices and offers high-quality amenities and management. The plan incorporates design elements, amenities, and architectural characteristics attractive to all income levels, with thoughtful integration and convenient access to various new neighborhood facilities.

Existing Conditions

There are approximately 1,335 units in the Western Heights Choice Neighborhood, and the vacancy rate is approximately 16.9 percent, compared to 10.7 percent in Knoxville and 8.6 in the county. Only 27.3 percent of the units in the Western Heights neighborhood are owner-occupied, significantly lower than the 50 percent owner-occupied units in the city and 66.5 percent in Knox County. The 2021 median value of owner-occupied units is \$87,550, which is 53 percent of the Knoxville median of \$165,450 and only 40 percent of the Knox County median of \$217,925.

KCDC Western Heights, the only public housing complex in the Western Heights neighborhood boundary, is composed of two developments:

- » 244 units, built in 1938, which were renovated in 2019 and will undergo additional renovations in 2022, as described in the Neighborhood Plan; and
- » 196 units, built in 1953, which will be the target housing for Choice Neighborhoods.

A physical needs assessment shows that the target housing (196 units) is severely distressed. The assessment projected a cost of \$27,397,534.73 of immediate capital needs, including roofs, foundations, structural walls, electrical, plumbing, HVAC, site infrastructure, and utility infrastructure.

The Housing Plan anticipates demolishing the 196 units of target housing and replacing those units in new-construction, mixed-income housing.

The plan is based on the neighborhood demographics, the comments and feedback received from current residents, and the makeup and physical conditions of the Western Heights housing. This plan will transform Western Heights beyond these existing conditions into a vibrant, high-quality, mixed-income housing community that all would choose to be their home.





Overview of the Housing Plan

The Housing Plan is an ambitious but achievable transformation that meets and exceeds the requirements of Choice Neighborhoods and is aligned with the goals of the Choice Neighborhoods program, including deconcentrating poverty and creating an equitable community. It addresses the specific needs identified in surveys, meetings, and focus groups by the target residents in KCDC Western Heights housing — high-quality, stigma-free, safe, and inclusive of all.

The Housing Plan was developed through a robust 15-month planning and community engagement process, which followed the Choice

Neighborhoods model and built on existing community investments. The plan connects new construction housing to renovated KCDC housing to create one inclusive and cohesive community.

The new housing surrounds and integrates with neighborhood investments, like the new park, anchor building, arts and makerspace, and opportunities for entrepreneurship. Along with taking advantage of the spectacular views, the new housing at Western Heights will create a highly desirable, amenity-rich, mixed-income, and marketable neighborhood that will improve the lives of the current target residents and all future residents of the transformed community.

SPOTLIGHT ON CHOICE NEIGHBORHOODS HOUSING REQUIREMENTS

- » Replace the existing 196 target housing units one-for-one to ensure that the same number of units are available to the existing families, who have the first right to return.
- » Deconcentrate poverty by transitioning from low-income housing to mixed-income housing:
 - › Replace housing for extremely low-income households one-for-one, but add enough housing so that these units do not make up more than 49.9% of the new construction housing
 - › Add units for low- and moderate-income households to increase affordable housing in the neighborhood
 - › Add market-rate units to make up at least 20% of the new construction housing
- » Build high-quality housing throughout and mix the incomes in blocks and buildings.
- » Provide robust relocation support for existing target households to make sure residents can access all their housing choices and return to Western Heights.

HOUSING GOALS

MIXED-INCOME

1. Replace housing for extremely low-income households one-for-one
2. Increase high-quality affordable housing options in Western Heights
3. Create market-rate rental housing, integrated into the community
4. Design all units to be of comparable quality, mixed within buildings and blocks, so that the community is truly mixed-income

CHOICES

1. Build a variety of building types that meet the needs and preferences of different people and household sizes
2. Design all units and room sizes to high-quality, contemporary standards
3. Design buildings and units to be accessible, visitable, and free from discrimination
4. Design units and buildings to be energy-efficient, sustainable, and to promote the health of residents

UNIQUE SITE

1. Celebrate the views and increase access to those views for all residents and visitors
2. Use the existing slope to design buildings that take advantage of the grade
3. Promote safety through the street and block design and regular landscape maintenance

MANAGEMENT

1. Provide quality, well-maintained amenities for the development
2. Provide responsive and attentive management and maintenance
3. Incorporate thoughtful and sustainable landscape and stormwater management practices



MIXED-INCOME

DEVELOP A DIVERSE AND INCLUSIVE MIXED-INCOME COMMUNITY

STRATEGY 1

Replace housing for extremely low-income households one-for-one

- » Replace all 196 units of housing for extremely low-income households within approximately 479 units of new construction mixed-income rental housing
- » Build approximately 283 additional housing units with the goal of decreasing concentrated poverty (41% of total new construction replacement housing)
- » Ensure first-right-to-return for target households
- » Align bedroom sizes with the current target household and waitlist needs

STRATEGY 2

Increase high-quality, affordable housing options in Western Heights

- » Build 184 additional units that would be affordable to families making 60% AMI (38% of the total new construction replacement housing)

STRATEGY 3

Create market-rate rental housing, integrated into the community

- » Build approximately 99 additional market-rate housing units that would be priced affordably relative to the market but would not have rent restrictions per Choice Neighborhoods guidelines (21% of the total new construction replacement housing)

STRATEGY 4

Design all units to be of comparable quality, mixed within buildings and blocks so that the community is truly mixed-income

OUTCOMES

- Incomes are mixed in buildings and on blocks, so that incomes are not distinguishable from each other
- Housing is well-designed and high-quality
- Quality amenities serve the whole housing community

PARTNERS

- Brinshore Development
- KCDC
- City of Knoxville

EXISTING CONDITIONS

100% of the current housing is for extremely low-income households

0% of the current housing at Western Heights serves low- and moderate-income households

0% of the current housing at Western Heights serves market-rate households

TARGET METRICS

49.9% or less of the future new construction housing will be for extremely low-income households

Over 40% of the future new construction housing will be for low- and moderate-income households

20% of the future new construction housing will serve market-rate households

SPOTLIGHT ON RESIDENT RELOCATION

WESTERN HEIGHTS IS MADE UP of two sections — 244 units built in 1939 and an additional 196 units built in 1953. The Housing Plan calls for a mix of rehabilitation and new construction activities on-site, with renovations planned for the 244 units, and demolition and replacement planned for the 196 units to undergo new construction.

KCDC is committed to replacing all 196 of the 1953 public housing units in a newly constructed mixed-income and mixed-use development. Construction of the target housing site will be phased, with construction beginning prior to the demolition of the existing units to limit the number of resident moves and eliminate, or at least significantly reduce, the need for off-site relocation. Once newly constructed units become available, the eligible residents of the 1953 units will have the first right to return to return to the new units.

Similarly, for the 244 (1938) units to be rehabilitated, residents will be relocated into vacant on-site units. If the units they are relocated into have not yet been rehabbed, those residents will ultimately be relocated a second time into rehabbed units as they become available. The development team is submitting an application for tax exempt bonds and 4% Low Income Housing Tax Credits (LIHTC) to renovate these units in 2022.

KCDC will oversee all relocation activities. In this role, KCDC will work closely with impacted households, coordinating with Choice Neighborhood partners as appropriate. This will include administering relocation surveys, providing necessary relocation notices and updates,

hosting community and one-on-one meetings, providing relocation counseling, managing reimbursements and payments for relocation expenses, coordinating with contracted movers and community partners, maintaining relocation records, and other related activities.

While off-site relocation is to be minimized, KCDC will ensure that any household requiring off-site relocation is provided with ample notice, support, and assistance. Any household needing to move off-site will be offered comparable temporary housing through a comparable unit at a KCDC-owned property. Any household that is required to move off-site will have a right to return to the completed site. Any potential off-site temporary relocation is not anticipated to exceed 12 months.

All relocation activities will be conducted in compliance with the Uniform Relocation Act and other authorities, as applicable, and will be guided by a Relocation Plan. Every reasonable effort will be taken to ensure that relocation activities minimize disruptions for all impacted households and that resident rights and needs are respected.





ONE FOR ONE REPLACEMENT UNIT MIX						
	1-BR	2-BR	3-BR	4-BR	5-BR	TOTAL
Western Heights Existing (1953)	28	82	56	20	10	196
Western Heights Resident Need	37	52	36	12	6	143
Vacant Unit Allocation (based on wait list)	11	22	20	—	—	53
Total Replacement Program	48	74	56	12	6	196
Phase 1	7	18	14	6	2	47
Phase 2	14	20	13	2	2	51
Phase 3	14	21	13	2	2	52
Phase 4	13	15	16	2	—	46
Total (Future)	48	74	56	12	6	196

TOTAL DEVELOPMENT PROGRAM				
	EXTREMELY LOW-INCOME	AFFORDABLE	MARKET-RATE	TOTAL
1-Bedroom	48	67	56	171
2-Bedroom	74	93	32	199
3-Bedroom	56	22	11	89
4-Bedroom	12	2	—	14
5-Bedroom	6	—	—	6
Total	196	184	99	479
Percentage	41%	38%	21%	100%

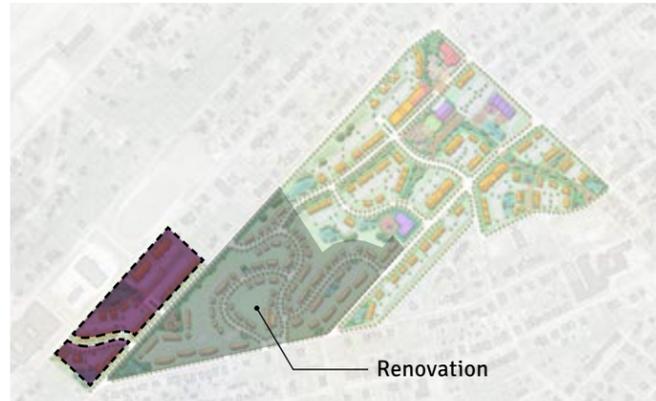
The Housing Plan currently anticipates four phases of new construction development. KCDC has site control of all parcels required for the four phases of new construction housing.

PHASE 1

Phase 1 will be built on vacant land between Virginia and Vermont Avenues. This site has the most sweeping views of the mountains and downtown.

The build-first strategy will help minimize residents from having to move twice. The benefit of building on vacant land is that residents can move directly into replacement housing before any buildings are demolished. Approximately 47 replacement units for extremely low-income households are anticipated to be incorporated into Phase 1.

Phase 1 includes duplexes, townhouses, stacked townhouses, and walk-up apartment buildings. Phase 1 will connect the new housing to the 1938 housing, which will have been renovated and enhanced. New crosswalks, streetscapes, and amenities, such as small parks, will bridge the two areas.



PHASE 1 DEVELOPMENT PROGRAM				
	Extremely Low-Income	Affordable	Market-Rate	Total
1-Bedroom	7	18	13	38
2-Bedroom	18	26	10	54
3-Bedroom	14	3	2	19
4-Bedroom	6	1	—	7
5-Bedroom	2	—	—	2
Total	47	48	25	120
Percentage	39%	40%	21%	100%

PHASE 2

Phase 2 housing will be built largely on the vacant land above and around the new CAC Head Start building. Similar to Phase 1, the second phase also helps minimize residents from moving twice by developing on vacant land. An additional 51 replacement units will be included, bringing the replacement units to 98.

Phase 2 includes duplexes, townhouses, stacked townhouses, walk-up apartments, and a mixed-use apartment building with an elevator.

The Phase 2 housing will be centrally located and adjacent to the neighborhood investments — Head Start, the new destination park, the Anchor building, the community restaurant, and the artist and makers space. This housing will be in a central location, immediately adjacent to exciting new amenities.



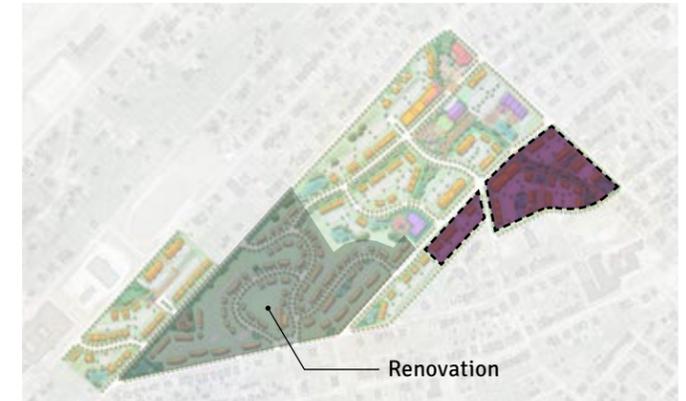
PHASE 2 DEVELOPMENT PROGRAM				
	Extremely Low-Income	Affordable	Market-Rate	Total
1-Bedroom	14	15	14	43
2-Bedroom	20	23	7	50
3-Bedroom	13	6	3	22
4-Bedroom	2	—	—	2
5-Bedroom	2	—	—	2
Total	51	44	24	119
Percentage	43%	37%	20%	100%

PHASE 3

Phase 3 will be developed on the blocks south of W. Oldham Avenue. Following completion of Phase 3, 150 of the 196 original public housing units will have been replaced.

Phase 3 includes duplexes, townhouses, stacked townhouses, walk-up apartments, and elevator apartment buildings.

Phase 3 will redevelop the frontage along W. Oldham, helping to further signal investment and transformation in the neighborhood. The new housing will also have the most direct access to the new walking path to Beaumont Magnet Academy, making it a particularly attractive location for families.



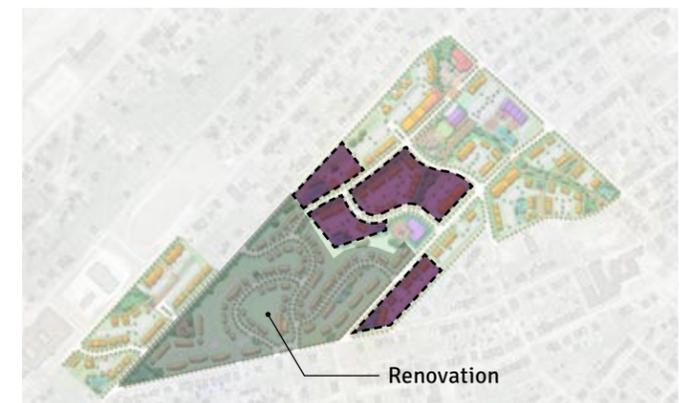
PHASE 3 DEVELOPMENT PROGRAM				
	Extremely Low-Income	Affordable	Market-Rate	Total
1-Bedroom	14	13	13	40
2-Bedroom	21	24	9	54
3-Bedroom	13	5	3	21
4-Bedroom	2	1	—	3
5-Bedroom	2	—	—	2
Total	52	43	25	120
Percentage	43%	36%	21%	100%

PHASE 4

Phase 4 will complete the housing, developing the land around the Western Heights Boys & Girls Club. Phase 4 is a critical step in the development, connecting the new construction to the renovated 1930s housing through building design, walking path connections, lighting, and small parklets.

Phase 4 includes duplexes, townhouses, stacked townhouses, and walk-up apartment buildings.

At the completion of Phase 4, all 196 of the 1953 units at Western Heights will have been replaced in a mixed-income neighborhood. In total, 479 new construction mixed-income rental units will create a vibrant neighborhood connected to amenities and walkable streets.



PHASE 4 DEVELOPMENT PROGRAM				
	Extremely Low-Income	Affordable	Market-Rate	Total
1-Bedroom	13	21	16	50
2-Bedroom	15	20	6	41
3-Bedroom	16	8	3	27
4-Bedroom	2	—	—	2
5-Bedroom	—	—	—	—
Total	46	49	25	120
Percentage	38%	41%	21%	100%

UNIQUE SITE

CELEBRATE THE SITE, IMPROVE NEIGHBORHOOD SAFETY/SECURITY, AND CREATE SPECTACULAR VIEWS OF THE SURROUNDING AREAS

The Western Heights target housing site has spectacular views of the Smoky Mountains and downtown Knoxville, unlike other city and county areas. These views are an asset that will spark interest from future residents and help make the area a desirable destination.

STRATEGY 1

Celebrate the views and increase access to those views for all residents and visitors

- » Construct buildings along new streets that run parallel to and perpendicular to the grade, which will both give views to residents in units facing that direction as well as to pedestrians walking along the streets
- » Front buildings onto the new neighborhood park, which will have sweeping views
- » Ensure that buildings and units with views are equitably distributed to families at a variety of incomes and price points

STRATEGY 2

Use the existing slope to design buildings that take advantage of the grade

- » Minimize the need for retaining walls through the use of building types that either step up or down hillsides, enhancing views
- » Take advantage of the sloping conditions to create at-grade accessible entries to buildings along streets and from parking lots
- » Design buildings to reflect the community's preferences and neighborhood design heritage

STRATEGY 3

Promote safety through the street and block design and regular landscape maintenance

- » Design and build new housing to create clear development blocks. Buildings and units will face outward to streets, parks, and public spaces to provide eyes-on-the-street
- » The management and maintenance staff will keep low fences, walls, and landscaping that define public and private space trimmed and in good condition



Examples of building types that take advantage of the slope and views

EXISTING CONDITIONS

None of the current building types in the 1953 housing take advantage of the existing slope

TARGET METRICS

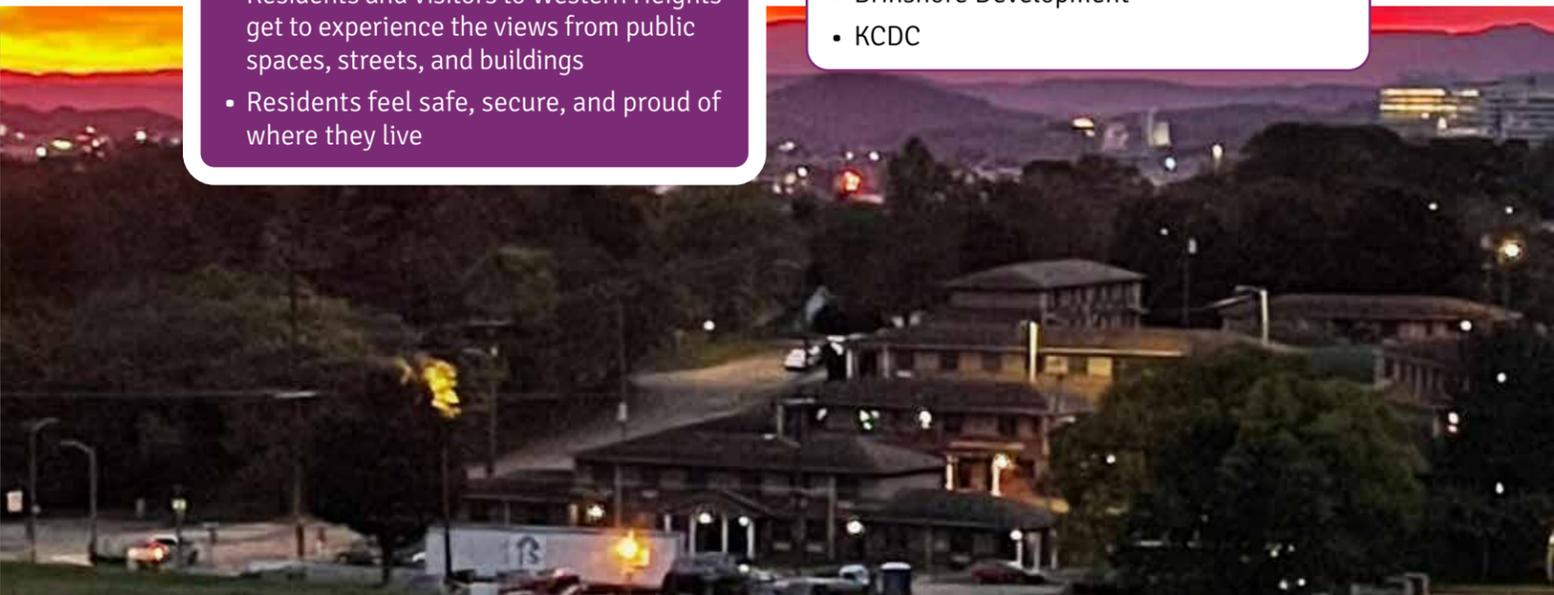
100% of the new construction building types will take advantage of the slope and views

OUTCOMES

- Residents and visitors to Western Heights get to experience the views from public spaces, streets, and buildings
- Residents feel safe, secure, and proud of where they live

PARTNERS

- Brinshore Development
- KCDC



CHOICES

CREATE HOUSING CHOICES AND BUILDINGS TYPES THAT SERVE DIVERSE NEEDS

The existing buildings in the target housing are a mix of townhouses and walk-up flats. The existing topography creates challenges for the accessibility and usability of open spaces between the existing buildings.

STRATEGY 1

Construct a variety of building types that meet the needs and preferences of different people and household sizes

- » Townhouses and units that have individual entrances and porches which serve people who prefer private front doors and families who can have direct access to outdoor space
- » Small apartment buildings with controlled entry access – these building types have ground floor accessible units and often appeal either to residents who need single-level units or like to know all their neighbors
- » Larger apartment buildings with elevators are attractive to those with accessibility needs, prefer not to climb stairs, prefer a monitored entry lobby, or have amenity spaces in the building (community room, business center, etc.)
- » Mixed-use buildings with retail use on the ground floor for residents who like to be close to restaurants, shops, or services

STRATEGY 2

Design all units and room sizes to high-quality, contemporary standards

- » Size rooms to accommodate modern furniture and the needs of contemporary families
- » Provide closets and sufficient storage in bedrooms, kitchens, and living areas

- » Design the units with high-quality, market-rate finishes and appliances

STRATEGY 3

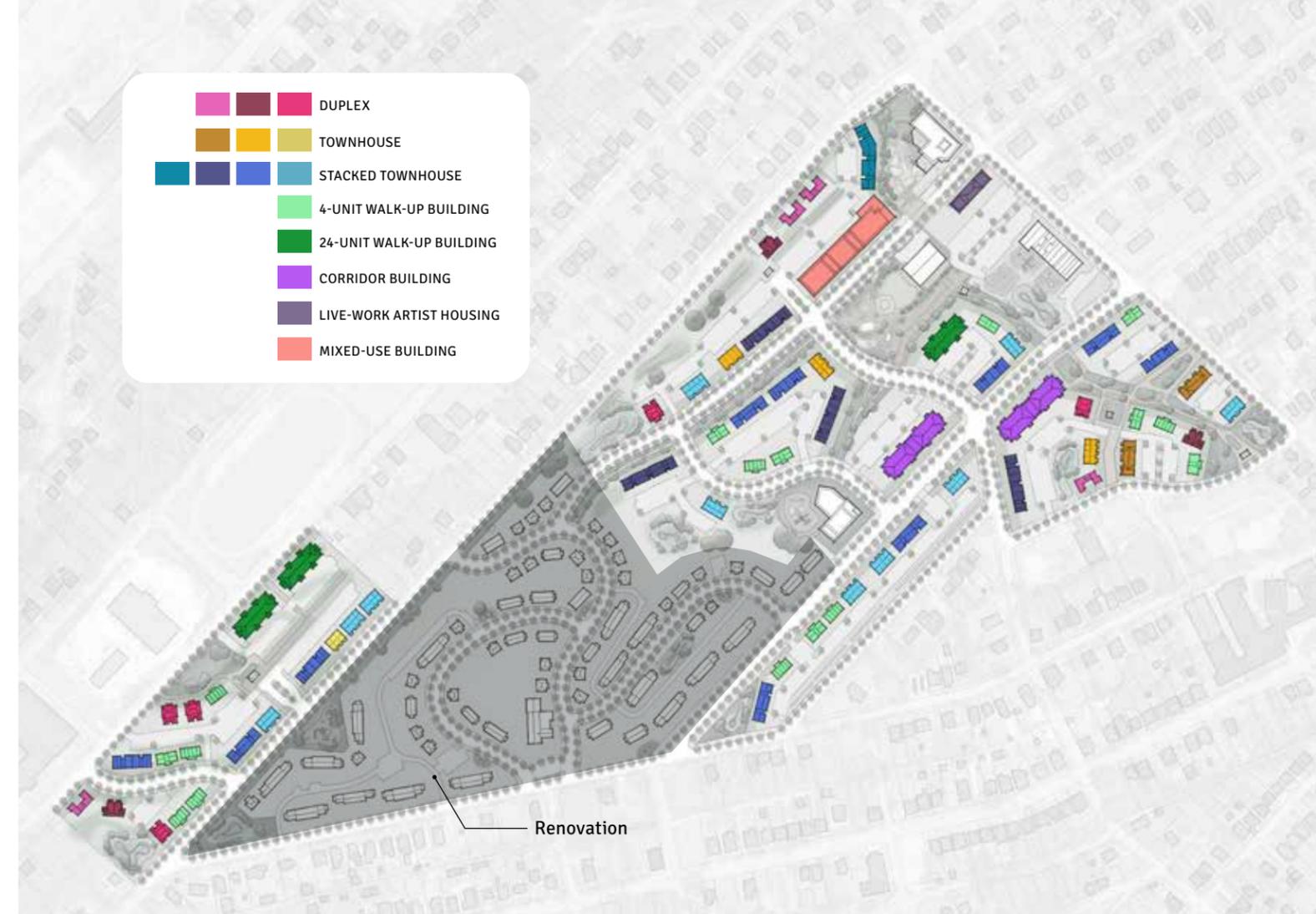
Design buildings and units to be accessible, visitable, and free from discrimination

- » At least 5 percent of units across all unit sizes will be accessible to persons with physical disabilities
- » At least 2 percent of units will be designed to accommodate individuals with visual or hearing impairments
- » Sidewalks and paths of travel from units to amenities will be designed to ADA standards where topography allows, and playgrounds and fitness equipment will have accessible options
- » The Western Heights team will affirmatively further Fair Housing to create a community free from discrimination

STRATEGY 4

Design units and buildings to be energy-efficient, sustainable, and promote the health of residents

- » All new housing appliances and lighting will be built to Energy Star Standards or comparable standard acceptable to HUD and funders. This will prevent waste of resources and will reduce utility costs for residents.



Building Type Diagram

EXISTING CONDITIONS

39% of target residents rated the condition of the existing housing good or very good

TARGET METRICS

100% of target residents live in high-quality housing and rate the condition as good or very good

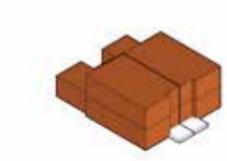
OUTCOMES

- Residents live in high-quality housing
- Residents have choices of the unit and building types that meet their family needs, abilities, and desires
- Residents feel a sense of pride in their homes and neighborhood

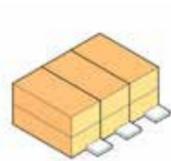
PARTNERS

- Brinshore Development
- KCDC

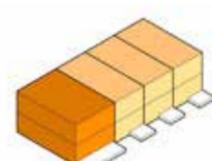
DUPLEXES & TOWNHOUSES



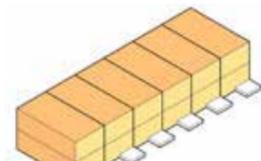
Duplex



Triplex

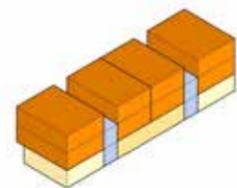


4-Unit

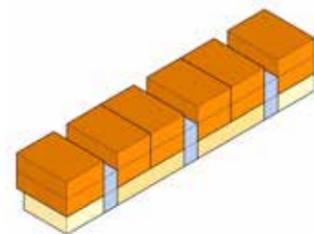


6-Unit

STACKED TOWNHOUSES

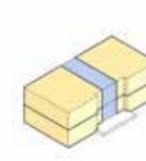


7-Unit

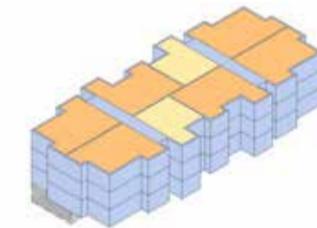


10-Unit

WALK-UP APARTMENT BUILDINGS

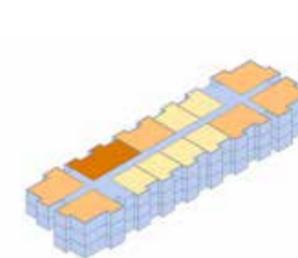


4-Unit

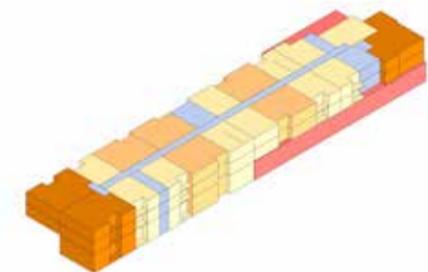


24-Unit

CORRIDOR & MIXED-USE BUILDINGS



33-Unit



43-Unit

MANAGEMENT

ESTABLISH RESPONSIVE ON-SITE MANAGEMENT WITH HIGH-QUALITY AMENITIES AND ATTENTIVE MAINTENANCE

Residents spoke passionately about wanting to see their homes and neighborhood maintained in beautiful conditions. Safety partners, including Knoxville Police Department officers, stressed the importance of defensible space and keeping the landscape trimmed.

STRATEGY 1

Provide quality, well-maintained amenities for the development

- » Communal indoor and outdoor spaces will be kept clean, safe, and in good conditions for all to use and enjoy (play areas, fitness centers, club-houses, picnic areas, computer rooms, etc.)

STRATEGY 2

Provide responsive and attentive management and maintenance

- » Provide management that can attract/retain market-rate tenants and serve the needs of former public housing residents
- » Provide ongoing supportive services to residents as needed to supplement traditional management responsibilities
- » Encourage pride in the community by providing outstanding management of neighborhood
- » Be attentive to resident needs
- » Maintain units and grounds with excellence, similar to Knoxville’s apartment market leaders

STRATEGY 3

Incorporate thoughtful and sustainable landscape and stormwater management practices

- » Where possible, the design will incorporate sustainable practices, such as native rain-gardens, retention ponds, and underground storage
- » Management will keep landscaping and stormwater areas well maintained
- » Management will work with resident-maintained areas, such as community gardens, to make sure that they are well-kept and safe

PARTNERS

- Brinshore Development
- KCDC

OUTCOMES

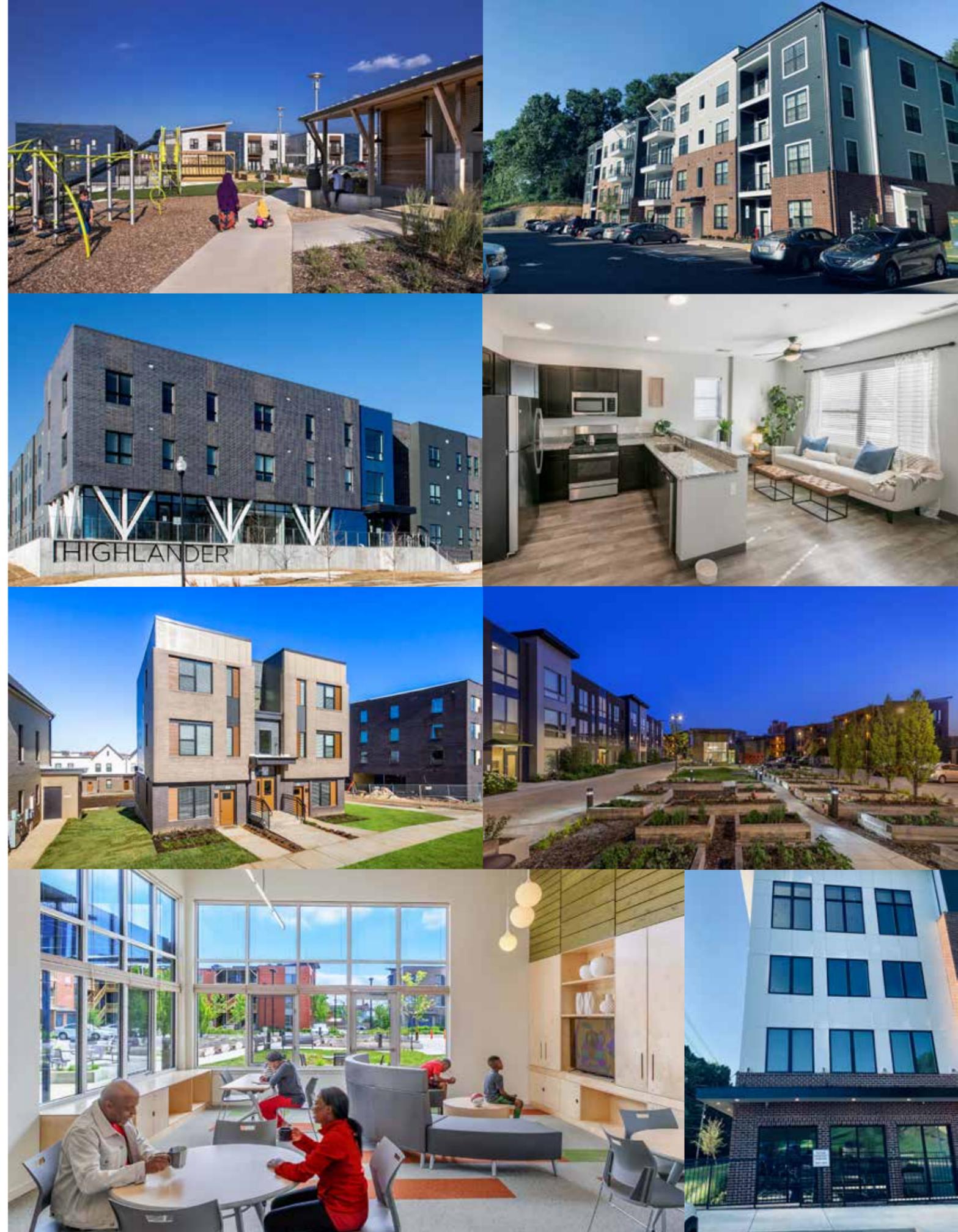
- Residents and the management staff have a good relationship, communicate regularly, and all participate in keeping the neighborhood clean and beautiful

EXISTING CONDITIONS

26% of target residents rated the condition of the existing housing as poor or very poor

TARGET METRICS

100% of target residents live in high-quality housing



THE
PEOPLE
PLAN

WE BECOME

INTRODUCTION

The Transforming Western People Plan is person-centered and informed by the voices of residents, neighbors, and a network of community partners eager to make collective change.

Throughout the planning process, CAC and its five resident ambassadors surveyed door-to-door, sought online feedback, hosted virtual neighborhood meetings, and held in-person community events to better understand the lived experiences and dreams of Western Heights residents.

The residents' ideal vision for the future includes creating a safe place for children to play, increasing educational and economic opportunities, improving quality of life, and rebuilding a neighborhood where there is a promise of a better future. The People Plan was designed with resident leadership and the synergy of a cross-sector network of partners in the areas of Education, Workforce Development, Health, Extended Out-of-School Learning, Faith-based leadership, and Social Services. Residents shared that safety, substance misuse, and lack of access to basic amenities are primary concerns.

The People Plan seeks to address the interwoven and complex challenges that residents

face daily, including a 57.1% poverty rate (more than double that of Knox County and the City of Knoxville), low education achievement, and limited access to health and nutrition critical to achieving a higher quality of life. On the whole, the average life expectancy is 67 years when compared to 76 years city-wide. Additionally, 28% of residents living in Western Heights report having frequent mental distress compared to 19% living city-wide. These factors indicate a need for wrap-around services dedicated to collectively addressing the needs of residents.

This process has revealed that many services are presently available to Western Heights, but they are siloed and working in isolation. The planning process has already built more productive connections and renewed networks. The redevelopment effort, coupled with expanded services throughout the neighborhood, will be a catalyst for achieving prosperity for Western Heights residents. The goals and strategies outlined in the People Plan will require additional resources, strong partnerships, shared vision, and commitment from the community, city government, and other stakeholders to ensure the successful implementation and achievement of outcomes. The entire transformation team is poised to align and leverage all available resources to address the barriers affecting Western Height residents and assist them toward actualizing their dreams.



PEOPLE GOALS

EDUCATION

1. 100% of children ages 0 to 5 are enrolled in early learning programs and demonstrate age-appropriate learning development across domains
2. Help school-aged children gain proficiency in core academic subjects, graduate high school, and pursue career or college pathway plans
3. Provide opportunities for post-secondary success.
4. Eliminate barriers to educational success

HEALTH

1. Increase access to affordable healthcare, prescriptions, and/or insurance for children, youth, and adults
2. Ensure access to substance misuse treatment, recovery, and prevention resources for target residents
3. Support target residents with mental and emotional health resources so they can experience an increased sense of well-being

YOUTH DEVELOPMENT

1. Expand out-of-school learning opportunities for Western Heights children
2. Provide continued and expanded opportunities to explore interest in the arts
3. Foster a sense of safety and well-being among youth

ECONOMIC STABILITY

1. Build financial security for target residents
2. Increase knowledge and access to information that residents need to grow their wealth and protect their assets
3. Prepare target residents for careers that pay a living wage and connect them with opportunities to learn the skills necessary to benefit from local job offerings
4. Mitigate and eliminate barriers to education and employment so that target residents can obtain viable career pathways

FOOD SECURITY

1. Improve access to affordable, healthy, and fresh food.
2. Cultivate activities that improve nutrition education, healthier decision-making, and self-sustainability



EDUCATION

ENSURE CHILDREN HAVE ACCESS TO EARLY LEARNING PROGRAMS, ARE PROFICIENT IN CORE ACADEMIC SUBJECTS, AND GRADUATE COLLEGE/CAREER READY

Knox County Schools and the Knox Education Foundation are partners in developing a pathway to improve the education outcomes of local students. While residents are highly pleased with the education received at Beaumont Magnet Academy, target residents cited an overall dissatisfaction with area schools and a need for early childhood education opportunities.

Over 43% of residents in Western Heights target households are children. There are 150 children age 17 and under in the target households. The standardized scores for neighborhood schools fall below the average scores for the district, including at Beaumont Magnet Academy, when the data focuses exclusively on local neighborhood students.

STRATEGY 1

Provide Western Heights children ages 0 to 5 access to quality early-learning opportunities

- » Build CAC Head Start location in Western Heights to open Fall 2022, serving 134 children, infant to preschool. Currently, the nearest Head Start to Western Heights only offers half-day programming to accommodate two classes of children per day.
- » Provide in-home family assessments to determine needs and establish family goals
- » Host monthly parent meetings and engage parents to serve in leadership positions at the Head Start center

- » Provide special services for children with suspected/identified disabilities
- » Provide home-based parent education and support services for families experiencing life stressors
- » Improve access to age-appropriate books and improve early reading outcomes

STRATEGY 2

Help school-aged children gain proficiency in core academic subjects, graduate high school, and pursue career or college pathway plans

- » Institute programming to increase the reading proficiency rate
- » Institute programming to increase the math proficiency rate
- » Establish programming to increase the overall 9th-grade algebra I proficiency rate
- » Launch programming to increase college admissions for neighborhood youth
- » Connect students in grades 6 to 12 with opportunities for tiered systems of career exploration
- » Provide access to high-quality tutors to assist in remediating learning loss
- » Increase participation in STEM-based certification and training programs



OUTCOMES

- Increased early education enrollment
- Increased school readiness
- Increased standardized scores in reading and math for target residents
- Increased graduation rates for target residents
- Increased post-secondary education rates of target residents

EXISTING CONDITIONS

71% of eligible Western Heights children 0-5 are participating in early learning programs

19% of in-zone students at Beaumont Elementary School are on-level in reading

15% of in-zone students at Beaumont Elementary School are on-level in math

77.7% graduation rate at Fulton High School

TARGET METRICS

100% of target residents ages 0-5 are enrolled in early learning programs

100% of target residents ages 0-5 demonstrate age-appropriate learning development across domains

100% of target Western Heights students are on-level in reading

100% of target Western Heights students are on-level in math

100% of target Western Heights high school students graduate



- » Increase access to educational support programs, such as TRIO: Talent Search, The Pipeline Program, and the MESH Program, all of which are designed to support youth from disadvantaged backgrounds
- » Launch a Rookie Readers program that focuses on literary components, such as character, setting, plot, comprehension, vocabulary, and fluency

STRATEGY 3

Provide opportunities for post-secondary success

- » Co-locate a shared information office to connect residents to post-secondary opportunities
- » Provide opportunities for free college introductory classes that would connect with on-campus programs
- » Connect residents with partners who will provide funding for tuition, supplies, books, etc.
- » Create job training opportunities and connections in additive manufacturing (3D printing) and machine tools and controls, which would expose youth to potential high-paying STEM job opportunities

STRATEGY 4

Eliminate barriers to educational success

- » Reduce absenteeism through increased transportation options
- » Pair at-risk students with community-based resources and mentors

PARTNERS

- CAC Knoxville-Knox County Head Start
- CAC Steps to Success
- Catholic Charities of East Tennessee, CHAP program
- Dream Center Knoxville
- Knox County Health Department, CHANT program
- Knox County Schools
- Knox Education Foundation
- Pellissippi State Technical and Community College
- TnAchieves
- Tennessee College of Applied Technology
- Tennessee’s Early Intervention System
- University of Tennessee, Agricultural Extension



HEALTH

ENSURE CHILDREN, YOUTH, AND ADULTS ARE PHYSICALLY AND MENTALLY HEALTHY

Transforming Western ensures that residents have increased access to affordable insurance and healthcare to more conveniently receive preventative care, prescriptions, treatment, and wellness education services.

The Western Heights 37921 zip code has a much higher rate of disability among children 5–17 (11% compared to 4% city-wide) and older adults 65+ (63.2% compared to 54.8% city-wide).

STRATEGY 1

Increase access to affordable healthcare, prescriptions, and/or insurance for children, youth, and adults

- » Host on-site insurance registration and prescription benefits counseling
- » Offer on-site health screenings
- » Schedule on-site mobile health clinics and telehealth
- » Offer student nursing clinics and prevention classes on-site regularly
- » Facilitate health fair events regularly that include on-site vaccine and screenings
- » Promote free pregnancy testing, prenatal care, counseling, referrals, and enroll eligible residents in “baby bucks” evidence-based education workshops
- » Offer free HIV, Hep C, and STI/STD testing, outreach, and education
- » Provide free feminine hygiene products and free period equity classes for middle and high school-aged girls
- » Provide free care coordination to TennCare-eligible and enrolled pregnant women and youth less than 21 years old, including those with special healthcare needs



STRATEGY 2

Ensure access to substance misuse treatment, recovery, and prevention resources for target residents

- » Develop substance misuse treatment, recovery, and prevention resources and opportunities
- » Provide monthly on-site alcohol and drug recovery support groups, transportation to offsite support groups, and on-site harm reduction education and Narcan distribution
- » Provide recovery housing support scholarships to eligible residents seeking recovery and peer support
- » Offer educational programming targeted at tobacco use prevention and cessation

STRATEGY 3

Support target residents with mental and emotional health resources so they can experience an increased sense of well-being

- » Promote resources needed to support mental and emotional health
- » Offer programming to educate youth and parents on developing healthy relationships, identifying abuse, and building coping skills
- » Provide home-based education that provides parenting education, crisis intervention, and case management for families experiencing life stressors
- » Lead nutrition and physical activity education classes, including diabetes management, fitness activities, nutrition education, and healthy eating
- » Facilitate youth development programming, healthy relationships training, pregnancy and infant parenting programming, and senior safety and fall prevention
- » Train residents on Adverse Childhood Experiences (ACEs), mental health, and life stressor awareness and coping strategies, including offering a youth trauma-focused support group for youth (ages 9–18)





OUTCOMES

- Children, youth, and adults are physically and mentally healthy
- Neighborhood-based health services are accessible and utilized
- Well-being and feelings of safety are the norms

PARTNERS

- American Heart Association
- CAC Affordable Medicine Options for Seniors
- CAC Families Together Academy
- CAC Gift of Sight, Hearing, and Dentures
- Catholic Charities of East Tennessee, Pregnancy Help Center
- Choice Health Network
- Destiny Adoption
- Girls Incorporated Tennessee Valley
- Helping Mamas
- Knoxville Area Physicians Association
- Knoxville Health Department, CHANT
- Knoxville Health Department, Healthy Weight
- Knoxville Health Department, Substance Misuse Response
- Knoxville Health Department, Tobacco Prevention and Control
- Mend House
- Metropolitan Drug Coalition
- New Directions Health Care Solutions
- South College of Nursing
- Susannah’s House
- University of Tennessee College of Nursing
- Western Heights Dental

EXISTING CONDITIONS	TARGET METRICS
40% of households in target housing do not have insurance	100% of target residents maintain or gain insurance
59% of heads-of-households have seen a doctor within the past 12 months; and 63% of those with a long-term health condition have seen a doctor within the past 12 months	100% of target residents have a primary healthcare provider (other than an emergency room)
32% of target residents received dental care within the past 12 months (compared to 55% city-wide)	100% of target residents receive dental care within 12 months
59% of heads of households indicate access to affordable prescriptions as a top health need	100% of heads-of-households have affordable access to prescriptions
Knox County had a 41% increase in drug-related deaths from 2019 to 2020. The injuries and deaths occurring in Knox county are primarily located in Western Heights/Beaumont	100% of those with identified substance use challenges are enrolled in programs
28% of residents in Census Tract 14 report having frequent mental distress compared to 19% living city-wide	100% of residents experiencing mental distress have access to appropriate medical care, including trauma-informed care and community-based ACEs related education, as needed

YOUTH DEVELOPMENT

INCREASE AND CONNECT YOUTH TO OUT-OF-SCHOOL PROGRAMMING THAT REINFORCES AND ENHANCES LEARNING AND ENRICHMENT

Transforming Western builds on existing programs for youth and creates new programs to ensure that students have safe education and productive enrichment options. Over half of the target households have children and there are 150 children age 17 and under living in Western Heights target housing.

STRATEGY 1

Expand out-of-school learning opportunities for Western Heights children

- » Create teen-specific programming to engage at-risk youth
- » Increase evening hours to accommodate parent work schedules
- » Increase virtual and site-based academic tutoring opportunities
- » Provide afterschool pick-up transportation and door-to-door drop-off
- » Enhance STEAM curricula, technology skills classes, economic literacy, and self-esteem enrichment programming
- » Promote paid externships, apprenticeships, and opportunities for youth entrepreneurship
- » Enroll Western Heights mentees in career readiness programming
- » Sponsor on-site scouting troops
- » Expose youth to urban agriculture through farm apprenticeships
- » Offer high school youth test prep, job shadowing, and coping skills training opportunities

STRATEGY 2

Provide continued and expanded opportunities to explore interest in the arts

- » Create a youth arts program for K-12 youth that offers activities and skill development in the performing arts, visual arts, applied arts, and creative writing using hands-on tools and technology
- » Offer arts-focused community summer camp scholarships to Western Heights youth
- » Develop a youth outdoor garden at the Western Heights Boys & Girls Club. Offer site-based cooking classes and tasting sessions using grown produce and supply farm-fresh produce to families.
- » Expand performing arts programs to include dance and musical instruments
- » Give free music lessons and instruments for economically disadvantaged residents and neighborhood children
- » Have Artists in Residence provide classes on a sliding scale to the Western Heights residents

STRATEGY 3

Foster a sense of safety and well-being among youth

- » Build a dedicated children’s playground outside of the Western Heights Boys & Girls Club
- » Increase slots for youth/mentee matches for Western Heights families
- » Create and support youth resident advisory councils for the Western Heights neighborhood

EXISTING CONDITIONS

60% of households with children report out-of-school children’s programs as a most needed service

32% of households with children wish their children had access to the arts

There are 103 youth ages 12-17 Living in Western Heights, 58% of which live in target housing. Youth focus group participants shared that they want teen-specific activities

23% of households with children wish their children had better access to technology/ computer classes

TARGET METRICS

100% of target youth are involved in some out-of-school programming

100% of target youth have access to arts programming

100% of youth in target housing are offered youth leadership, extern, apprenticeship, or employment opportunities

Out-of-school programming enrollment for youth ages 12–17 increase by 50%

Youth mentee matches increase by 50%

100% of households with children have access to technology and skills training

100% of children and youth have access to STEAM programming

PARTNERS

- Big Brothers Big Sisters East Tennessee
- Boys & Girls Club of the Tennessee Valley
- Boy Scouts of America Great Smoky Mountain Council
- CAC Neighborhood Center, Tutoring
- CAC Beardsley Farm
- City of Knoxville
- Emerald Youth, Calling and Career
- Girls Incorporated Tennessee Valley
- Girl Scouts of the Tennessee Valley
- Girl Talk Inc.
- Knoxville Leadership Foundation, KnoxWorks
- Tennessee College of Applied Technology
- Wesley House Community Center
- YWCA Knoxville and the Tennessee Valley’s GameChangers and Supporting Youth Experiencing Trauma (SYET)

OUTCOMES

- Children develop a larger network of community to support their sense of belonging and positive view of the future
- Children are better prepared for college and/or the workforce
- Children are better able to navigate risk-taking and gain enhanced protective factors



ECONOMIC STABILITY

SUPPORT RESIDENTS SO THEY CAN SECURE LIVING-WAGE JOBS, INCREASE THEIR INCOMES, ACCESS BENEFITS, AND HAVE SUFFICIENT RESOURCES TO MEET THEIR DAILY NEEDS

Western Heights residents want stability and to have ample resources to meet current and future needs. Transforming Western will use existing and new programs to improve outcomes in financial stability and wealth creation. This goal expands programs to support job training and localized apprenticeships to complement residents’ interests and new neighborhood maker and incubator spaces. This goal also focuses on improving financial literacy, in such areas as budgeting, credit repair, etc. Partners will coordinate existing non-profit and post-secondary programs to offer skills development and to meet the needs of current and future employers. Partners will work together to address barriers to adult education and employment.

Overcoming barriers will be critical to achieving the goal of economic stability for families. Residents identified access to skilled job training or certification as a barrier to getting a job or staying employed. Up to 25% of residents require jobs where a criminal background is not a barrier.

STRATEGY 1

Build financial security for target residents

- » Connect each household in the target area to case management, including financial assessment, goal-setting, and regular progress evaluation toward self-sufficiency
- » Provide and coordinate referrals to employers and assistance providers to help residents maintain or gain adequate income
- » Host an annual job fair for adults, youth, and seniors
- » Promote job training offerings in local industry growth sectors
- » Notify residents of tax promotions and offer free tax preparation services to increase earnings
- » Promote child tax credit and other Federal benefits to target households
- » Identify non-custodial parents and provide case management to help them pay down a greater portion of past-due child support obligations

STRATEGY 2

Increase knowledge and access to information that residents need to grow their wealth and protect their assets

- » Target financial literacy programs to Western Heights adult and teen residents
- » Support Western Heights residents with credit repair services

- » Refer interested target residents that demonstrate stability to homeownership assistance education programs
- » Connect target residents with a disability to benefits counseling regarding the impact of income growth on their current rent and benefits
- » Promote AmeriCorps Seniors stipend program to eligible residents in target housing
- » Refer eligible target residents to SSI/SSDI outreach to obtain benefits
- » Open a micro-business incubator and entrepreneurship center to support home-based and local businesses

OUTCOMES

- Residents can easily obtain and maintain employment
- Residents are better prepared for higher-wage jobs that can help their households become financially stable and grow their wealth
- Career pathways and diversified education opportunities are created for Western Heights residents
- Households are financially stable and self-sufficient
- Households grow their median household income
- Households have improved access to eligible benefits

EXISTING CONDITIONS

- 76% of work-able target residents have wage income
- \$10,689 is the average household income for target residents (compared to \$55,266 in Knox County)
- 62% of target residents are unemployed; of those 40% cannot work due to a disability, and 10% are retired
- 54% of households with children report that easier access to childcare could help eliminate barriers to getting a job or staying employed
- 19% of residents indicate that banking is needed within their community

TARGET METRICS

- 100% of work-able target residents have wage income
- 100% of work-able target residents increase their wage income by 50%
- 100% of target residents who are able to work are fully employed in meaningful work with employers or entrepreneurship
- 100% of disabled and retired target residents have access to the appropriate benefits and have sufficient resources to meet their daily needs
- 100% of target residents report fewer barriers to employment
- 100% of target residents that desire a bank account establish one, and then increase their savings and improve their credit scores



STRATEGY 3

Prepare target residents for careers that pay a living wage and connect them with opportunities to learn the skills necessary to benefit from local job offerings

- » Support food business start-ups and job training in food industries through the on-site social responsibility restaurant
- » Offer job training programs that utilize the community-shared makerspaces and increase opportunities for wealth through entrepreneurship
- » Identify and supervise resident ambassadors to provide peer-to-peer networking opportunities
- » Create an on-site training lab so that residents can get specialized skills training in such areas as manufacturing and technology
- » Provide on-site job coaching and mentorship opportunities through local businesses serving the Western Heights community and throughout Knoxville-Knox County
- » Connect eligible adults to Section 3 hiring, training, and apprenticeship opportunities created by implementing this Transformation Plan
- » Connect eligible adults to higher education programs

- » Offer workforce development training and life skills classes that focus on leadership, real estate, and investment
- » Offer online computer basics/employee soft skills classes

STRATEGY 4

Mitigate and eliminate barriers to education and employment so that target residents can obtain viable career pathways

- » Host a job fair specifically for justice-involved individuals / re-entry to expand employment networking opportunities
- » Create an on-site jobs access station to connect job seekers with resources and opportunities
- » Expand transit to employment opportunities not on the public bus route and with significant hiring needs
- » Offer English-language and citizenship classes
- » Offer legal assistance to refugees living in Western Heights, such as referrals, adjustments of status, renewing work permits, providing citizenship and naturalization referrals, etc.
- » Extend childcare opportunities to accommodate shift-work schedules

PARTNERS

- American Jobs Center
- Baptist Compassion Center
- CAC AmeriCorps Seniors
- CAC Family Benefits Specialists
- CAC Families Together Academy
- CAC Steps for Success
- CAC Ticket to Work
- CAC Transit
- CAC Workforce Connections
- CAC Volunteer Income Tax Assistance
- Catholic Charities of East Tennessee, Immigrant Services
- Center for English
- First Horizon Bank
- Knoxville Chamber of Commerce
- Knoxville College
- Knoxville Leadership Foundation
- SSI/SSDI Outreach, Access, and Recovery (SOAR)
- Socially Equal Energy Efficient Development Knox (SEED Knox)
- Tennessee College of Applied Technology
- Tennessee Re-entry Collaborative
- Regions Bank
- University of Tennessee, TCSEPP

FOOD SECURITY

IMPROVE ACCESS TO AFFORDABLE, HEALTHY, AND FRESH FOOD

Western Heights is a community that is passionate about food — from cooking to cultural dishes to gardening and celebrating with food. Residents talked about wanting to garden more, and the children shared that they would like to have a place where they can get healthy snacks in the neighborhood.

The Western Heights neighborhood lacks convenient access to affordable and healthy food. At least 63% of households in Census Tract 14 report SNAP enrollment compared to 13% in Knox County (ACS 2017).

STRATEGY 1

Improve access to affordable, healthy, culturally inclusive, and fresh food

- » Increase on-site emergency food pantry options
- » Increase fresh produce delivery
- » Increase distributions of healthy non-perishable commodity foods to Western Heights residents
- » Ensure access to food during out-of-school hours through the school backpack program, after-school programming, and summer camps
- » Connect eligible seniors with mobile meals
- » Enroll interested and eligible residents in the SNAP program
- » Expand Western Heights boxed and disabled specific community garden plots
- » Develop refugee-specific open space garden plots
- » Stock culturally appropriate shelf-stable items and produce within emergency pantries and commodities distribution

STRATEGY 2

Cultivate activities that improve nutrition education, healthier decision-making, and self-sustainability

- » Host an AmeriCorps State National Member who will work with residents on developing and maintaining gardens
- » Hire a school-based Education Garden Coordinator to offer instruction and resources to Beaumont Elementary and the Western Heights Boys & Girls Club
- » Create student nursing nutrition evaluation and education workshops
- » Create a social-benefit restaurant next to the hillside climbing park to provide cooking classes and demonstrations for residents. A café or takeaway restaurant on the ground floor will use a pay-it-forward model so that residents who can't afford to pay can redeem prepaid meals.
- » Develop a shared community kitchen and culinary/kitchen incubator for individuals wanting to grow their catering business, and residents can make and sell items in the on-site café
- » Plant a food forest with fruit trees and other perennials where neighborhood residents are welcome to harvest fruit

OUTCOMES

- Residents have access to healthy and culturally appropriate foods
- Residents feel confident in their knowledge about healthy cooking and nutrition



EXISTING CONDITIONS

- 94% of residents in Census Tract 14 have limited access to healthy food
- 65% of residents in target area need emergency pantry food
- 66% of seniors ages 60 and older in target housing demonstrate eligibility criteria to receive Mobile Meals
- There are 5 gardeners growing produce and flowers at Western Heights, which includes 3 raised beds and 4 in-ground plots
- 100% of refugee households desire culturally appropriate food items to be stocked in local pantries

TARGET METRICS

- 100% of residents in target area will have access to healthy food
- Reduce the need for emergency food by 100%
- 100% of eligible seniors receive Mobile Meals
- Garden plots increase by 50%
- 100% of refugee households have access to culturally appropriate food options

PARTNERS

- Boys & Girls Club of the Tennessee Valley
- CAC AmeriCorps
- CAC Beardsley Farm, Urban Agriculture and Green Thumb
- CAC Nutrition Services
- CAC SNAP Outreach
- Baptist Compassion Center
- Dream Center Knoxville
- Real Good Kitchen
- Nourish Knoxville
- Second Harvest of East Tennessee
- University of Tennessee, Agricultural Extension
- Wesley House Community Center

IMPLEMENTATION

FOCUS ON IMPLEMENTING

Investment in Western Heights has already begun — KCDC, the City, Knoxville-Knox County CAC, Knox County Schools, and partners are already starting to implement parts of the Transforming Western Plan.

The implementation of priorities identified in this Transforming Western Heights Plan will be realized over a 10-year-plus timeframe, depending on market conditions and funding sources. However, residents already see changes in the neighborhood. Their young children will have a brand new Head Start by the end of 2022 and will see further renovations to the exterior of the 1930s buildings in the coming year as well. Additionally, KCDC and CAC have enhanced programs and opportunities for residents. These signs of hope signal that Western Heights is a neighborhood of choice and that positive change is coming for the housing, neighborhood, and people.

PRELIMINARY FINANCIAL PLAN

PRELIMINARY BUDGET							
	CNI	First Mortgage	Tax Credit Equity	City of Knoxville Funds/CDBG	Philanthropic	KCDC/KCDC Subordinate Debt	Totals
Neighborhood*	\$6,000,000	\$13,000,000	\$9,000,000	\$2,150,000	\$18,000,000	\$1,000,000	\$49,150,000
Housing**	\$28,000,000	\$40,000,000	\$62,000,000	—	—	\$6,000,000	\$136,000,000
People	\$6,000,000	—	—	—	—	—	\$6,000,000
Community Infrastructure***	—	—	—	\$25,000,000	—	—	\$25,000,000
Total	\$40,000,000	\$53,000,000	\$71,000,000	\$27,150,000	\$18,000,000	\$7,000,000	\$216,150,000

* Includes rehab sources and construction of Head Start
 ** Assumes four phases of housing at roughly 120 units each
 *** Includes new streets/utilities, demolition, grading and soil stabilization, and stormwater infrastructure

EARLY ACTION COMMITMENTS

- The new \$5.4 million Head Start is under construction and will be opening in Fall 2022.
- KCDC is applying for financing for the renovation of the 1938 housing at Western Heights. Construction will start in 2022.
- The city has committed to building a world-class destination park in Western Heights.
- The city has committed \$25 million to improve the community's infrastructure



NEIGHBORHOOD IMPLEMENTATION MATRIX

GOAL	STRATEGIES	OUTCOMES
Ensure the neighborhood is safe for all	<ul style="list-style-type: none"> Provide Western Heights residents with the skills and support to feel safe in their neighborhood Design the physical environment to be safe and comfortable for all residents Ensure residents can safely enjoy outdoor spaces and can walk, bicycle, and cross streets safely 	<ul style="list-style-type: none"> Residents feel they are partners in establishing and maintaining a sense of safety in the neighborhood Programs and physical environment reduce measurable crime and unsafe conditions
Increase transportation choices for neighborhood residents	<ul style="list-style-type: none"> Partner to increase the transportation options for adults and older youth Increase options for children to get to school Improve walking and biking routes around the neighborhood and to destinations 	<ul style="list-style-type: none"> Residents have transportation to access a full range of quality education, employment, and quality-of-life choices
Create quality green space, parks, and recreation amenities in Western Heights	<ul style="list-style-type: none"> Build beautiful parks with places for children to play and adults to gather, with connected walking paths Actively program parks and green spaces to provide residents with rich, safe experiences 	<ul style="list-style-type: none"> Western Heights residents have beautiful, safe, and well-used parks and green space that serve all ages and abilities The parks in Western Heights are unique in the City of Knoxville, offering special amenities that residents can enjoy and feel proud of and that drive economic development by attracting visitors to support local businesses
Strengthen arts, entrepreneurship, engagement, and opportunities to anchor the neighborhood	<ul style="list-style-type: none"> Create an arts and entrepreneurship anchor that fosters creative experiences and skills among residents and attracts creative people from outside the neighborhood Engage residents in civic and community life and connect them to resources Secure access to technology needed to connect to community resources, benefits, and education and job opportunities Support existing businesses in the neighborhood 	<ul style="list-style-type: none"> Western Heights residents can express themselves through art, dance, food, and culture and are given opportunities for new experiences and growth. Western Heights residents have reliable internet connections and can access devices for educational, jobs, health needs, and family entertainment.
Ensure new and renovated housing in Western Heights feel like one community	<ul style="list-style-type: none"> Renovate the 1938 residential buildings to ensure they fit into the neighborhood with the new mixed-income housing Support KCDC Western Heights families living in the 244 renovated units with high-quality case management and supportive services so individuals and families can thrive Develop vacant lots in Western Heights as affordable, infill homeownership opportunities 	<ul style="list-style-type: none"> Residents in the 1938 KCDC Western Heights housing feel they are part of the mixed-income community with comparable amenities and supportive services. Vacant land in the neighborhood is developed with infill housing that provides home ownership opportunities for current and future Western Heights residents.

EXISTING CONDITIONS	TARGET METRICS	PARTNERS
<ul style="list-style-type: none"> 40.85 UCR Part 1 violent crimes per 1,000 residents in Beat 72 (3-year average; 73.9% higher than the average rate for the City of Knoxville) 20% of residents feel neighborhood safety is good or very good 35% of residents feel children are safe to play and gather outdoors 	<ul style="list-style-type: none"> 20 or fewer UCR Part 1 violent crimes per 1,000 residents in Beat 72 (3-year average; target metric will be lower than the average rate for the City of Knoxville) 100% of residents feel neighborhood safety is good or very good 100% of residents feel children are safe to play and gather outdoors 	<ul style="list-style-type: none"> City of Knoxville KCDC Brinshore Development CAC Western Heights Residents Knoxville Police Department Big Brothers Big Sisters of East Tennessee Boys & Girls Club of the Tennessee Valley Boy Scouts of America Great Smoky Mountain Council Empower Knox Mayor's Youth Council Girl Scouts of Southern Appalachians Metropolitan Drug Coalition Youth Council THRIVE Mentoring YWCA Game Changers Program
<ul style="list-style-type: none"> 37% of residents have reliable transportation 82% of residents have sufficient bicycle parking in the neighborhood 76% of resident have transportation access to get jobs and/or stay employed 	<ul style="list-style-type: none"> 100% of residents have reliable transportation 100% of residents have sufficient bicycle parking in the neighborhood 100% of resident have transportation access to get jobs and/or stay employed 	<ul style="list-style-type: none"> City of Knoxville Knoxville Area Transit (KAT) CAC Transit Knox County Schools Transportation Department ETHRA Transit
<ul style="list-style-type: none"> 44% of residents rate outdoor space in the neighborhood as good or very good 28% of residents feel there are enough plants and trees in the neighborhood 0 public parks in the neighborhood 	<ul style="list-style-type: none"> 100% of residents rate outdoor space in the neighborhood as good or very good 100% of residents feel there are enough plants and trees in the neighborhood 1 world-class destination public park that serves all ages and abilities and enhances the economic potential of Western Heights Play areas and green spaces for residents on every new neighborhood block 	<ul style="list-style-type: none"> City of Knoxville Legacy Parks Foundation
<ul style="list-style-type: none"> 36% of residents do not have internet or wi-fi at home and another 33% only have internet on a cell phone 	<ul style="list-style-type: none"> 100% of residents do not have reliable, affordable or no-cost internet or wi-fi at home 	<ul style="list-style-type: none"> KCDC City of Knoxville Knoxville-Knox County CAC
<ul style="list-style-type: none"> 61% of households in the 1938 housing rate their current housing or good or very good 0 fully accessible units in the 1938 housing with accessible routes to the building 337 vacant lots in the Western Heights neighborhood footprint 	<ul style="list-style-type: none"> 100% of households in the 1938 housing rate their current housing or good or very good 12 fully accessible units in the 1938 housing with accessible routes to the building Develop 25 affordable homeownership units on vacant lots in the next 5 years 	<ul style="list-style-type: none"> KCDC Brinshore Development City of Knoxville East Tennessee Housing Development Corporation

HOUSING IMPLEMENTATION MATRIX

GOAL	STRATEGIES	OUTCOMES
Develop a diverse and inclusive mixed-income community	<ul style="list-style-type: none"> Replace housing for extremely low-income households one-for-one Increase high-quality affordable housing options in Western Heights Create market-rate rental housing, integrated into the community Design all units to be of comparable quality, mixed within buildings and blocks, so that the community is truly mixed-income 	<ul style="list-style-type: none"> Incomes are mixed in buildings and on blocks, so that incomes are not distinguishable from each other Housing is well-designed and high-quality Quality amenities serve the whole housing community
Celebrate the site, improve neighborhood safety/security, and create spectacular views of the surrounding areas	<ul style="list-style-type: none"> Celebrate the views and increase access to those views for all residents and visitors Use the existing slope to design buildings that take advantage of the grade Promote safety through the street and block design and regular landscape maintenance 	<ul style="list-style-type: none"> Residents and visitors to Western Heights get to experience the views from public spaces, streets, and buildings Residents feel safe, secure, and proud of where they live
Create housing choices and buildings types that serve diverse needs	<ul style="list-style-type: none"> Build a variety of building types that meet the needs and preferences of different people and household sizes Design all units and room sizes to high-quality, contemporary standards Design buildings and units to be accessible, visitable, and free from discrimination Design units and buildings to be energy-efficient, sustainable, and to promote the health of residents 	<ul style="list-style-type: none"> Residents live in high-quality housing Residents have choices of the unit and building types that meet their family needs, abilities, and desires Residents feel a sense of pride in their homes and neighborhood
Establish responsive on-site management with high-quality amenities and attentive maintenance	<ul style="list-style-type: none"> Provide quality, well-maintained amenities for the development Provide responsive and attentive management and maintenance Incorporate thoughtful and sustainable landscape and stormwater management practices 	<ul style="list-style-type: none"> Residents and the management staff have a good relationship, communicate regularly, and all participate in keeping the neighborhood clean and beautiful

EXISTING CONDITIONS	TARGET METRICS	PARTNERS
<ul style="list-style-type: none"> 100% of the current housing is for extremely low-income households 0% of the current housing at Western Heights serves low- and moderate-income households 0% of the current housing at Western Heights serves market-rate households 	<ul style="list-style-type: none"> 49.9% or less of the future new construction housing will be for extremely low-income households Over 40% of the future new construction housing will be for low- and moderate-income households 20% of the future new construction housing will serve market-rate households 	<ul style="list-style-type: none"> Brinshore Development KCDC City of Knoxville
<ul style="list-style-type: none"> None of the current building types in the 1953 housing take advantage of the existing slope 	<ul style="list-style-type: none"> 100% of the new construction building types will take advantage of the slope and views 	<ul style="list-style-type: none"> Brinshore Development KCDC
<ul style="list-style-type: none"> 39% of target residents rated the condition of the existing housing good or very good 	<ul style="list-style-type: none"> 100% of target residents live in high-quality housing and rate the condition as good or very good 	<ul style="list-style-type: none"> Brinshore Development KCDC
<ul style="list-style-type: none"> 26% of target residents rated the condition of the existing housing as poor or very poor 	<ul style="list-style-type: none"> 100% of target residents live in high-quality housing 	<ul style="list-style-type: none"> Brinshore Development KCDC

PEOPLE IMPLEMENTATION MATRIX

GOAL	STRATEGIES	OUTCOMES
Ensure children have access to early learning programs, are proficient in core academic subjects, and graduate college/ career ready	<ul style="list-style-type: none"> 100% of children ages 0 to 5 are enrolled in early learning programs and demonstrate age-appropriate learning development across domains Help school-aged children gain proficiency in core academic subjects, graduate high school, and pursue career or college pathway plans Provide opportunities for post-secondary success Eliminate barriers to educational success 	<ul style="list-style-type: none"> Increased early education enrollment Increased school readiness Increased standardized scores in reading and math for target residents Increased graduation rates for target residents Increased post-secondary education rates of target residents
Ensure children, youth, and adults are physically and mentally healthy	<ul style="list-style-type: none"> Increase access to affordable healthcare, prescriptions, and/or insurance for children, youth, and adults Ensure access to substance misuse treatment, recovery, and prevention resources for target residents Support target residents with mental and emotional health resources so they can experience an increased sense of well-being 	<ul style="list-style-type: none"> Children, youth, and adults are physically and mentally healthy Neighborhood-based health services are accessible and utilized Well-being and feelings of safety are the norms

EXISTING CONDITIONS	TARGET METRICS	PARTNERS
<ul style="list-style-type: none"> 71% of eligible Western Heights children 0-5 are participating in early learning programs 19% of in-zone students at Beaumont Elementary School are on-level in reading 15% of in-zone students at Beaumont Elementary School are on-level in math 77.7% graduation rate at Fulton High School 	<ul style="list-style-type: none"> 100% of target residents ages 0-5 are enrolled in early learning programs 100% of target residents ages 0-5 demonstrate age-appropriate learning development across domains 100% of target Western Heights students are on-level in reading 100% of target Western Heights students are on-level in math 100% of target Western Heights high school students graduate 	<ul style="list-style-type: none"> CAC Knoxville-Knox County Head Start CAC Steps to Success Catholic Charities of East Tennessee, CHAP program Dream Center Knoxville Knox County Health Department, CHANT program Knox County Schools Knox Education Foundation Pellissippi State Technical and Community College TnAchieves Tennessee College of Applied Technology Tennessee's Early Intervention System University of Tennessee, Agricultural Extension
<ul style="list-style-type: none"> 40% of households in target housing do not have insurance 59% of heads-of-households have seen a doctor within the past 12 months; and 63% of those with a long-term health condition have seen a doctor within the past 12 months 32% of target residents received dental care within the past 12 months (compared to 55% city-wide) 59% of heads of households indicate access to affordable prescriptions as a top health need Knox County had a 41% increase in drug-related deaths from 2019 to 2020. The injuries and deaths occurring in Knox county are primarily located in Western Heights/ Beaumont 28% of residents in Census Tract 14 report having frequent mental distress compared to 19% living city-wide 	<ul style="list-style-type: none"> 100% of target residents maintain or gain insurance 100% of target residents have a primary healthcare provider (other than an emergency room) 100% of target residents receive dental care within 12 months 100% of heads-of-households have affordable access to prescriptions 100% of those with identified substance use challenges are enrolled in programs 100% of residents experiencing mental distress have access to appropriate medical care, including trauma-informed care and community-based ACEs related education, as needed 	<ul style="list-style-type: none"> American Heart Association CAC Affordable Medicine Options for Seniors CAC Families Together Academy CAC Gift of Sight, Hearing, and Dentures Catholic Charities of East Tennessee, Pregnancy Help Center Choice Health Network Destiny Adoption Girls Incorporated Tennessee Valley Helping Mamas Knoxville Area Physicians Association Knoxville Health Department, CHANT Knoxville Health Department, Healthy Weight Knoxville Health Department, Substance Misuse Response Knoxville Health Department, Tobacco Prevention and Control Mend House Metropolitan Drug Coalition New Directions Health Care Solutions South College of Nursing Susannah's House University of Tennessee College of Nursing Western Heights Dental

GOAL	STRATEGIES	OUTCOMES
Increase and connect youth to out-of-school programming that reinforces and enhances learning and enrichment	<ul style="list-style-type: none"> Expand out-of-school learning opportunities for Western Heights children Provide continued and expanded opportunities to explore interest in the arts Foster a sense of safety and well-being among youth 	<ul style="list-style-type: none"> Children develop a larger network of community to support their sense of belonging and positive view of the future Children are better prepared for college and/or the workforce Children are better able to navigate risk-taking and gain enhanced protective factors
Support residents so they can secure living-wage jobs, increase their incomes, access benefits, and have sufficient resources to meet their daily needs	<ul style="list-style-type: none"> Build financial security for target residents Increase knowledge and access to information that residents need to grow their wealth and protect their assets Prepare target residents for careers that pay a living wage and connect them with opportunities to learn the skills necessary to benefit from local job offerings Mitigate and eliminate barriers to education and employment so that target residents can obtain viable career pathways 	<ul style="list-style-type: none"> Residents can easily obtain and maintain employment Residents are better prepared for higher-wage jobs that can help their households become financially stable and grow their wealth Career pathways and diversified education opportunities are created for Western Heights residents Households are financially stable and self-sufficient Households grow their median household income Households have improved access to eligible benefits
Improve access to affordable, healthy, and fresh food	<ul style="list-style-type: none"> Improve access to affordable, healthy, and fresh food. Cultivate activities that improve nutrition education, healthier decision-making, and self-sustainability 	<ul style="list-style-type: none"> Residents have access to healthy and culturally appropriate foods Residents feel confident in their knowledge about healthy cooking and nutrition

EXISTING CONDITIONS	TARGET METRICS	PARTNERS
<ul style="list-style-type: none"> 60% of households with children report out-of-school children’s programs as a most needed service 32% of households with children wish their children had access to the arts There are 103 youth ages 12-17 living in Western Heights, 58% of which live in target housing. Youth focus group participants shared that they want teen-specific activities 23% of households with children wish their children had better access to technology/computer classes 	<ul style="list-style-type: none"> 100% of target youth are involved in some out-of-school programming 100% of target youth have access to arts programming 100% of youth in target housing are offered youth leadership, extern, apprenticeship, or employment opportunities Out-of-school programming enrollment for youth ages 12–17 increase by 50% Youth mentee matches increase by 50% 100% of households with children have access to technology and skills training 100% of children and youth have access to STEAM programming 	<ul style="list-style-type: none"> Big Brothers Big Sisters East Tennessee Boys & Girls Club of the Tennessee Valley Boy Scouts of America Great Smoky Mountain Council CAC Neighborhood Center, Tutoring CAC Beardsley Farm City of Knoxville Emerald Youth, Calling and Career Girls Incorporated Tennessee Valley Girl Scouts of the Tennessee Valley Girl Talk Inc. Knoxville Leadership Foundation, KnoxWorks Tennessee College of Applied Technology Wesley House Community Center YWCA Knoxville and the Tennessee Valley’s GameChangers and Supporting Youth Experiencing Trauma (SYET)
<ul style="list-style-type: none"> 76% of work-able target residents have wage income \$10,689 is the average household income for target residents (compared to \$55,266 in Knox County) 62% of target residents are unemployed; of those 40% cannot work due to a disability, and 10% are retired 54% of households with children report that easier access to childcare could help eliminate barriers to getting a job or staying employed 19% of residents indicate that banking is needed within their community 	<ul style="list-style-type: none"> 100% of work-able target residents have wage income 100% of work-able target residents increase their wage income by 50% 100% of target residents who are able to work are fully employed in meaningful work with employers or entrepreneurship 100% of disabled and retired target residents have access to the appropriate benefits and have sufficient resources to meet their daily needs 100% of target residents report fewer barriers to employment 100% of target residents that desire a bank account establish one, and then increase their savings and improve their credit scores 	<ul style="list-style-type: none"> American Jobs Center Baptist Compassion Center CAC AmeriCorps Seniors CAC Family Benefits Specialists CAC Families Together Academy CAC Steps for Success CAC Ticket to Work CAC Transit CAC Workforce Connections CAC Volunteer Income Tax Assistance Catholic Charities of East Tennessee, Immigrant Services Center for English First Horizon Bank Knoxville Chamber of Commerce Knoxville College Knoxville Leadership Foundation SSI/SSDI Outreach, Access, and Recovery (SOAR) Socially Equal Energy Efficient Development Knox (SEED Knox) Tennessee College of Applied Technology Tennessee Re-entry Collaborative Regions Bank University of Tennessee, TCSEPP
<ul style="list-style-type: none"> 94% of residents in Census Tract 14 have limited access to healthy food 65% of residents in target area need emergency pantry food 66% of seniors ages 60 and older in target housing demonstrate eligibility criteria to receive Mobile Meals There are 5 gardeners growing produce and flowers at Western Heights, which includes 3 raised beds and 4 in-ground plots 100% of refugee households desire culturally appropriate food items to be stocked in local pantries 	<ul style="list-style-type: none"> 100% of residents in target area will have access to healthy food Reduce the need for emergency food by 100% 100% of eligible seniors receive Mobile Meals Garden plots increase by 50% 100% of refugee households have access to culturally appropriate food options 	<ul style="list-style-type: none"> Boys & Girls Club of the Tennessee Valley CAC AmeriCorps CAC Beardsley Farm, Urban Agriculture and Green Thumb CAC Nutrition Services CAC SNAP Outreach Baptist Compassion Center Dream Center Knoxville Real Good Kitchen Nourish Knoxville Second Harvest of East Tennessee University of Tennessee, Agricultural Extension Wesley House Community Center

