



NEW ORLEANS COMMUNITY DEVELOPMENT SCAN

FOR THE KRESGE FOUNDATION

Abstract

Urban Focus, with partners HR&A and the Greater New Orleans Housing Alliance (GNOHA), is working with the Kresge Foundation to identify organizations working in community development and understand the strengths, weaknesses, opportunities and threats associated with working in the realms of Affordable Housing, Commercial Corridor Development, Inclusive Economic Development, Environmental Sustainability and Arts and Culture in New Orleans



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Executive Summary

Kresge’s American Cities Program is supporting a landscape scan of the community development field in New Orleans to support its place-based work in New Orleans. Urban Focus, with partners HR&A and the Greater New Orleans Housing Alliance (GNOHA), is working with the Kresge Foundation to identify organizations working in community development and understand the strengths, weaknesses, opportunities and threats associated with working in the realms of Affordable Housing, Commercial Corridor Development, Inclusive Economic Development, Environmental Sustainability and Arts and Culture in New Orleans.

Methodology

Existing Conditions Scan – Information was gathered from existing reports that have played a critical role in the community development conversation, policies and overall development of New Orleans in the past 3-5 years. (Appendix C). This scan also included interviews with identified stakeholders. Stakeholders in the public sector were a priority to identify the official direction of the City as well as some active community leaders in each of the five identified categories. A short survey was launched to gather a wider range of input (Appendix B). Stakeholders were asked to identify strengths and weaknesses in the New Orleans marketplace and what tools they need to make progress in their work. This report is a combination of the feedback received and our own observations during this research and as professionals in the region.

White paper – The New Orleans Community Development Scan document was then prepared to include an analysis of the community development institutions, implementing organizations, funding and other support organizations both formal and informal; an analysis of the issue areas currently served in the community development marketplace in New Orleans and the gaps in service; identification of high-need neighborhoods where challenges are highest – funding is scarce, and need is critical; a system-wide strengths, weaknesses, opportunities and challenges; a state, regional and citywide understanding of political priorities; an analysis of high growth sectors and industries and those with growth potential; an analysis of how the high growth and growth potential sectors and industries impact quality of life for low-income and People of Color; and a high-level analysis of infrastructure with an overview of local, regional and state investments proposed and planned and how engaged community development organizations are in the development process.

Maps - Maps have been created that illustrate where investment is being made and where it is being directed, overlaying economic challenges with actual work being done or not done. The maps are interspersed through the paper as well as compiled in the appendix (Appendix J).

The paper is separated into 3 sections: Introduction to the project and the market, a SWOT Analysis – first an overall assessment that includes a review of Community Development Corporations (CDCs),

then an appraisal that drills down within each of the five identified categories and a Summary of Opportunities for Action – outlining what are identified as the highest priority concerns.

Summation

New Orleans has invested heavily in the hospitality and tourism industry which is rife with low wages and racial imbalances. The former strength of the port industries is past and with it, Louisiana has lost well paying “middle skill” jobs. As wetlands and coastal restoration projects are funded, the coastal economy presents an opportunity for good paying jobs for “middle skills” meaning for trades without college degrees: carpentry, welding, plumbing, machinists, pipefitters etc. To make sure the region benefits, New Orleans must insist on hiring local people and local companies however state bidding policies demand that contracts go to the lowest bidder, which is typically larger national companies. To participate in these contracts, local contractors need to understand the subcontracting process to get these awards and outreach is critical. In addition to lobbying the state for a higher minimum wage that will provide a living wage to families, New Orleans is working to provide more business support to small and minority business as well as industry specific training programs for job seekers.

Since the 1970s, median incomes for black and Hispanic families have *declined* on an inflation-adjusted basis. These outcomes are not natural or inevitable. They reflect the economic and political priorities of the political constituencies who have been most influential in guiding decision-making in our region. From an equity standpoint, the quality of jobs available in the hospitality sector is a significant challenge. Over 50% of the jobs below \$15 per hour are held by African Americans while over 50% of the jobs offering above \$15 per hour are held by white employees.^[i] New Orleans needs approximately 33,600 affordable housing opportunities (at an estimated cost of \$6 billion) to address the current housing crisis. Climate Change and the ongoing threat of street flooding has reached a critical stage and is impacting residents as well as the pace at which resiliency measures are needed. And New Orleans culture bearers, musicians and artists are being underpaid and exploited.

The structure of community development organizations in New Orleans does not resemble that of most cities. Traditional and high capacity CDCs are limited in New Orleans. There are many more small non-profits, churches and community organizations with hyper specific focuses in all five categories of this analysis. The challenge continues to be how to support and coordinate the many interests and groups that exist. Funding that is directed solely to the CDCs does not reach the depths of the work going on or reach the need in New Orleans and spreading funding around also doesn't address the challenges of capacity and structure. Scarcity of funding means that many of these groups are competing rather than collaborating for funding support. And community engagement between neighborhoods and neighborhood organizations continues to cause conflicts due to archaic neighborhood boundaries and mapping that are out of date, inconsistent and needs a bottom up

review to create clarity. There is a clear demonstrable need to provide advocacy support to CDCs and other community organizations as well.

Within the five categories there are identified efforts, some more significant than others, to define a plan of action to make progress. In the affordable housing sector, the *10-Year Housing NOLA Plan* has demonstrated the value and importance of creating a plan and tracking progress. A strong Inclusive Economic Development Plan, New Orleans Commercial Retail Strategy Master Plan, Cultural Master Plan and Cultural Asset Plan are all needed for more clear direction in those categories. And while the *Resilient New Orleans Plan* has been adopted by the city, critical drainage projects are prioritized in response to the more pressing risks of regular street flooding despite the long term risks associated with not becoming more resilient citywide.

Many important programs have been implemented in the absence of citywide efforts, such as the New Orleans Redevelopment's efforts to provide "main street like" support for some commercial corridors or the efforts to coordinate across agencies around inclusionary zoning policies, but across these categories of community development, there is a significant lack of funding in relation to the overall need. Funds to support small business development, affordable housing and commercial development capacity building and project financing, costly infrastructure upgrades in environmental sustainability and foundation support and grant funding for arts and culture are all woefully lacking.

Innovative funding mechanisms such as creating a citywide fund or attracting larger CDFIs are proposed herein as well as more specific directed funding products that are needed. The Opportunities for Action table provides a summary of the most high-level projects proposed and underway that would support and formalize the many efforts happening on the ground.

The existence of dedicated and innovative partners is evident in the number of initiatives and programs developed and the amount of work underway with limited funding. But community development in New Orleans as a whole would strongly benefit from a structured approach and significant investment by both the foundation and private sector.

New Orleans has a rich and complicated history over the past 300 years. Decisions made in its storied and checkered past still plague the city to this day. While the challenges are serious, the very essence of the city demands real and equitable change. Understanding New Orleans' community is the first step to helping her forge a new path so that the next 300 years bring prosperity and, most importantly, opportunity to all its citizens.

Introduction

The Kresge Foundation (Kresge) is one of the top 20 private foundations in the United States and the only one focused exclusively on expanding opportunities for people with low income in American Cities. With a \$3.8 billion endowment and a staff of over 100 employees, the foundation deploys grants and social investments across arts and culture, education, environment, health, human services and community development.

More than 80 percent of Americans with low incomes live in metropolitan areas. At the same time, there is a continuing trend towards urbanization. This puts American cities on the frontline of our nation's most pressing challenges: whether we can drive lasting prosperity, close the widening gap between rich and poor, promote equality and expand opportunity. The Kresge Foundation's American Cities Program (ACP) stewards the foundation's city-centered grant-making in New Orleans, including community development grant-making.

Kresge's American Cities Program is supporting a landscape scan of the community development field in New Orleans to support its place-based work in New Orleans. Urban Focus, with partners HR&A and the Greater New Orleans Housing Alliance (GNOHA), is working with the Kresge Foundation to identify organizations working in community development and understand the strengths, weaknesses, opportunities and threats associated with working in the realms of Affordable Housing, Commercial Corridor Development, Inclusive Economic Development, Environmental Sustainability and Arts and Culture in New Orleans.

Methodology

Through this research we have made every effort, in a short amount of time, to try to capture the environment and relay the challenges in which the many dedicated non-profits, for-profits, public agencies, advocates and individuals work in New Orleans. To do this, we have spoken with a variety of individuals, particularly in the public sector and some practitioners and advocates and we have included our own experience working in New Orleans cumulatively for over 50 years.

Through discussions with Kresge Foundation, the focus for this scan was narrowed to those working in community development in New Orleans in the following five categories: Inclusive Economic Development, Affordable Housing, Commercial Corridor Redevelopment, Environmental Sustainability and Arts and Culture. There are other important categories of work in New Orleans including Education, Transportation and Healthcare (to name a few). Some of these are included here if they intersect with the primary categories – transportation for instance can be considered a component of both Inclusive Economic Development and Environmental Sustainability and clearly can support Affordable Housing and Commercial Corridor Development, however we have tried to control the

focus to these five categories. This is not an exhaustive study but should give a good broad snapshot of the New Orleans environment as we begin the year 2020.

We followed a simple process. The first step was gathering as much information as possible from existing reports that have played a critical role in the community development conversation, policies and overall development of New Orleans in the past 3-5 years. A list of reports reviewed is provided in the Appendix C. We then began our outreach to those involved in the five categories –Inclusive Economic Development, Affordable Housing, Commercial Corridor Development, Environmental Sustainability and Arts and Culture who could help inform the scope of work (Appendix A). In speaking to those working in the field, we asked them what they saw as the strengths and weaknesses in the New Orleans marketplace and what tools they need to make progress in their work. We also developed a quick survey which asked more people to provide their input (see Appendix B). We received 72 responses which is not exhaustive but does give a broader commentary on the challenges within the market. This report is a combination of the feedback received and our own observations during this research and as professionals in the region.

We have also made every effort to try to document what entities are working in what neighborhoods and have used the traditional neighborhood names (in Appendix F) to be consistent. The use of consistent neighborhood boundaries has been a concern and challenge in New Orleans as outlined in comments by Committee for a Better New Orleans. As of now, we are using the existing 72 neighborhoods map (Appendix F) but as discussed later in this report, a new neighborhood mapping system is long overdue as part of a comprehensive community development plan going forward. New Orleans is in need of a consistent adopted neighborhood nomenclature for neighborhoods – a political process fraught with challenges, but an important one to undertake.

We have also provided some additional information, such as letters by and to various agencies that on their own, provide some important details about concerns that are happening in real time. This includes a letter that GNOHA wrote to the Louisiana Housing Corporation (LHC) outlining concerns about the QAP for 2019.

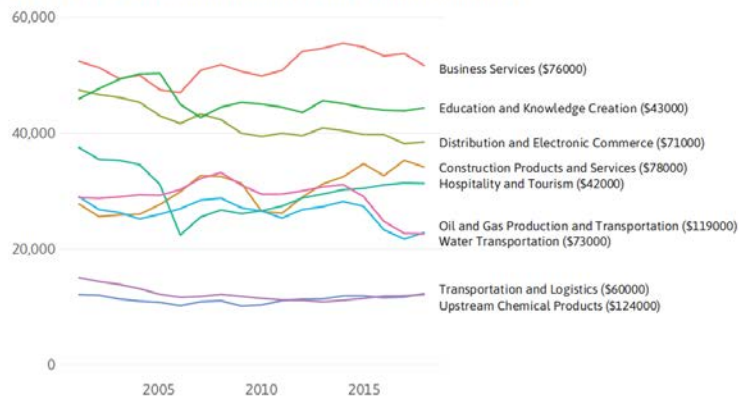
In the next section, we have outlined some of the broader impacts on the local economy and the potential or challenges related to equitable market growth. This includes a short discussion on New Orleans efforts to raise the minimum wage – an important step in creating an equitable economy.

Then we continue with a high level discussion about the overall community development environment in New Orleans – the strengths, weaknesses, opportunities and threats (SWOT) with an eye to providing the Kresge Foundation with an understanding of the environment in which we operate. Finally we lay out each individual category in slightly more detail and include its inherent SWOT analysis with a focus on opportunities for improvement and tools identified that we or those we've

heard from see as valuable, where we think we still need some additional information to provide a more robust answer or where we think the research is needed.

The New Orleans Market – Opportunities for growth and equity

Figure 4
Employment by traded cluster in the Super Region, 2001 to 2018
Average wage, salary, and proprietor earnings (2018) in parentheses



Source: EMSI industry table. Only clusters with greater than 10,000 employment are shown.

Figure 1 –Employment by Trade in the Super Region - Reworking the Working Coast - Economic Change and the Geography of Opportunity in SE Louisiana - (Oct 2019)

as it relates to low, medium and high end wage workers. Gas and Oil, Transportation and Water Transport industries are in decline and Hospitality, Construction Products (including coastal restoration infrastructure) and Upstream Chemical Products (upriver industries) are increasing. Service level jobs are growing in demand but require more training. Local serving jobs (serving local patrons) are increasing - these are low paying jobs in relation to the other industry sectors listed above. As they increase, average wages decrease. ⁱ

The ratio of traded cluster jobs to local-serving cluster jobs
Super Region, 2001 to 2018

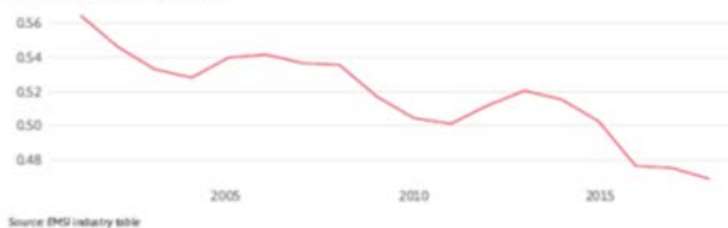


Figure 2 –Ratio of traded cluster jobs to local serving cluster jobs in the Super Region - Reworking the Working Coast - Economic Change and the Geography of Opportunity in SE Louisiana - (Oct 2019)

DEFINITION: The Super Region referred to here is defined as the three major metropolitan statistical areas (MSAs) in Southeast Louisiana – New Orleans-Metairie, Baton Rouge and Houma-Thibodaux and two additional parishes – Tangipahoa and Washington. There are 21 parishes in the Super Region. (Changing Coast, Evolving Coastal Economy: The Water Management Cluster in Southeast Louisiana in Retrospect and Prospect, The Data Center, Sept 2019)

The table above identifies how all occupations are in growth and decline

“While local trends track the findings from leading national studies, a notable exception is the particularly sharp relative loss of low-earning occupations and increase in middle-earning occupations after the 2005 hurricanes. This was likely due to short-term, “shock” effects, such as the disruption to low-wage local-serving industries (and displacement of low-wage workers) and the explosion of

construction occupations during rebuilding. This also illustrates how localized events related to coastal flood risk can interrupt or moderate the routine occupational churning that occurs over the course of long-run trends and business cycles (recession and recovery).

The shifting occupational earnings distribution underscores a perplexing trend for labor markets. Jobs in production, construction, and clerical occupations that make up much of the traditional “middle” of the earnings distribution have declined. At the same time, other middle-skill jobs, e.g., in health care, have grown, as have skill requirements for low- and middle-skill jobs. Even as demand for middle-paying occupations decreases, employers struggle to fill middle-skill positions and the “skills gap” remains a focus of workforce development initiatives.”ⁱⁱ

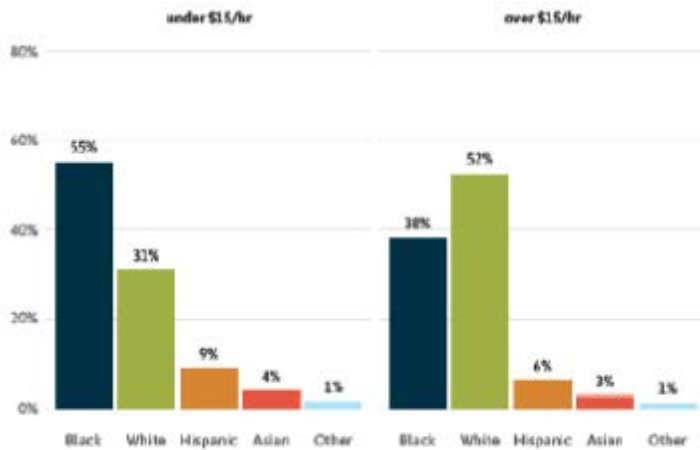
The traditional employment markets of oil and gas production and water transportation and port logistics have declined in the New Orleans region over the past several decades. During the 1980’s the oil and gas industry consolidated to Texas and essentially left the New Orleans economy. Historically, the oil and gas industry provided well-paying jobs (middle jobs) for those without a college degree and those in coastal parishes were able to achieve upward income mobility. In addition, there is some evidence that both the oil and gas industry and the port industries were reasonably inclusive. However as these industries have contracted, the higher paying jobs and inclusivity has been less evident.

As oil and gas retracted, the State of Texas response was to expand their commitment to sustainable energy and now Texas is a worldwide leader in wind energy. Louisiana elected to invest in tourism. Unlike other major tourist cities, that directed hospitality revenue to infrastructure and local need, New Orleans set up hospitality taxation to reinforce the tourism industry and promote and incentivize the hospitality industry.

While some sectors of the economy in New Orleans continue to grow (Construction Products and Services)ⁱⁱⁱ, the primary focus of the economy in New Orleans continues to be on the

“Distribution and Electronic Commerce, which primarily encompasses warehousing industries, has seen sharp decline, while Hospitality and Tourism – a lower-wage cluster – has increased. Construction Products and Services employment increased after the 2005 Hurricanes Katrina and Rita, but fell during the 2007-2009 recession, and increased again during the years of recession recovery after 2010. This growing cluster is particularly noteworthy since it captures the heavy civil construction activities most closely related to coastal protection and restoration, and since it supports a range of middle-earning occupations. Finally, the decline since 2015 experienced by the Oil and Gas Production and Transportation and Water Transportation (e.g., port and harbor operations, waterborne freight and cargo handling, ship and boat building, etc.) clusters points to weaknesses in industries closely associated with the Super Region’s economic growth in the 20th Century and is critical to the existing base of mid-and high-earning employment in front line coastal areas.” Changing Coast, Evolving Coastal Economy, the Water Management Cluster in SE Louisiana - in Retrospect and Prospect (Oct 2019)

hospitality sector and the supporting economy (Business Services). The hospitality/ tourism industry is one of low paying service industry jobs that get pressed when the economy gets pressed. Some cities, Chicago and New York,



Source: EMSI Data Run 2018, Q2.

Figure 3 –Wages by race - Reworking the Working Coast - Economic Change and the Geography of Opportunity in SE Louisiana - (Oct 2019)

have unionized hospitality industries. New Orleans is notoriously anti-union. The existing conditions in New Orleans around low wages, lack of affordability and fear of losing the people and the culture that sustains the city continue to be a great concern. From an equity standpoint, the quality of jobs available in the hospitality sector is a significant challenge. Over 50% of the jobs below \$15 per hour are held by African Americans while over 50% of the jobs offering above \$15 per hour are held by white employees.^{iv}

In addition, as New Orleans pursues the tech industries, to draw them to this market, there are inherent challenges. Tech cities like San Francisco and New York are draws for most companies. New Orleans, among other cities, is attractive because it is more affordable; these companies are looking for a low cost set up. This just reinforces the current state of wages rather than making New Orleans a technological hub.

Creating a technologically savvy workforce in New Orleans is also critical for these jobs. When asked, most industries looking at New Orleans, among other cities, are attracted by a well-trained work force. Workforce development is challenging and the federal funding is not nimble. One successful example,

“...since 2010, though incomes nationally have rebounded slightly from \$56,052 to \$57,617 in 2016, incomes in metro New Orleans have fallen from \$51,670 to \$48,804. Metro New Orleans has historically had lower incomes than the nation, although the extent of the gap has grown since 1979.

The median household income in metro New Orleans was only 6 percent lower than the national average in 1979 but fell to 19 percent lower after the oil bust of the 1980s. The metro has experienced some recovery since the oil bust, but in 2016, metro New Orleans’ incomes are still 15 percent lower than the nation. Residents of the city of New Orleans have incomes 33 percent lower than the national average. Fully half the city’s households earn less than \$38,681.”
 Changing Coast, Evolving Coastal Economy, the Water Management Cluster in SE Louisiana - in Retrospect and Prospect (Oct 2019)

General Electric (GE), has built a training program with UNO that they have helped design, teach and ultimately they hire 90% of the graduates.^v

The coastal economy presents an opportunity for good paying jobs for “middle skills” meaning for trades without college degrees: carpentry, welding, plumbing, machinists, pipefitters etc. But to make sure the region benefits, New Orleans must insist on hiring local people and local companies however state bidding policies demand that contracts go to the lowest bidder, which is typically large national companies. To participate in these contracts, local contractors need to understand the subcontracting process to get these awards and outreach is critical. The City of New Orleans is working hard to ramp up training and outreach to minority contractors and Nichols State has a program to work with businesses to help them understand the basic business strategies to get more large scale contracts but in general the city needs training and capacity building to direct these jobs to local hires and local companies.

“In 2018, occupations with median hourly earnings less than \$15 made up just over 40 percent of all employment in the Super Region. Thirty-six percent of employment was in occupations with a median between \$15 and \$25, and 23 percent was in occupations with a median of \$25 or higher. Figure 1 displays employment by occupational median hourly earnings to show how earnings are distributed in the Super Region.”

Changing Coast, Evolving Coastal Economy, the Water Management Cluster in SE Louisiana - in Retrospect and Prospect (Oct 2019)

“Land loss, the risk of storm surge, and the threat of chronic inundation will be factors in the economy of Southeast Louisiana for the foreseeable future. Environmental risk will have impacts on the regional economy particularly because coastal Louisiana is a “working coast” with important job centers that are economically interconnected with larger job centers in New Orleans and Baton Rouge.

Taken as a whole, these findings underline the importance of promoting economic development in a way that is regionally focused and at the same time place-specific and inclusive. Adaptation also means reworking the pathways to middle-skill, accessible job opportunities that have traditionally characterized the place-based economies of coastal areas.”^{vi}

In addition, it is possible to support the skill development of the local population through strong community networks and strengthened services across the city. It is very difficult for many people to take advantage of these opportunities with hurdles like poor transportation access, lack of money, time off from work, and childcare. All of these factors and more enter into making it possible for the local population to take advantage of opportunities and participate as the economy grows.

A Living Wage

In 2001 New Orleans voted for a living wage but the city has been unable to increase the minimum wage due to pre-emptive legislation enacted at the State. Advocacy at the State must be part of the solution given the fact that up 81% of state voters believe that the minimum wage should be increased from \$7.50, but the bills that would allow for local control or a modest increase (\$9 - \$10) have failed^{vii}. Local arms of government have made efforts to increase wages for their low wage employees, but those efforts have not been consistent. The Orleans Parish School Board (OPS) adopted a \$15 minimum wage^{viii} for its food service workers, but given the fact that the OPSB doesn't control the

	One Adult				Two Adults (one working)				Two Adults (both working)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage	\$11.85	\$24.37	\$27.87	\$33.84	\$19.32	\$23.30	\$25.83	\$28.52	\$9.27	\$13.31	\$15.26	\$17.32
Poverty Wage	\$5.84	\$7.91	\$9.99	\$12.07	\$7.91	\$9.99	\$12.07	\$14.14	\$3.96	\$5.00	\$6.03	\$7.07
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25
<p>The living wage shown is the hourly rate that an individual in a household must earn to support his or herself and their family. The assumption is the sole provider is working full-time (2080 hours per year). The tool provides information for individuals, and households with one or two working adults and zero to three children. In the case of households with two working adults, all values are per working adult, single or in a family unless otherwise noted.</p>												
<p>The Living Wage Calculator, MIT 2020 (used by The Data Center), https://livingwage.mit.edu/metros/35380</p>												

Figure 4 – MIT and The Living Wage calculator define a living wage in New Orleans as outlined below.

majority of the schools, they could not guarantee that all those workers would receive raises. This was similar to City Council ordinance enacted to increase minimum wage that city contractors would be required to pay their employees^{ix}. MIT has created a Living Wage calculator^x that suggests that the Living Wage for a single parent with one child is over \$20 per hour.

Promoting and supporting equitable economic development in New Orleans requires stronger awareness raising, consistent enforcement of minority participation, a living wage, leverage from the public sector, clear guidelines (through marketing, branding and PR campaigns to make businesses better stewards) and potentially stronger watchdogs promoting equity, tracking success and tracking poor performance.

SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

In this next section we have first tried to describe the community development system in New Orleans and then highlight the overarching strengths and weakness in the New Orleans community development sector and then elaborated as we could on the individual categories of Inclusive Economic Development, Affordable Housing, Commercial Corridor Development, Environmental Sustainability and Arts and Culture.

Introduction to Community Development System in New Orleans (with a focus on CDCs)

There are a limited number of Community Development Corporations (CDC) in New Orleans however the vast number of non-profits working in New Orleans indicates that this is not for a lack of advocates and actors in all areas of community development. The map below illustrates which CDC's have a specific neighborhood focus however most of these organizations also work citywide. This map only includes CDC's. A full list of CDC's is provided in Appendix F. There is a much longer list of organizations working in New Orleans provided in Appendix E.

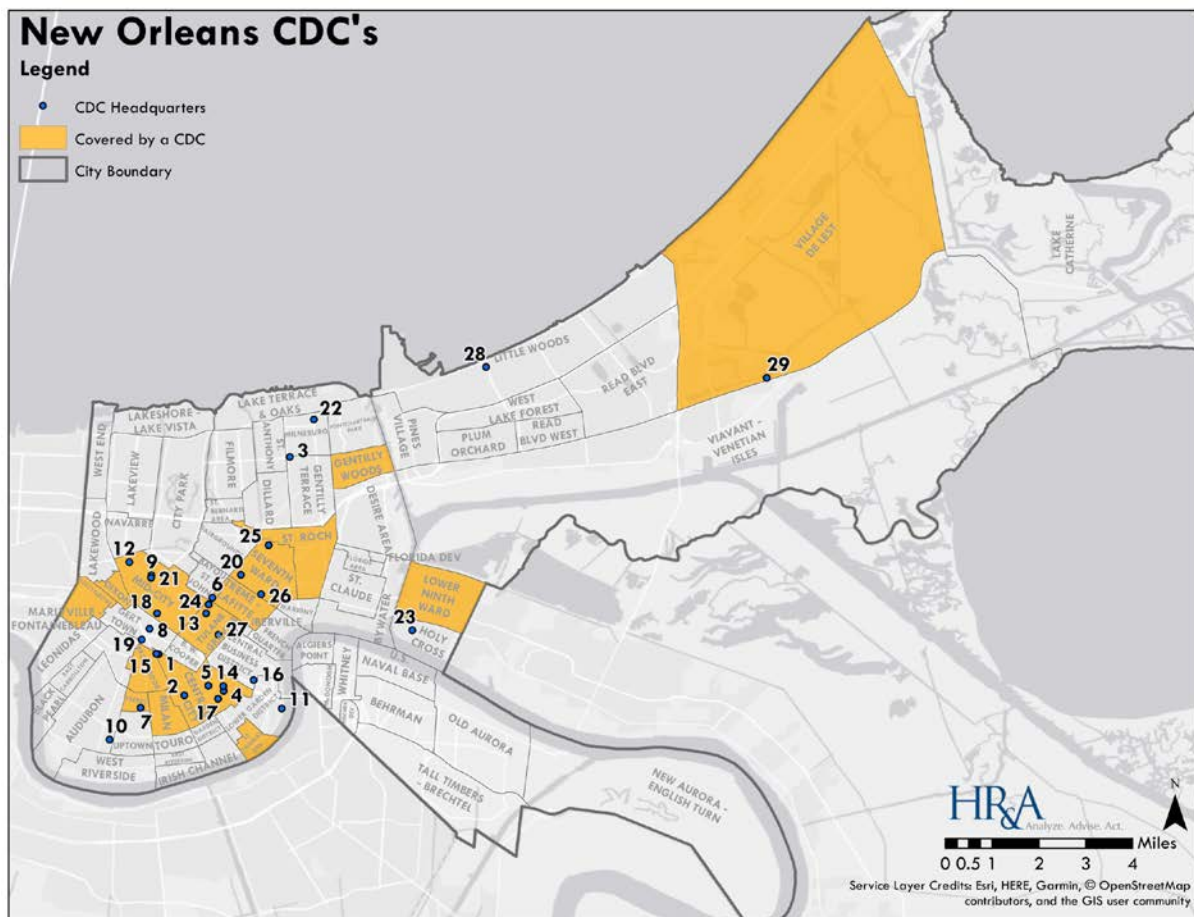


Figure 5 – Map of New Orleans Community Development Corporations coverage area for CDC's not focused citywide

As early as the 1980s, New Orleans' lack of CDC's or designated neighborhood associations caused challenges for national organizations seeking to work in New Orleans. The Local Initiative Support Corporation (LISC) has tried to enter the New Orleans market three times and retracted three times. The first of these was in the late eighties when they struggled to identify existing neighborhood partners to work with. Since then, and with intensity after Hurricane Katrina, New Orleans non-profits have been established with a variety of focuses and capacity throughout the city.

And in some cases non-profits are created to represent groups that feel they are not represented by the existing organizations. This creates conflicts and challenges as many of these organizations are small and underfunded but still represent a group of voices in the community.

The challenge continues to be how to support and coordinate the many interests and groups that exist. Funding that is directed solely to the CDCs does not reach the depths of the work going on or reach the need in New Orleans and spreading funding around also doesn't address the challenges of capacity and structure. Scarcity of funding means that many of these groups are competing rather than collaborating for funding support.

There is a clear demonstrable need to provide advocacy support to CDCs and other community organizations. In 2016, the Greater New Orleans Foundation (GNOF) secured funding to launch an Advocacy Community of Practice (CoP). After a year of working together, the cohort exists to: 1) learn advocacy practices with and from one another and use them to strengthen individual and collective advocacy efforts and 2) work together to better understand and address systemic inequities in our communities in New Orleans, the state and the South. For example, ahead of the Entergy Gas Plant Rehearing, the Advocacy CoP hosted a mixer with City Council staff members to address the desire of the CoP to work more closely with the Council on issues relating to our constituents. The CoP also aimed to get clarification and make suggestions on the rules for public comments. The mixer was successful with staff from almost every council member in attendance. The CoP was informed that the changes to the public comment process was done solely to address the Entergy paid actor scandal, and that the CoP should submit suggestions on how it should read. The CoP and City Council members resolved to meet more frequently in order to establish a routine line of communication between the two groups. In the next iteration of the Community of Practice—Phase 4, the group will work on the following practices: Managing Opposition and Facilitation Training, Collective Advocacy through holding allies accountable, and/or mobilizing and organizing using new technology. Strategies and tools for dismantling white supremacy will continue be a component of each of these practices as a cornerstone of Advocacy Community of Practice values.

“...the absence of neighborhood boundaries, coupled with no standards for achieving official city recognition as a neighborhood association, is now exacerbating gentrification problems. Anyone with an agenda can claim status as a neighborhood organization, and these are increasingly being used by special interests to push out existing neighborhood groups and residents. Sadly, the situation is deteriorating at an increasing pace.” (Committee for a Better New Orleans)

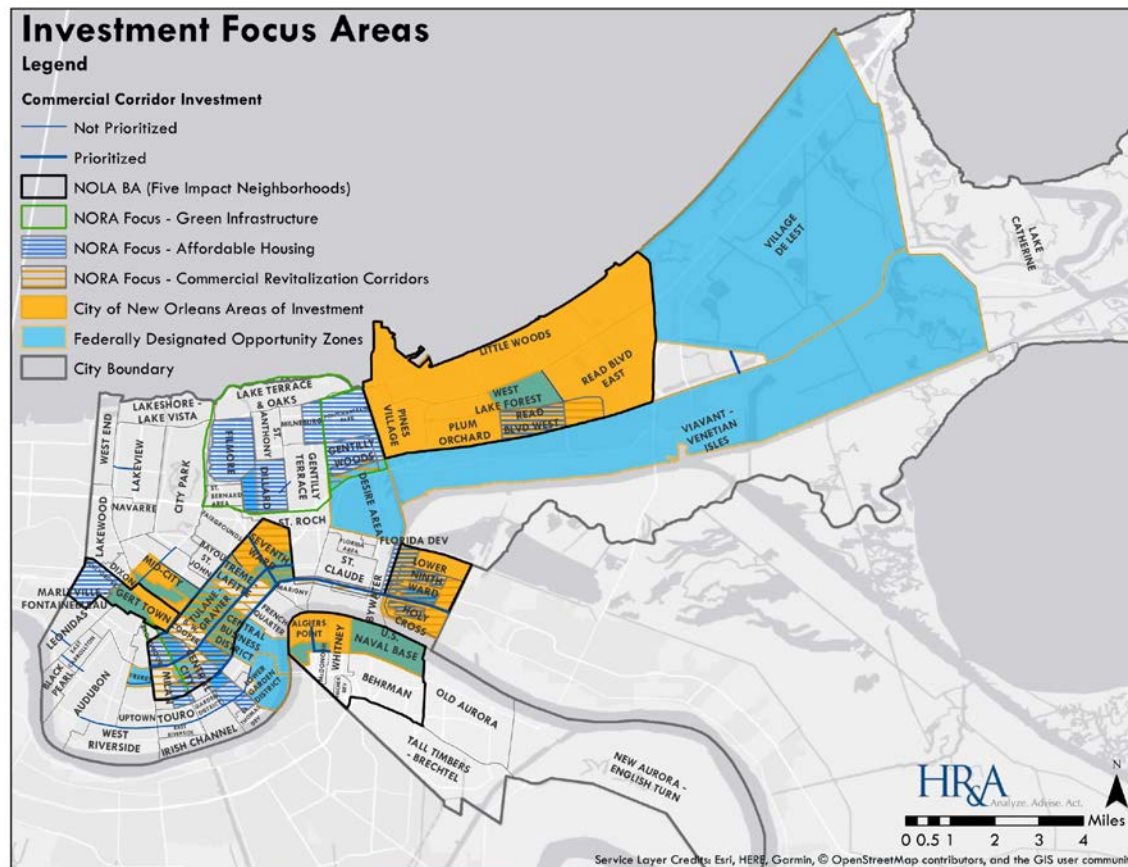


Figure 6 – Map of Investment Focus Areas for public sector

There is also a long tradition of the faith based community providing not simply spiritual support but advocating for sustainable change. Like much of the Deep South, New Orleans’ Civil Rights activists were often religious leaders. Together New Orleans (TNO) is a broad-based community organizing project made up of religious congregations, civic institutions, unions and other community-based organizations. Its mission is to strengthen the capacity of congregations and civic institutions to act more effectively on their call to do justice in the world. TNO is part of a statewide network called Together Louisiana which is made up of local organizing efforts in the civil parishes of East Baton Rouge, Iberville, West Baton Rouge, Point Coupee, Rapides (Alexandria), Caddo and Bossier (Shreveport / Bossier City), Ouachita (Monroe) and the East Carroll (Lake Providence).

And finally, as the Office of the Comptroller of the Currency (OCC) is considering major changes to CRA this is an opportunity to boost lending and access to banking for underserved communities. New Orleans, across community development, is short on capital. The current approach has been to direct funding to specific areas but the need is too great throughout the City. And the discussed solution has been to attract more Community Development Finance Institutions (CDFIs) to New Orleans and this should definitely be pursued. But in order to attract CDFIs it is necessary to build an ecosystem that

can deliver a steady stream of projects, and in order to build a steady stream of projects, developers want to see the funding. An alternative or additive solution is to consider developing a city specific fund that targets all community development and defines the parameters for funding. One potential model that Kresge could pursue includes partnership with an impact investment firm that seeks to fulfill certain policy parameters – e.g., green infrastructure development, investment in minority-owned/women-owned small businesses, development of energy efficient affordable housing, and support for leaders in the cultural economy – while also seeking smart investments that meet certain underwriting criteria. Simply put, how can we leverage private funds, philanthropic/non-profit capacity, and existing public welfare policies like the Community Reinvestment Act (CRA) to direct investment into projects that achieve a desired public policy outcome?

The key to this model is to create a fund capitalized or supported by different types of investors all looking for a different but mutually beneficial return. For a bank this might be CRA credit, for a foundation it may be a desired community outcome, and for a fund manager the returns might be economic. However, by combining these sources of capital, it is possible to share risk and find growth-oriented opportunities well poised to succeed and impact the community but that cannot access the resources they need through traditional channels. Examples of both debt and equity funds exist nationwide including Rhode Island and Washington DC.

Strengths

- The community development sector as a whole represents a vast array of interests that are active and engaged
- There is much improved collaboration seen among public agencies – where they have striven to focus is on critical neighborhoods. See map below and in Appendix J.
- There are still remaining large project opportunities that have the potential to create significant impacts on the local population and economy, both positive and negative (Charity Redevelopment, Naval Support Activity East Bank (NSAEB), Federal City (NSAWB), Six Flags site) (See Appendix M for more detail about these sites).
- Reports and research have been completed in five identified categories that provide guidance on the implementation approach.
- The housing sector has a clear plan of action through the *HousingNOLA 10 Year Plan* and HousingNOLA continues to track the progress and push for reforms to support the development of affordable housing.
- Public sector is taking more initiative to direct projects and the interest is in targeting critical neighborhoods. .
- The current administration is currently rebuilding the public infrastructure which is aged and underprepared for the demands of the city today.

- New Orleans Business Alliance (NOLABA) has reframed their mission to an all-inclusive model of economic development.

Weaknesses

- Public agencies are beginning to coordinate but timing for funding and overall applications are still not coordinated.
- There is so much to do in all directions (affordable housing, equitable development, commercial corridor development, arts and culture, environmental sustainability) that the public sector alone cannot solve those challenges and needs to leverage private sector capacity and investment.
- There are limited funding sources across all categories to support the extensive level of need
- The availability of land owned by city is reduced in desirable areas
- Long term interest from larger CDFIs is unclear—a few have come into the market to work on specific projects, but they have not made a commitment to projects beyond that single project
- Weak jobs market – low wage jobs in hospitality sector
- The Smart Housing Mix (Inclusionary Housing Plan) has been approved by the City but has yet to be implemented.
- In Commercial Corridor and Inclusive Economic Development, there are no enacted master plans for implementation or tracking.
- The *Resilient New Orleans Plan* is ratified but is still not being tracked or followed as the city focuses on their funded projects in the pipeline and repairs to the existing infrastructure.
- The Arts and Culture sector is segmented – Arts related entities are viewed separately from cultural related efforts. These sectors are further divided through non-profit and for-profit endeavors, advocates, educators, and implementers. Those with a focus on equitable representation within their medium are also separately identified from those that are citywide. The City directs its limited budget to working with arts and cultural organizations to support business development but there is no focus toward documenting or preserving the arts and culture other than as a component of marketing. Much ground up engagement is needed to document and support the arts and culture community.

Threats

- Neighborhoods are gentrifying without protections for existing residents and business or options to protect affordability
- State/ city conflicting priorities on living wage, economic development and funding opportunities in and around major state projects (Charity Hospital redevelopment, LSU Medical Center, New Orleans East Medical Center)
- The failure to address critical and complex issues cultivates apathy and further marginalizes vulnerable community members
- New Orleans culture bearers, musicians and artists are being underpaid and exploited
- Community engagement between neighborhoods and neighborhood organizations continue to cause conflicts due to archaic neighborhood boundaries and mapping that are out of date, inconsistent and needs a bottom up review to create clarity
- Climate Change and the ongoing threat of street flooding has reached a critical stage
- Accurate neighborhood boundary maps do not currently exist in New Orleans. The City's official neighborhood map last went through a major update in the 1970s, and that map was created by a top-down method that was based more on census tracts than the actual neighborhood boundaries as perceived by the residents and in keeping with the city's rich history. Given the urgent need for clear and accurate neighborhood boundaries, now is the time to update the City's official neighborhood map.
- Historic Tax Credits are a significant source of funding for many development projects in New Orleans. The State Historic Credit is considered one of the best in the country. The state credit is scheduled to sunset on December 31, 2021 and is not eligible to be considered until 2021 (fiscal changes are not raised during an election year). This resource is a vital component of the funding landscape for New Orleans development.

“Conflicts between neighborhoods is now reaching the level of lawsuits -- in the absence of current neighborhood boundary maps. New Orleans is severely, negatively impacted by the lack of accurate, up-to-date neighborhood boundary maps, recently reaching the level of one neighborhood association suing another over which represents a specific area. CBNO needs serious support to address this problem, which is also a necessary precursor to establishing a permanent, accessible, community-based structure for community participation. New Orleans will never be an equitable, prosperous city when a large percentage of its residents are excluded from participating in the decisions that impact their daily lives.” (Committee for a Better New Orleans)

Opportunities

- Transit Oriented Development (TOD) must become a priority which means the New Links and Complete Streets process must fully integrate the needs of commercial corridors in plans to improve mobility in Metro New Orleans
- New Links is a yearlong project to study and propose a network redesign of public transportation in Orleans, Jefferson, and St. Bernard Parishes. The project is a partnership between the Regional Transit Authority (RTA) and Regional Planning Commission (RPC), in collaboration with Jefferson Transit (JeT) and St. Bernard Urban Rapid Transit (SBURT).
- Coastal economies jobs offer higher wages for middle skills
- The New Orleans Complete Streets Coalition is a broad group of community organizations and businesses who came together in 2016 to build community support for safe and equitable mobility options for all people in New Orleans. The Coalition was born out of the former work of the Sustainable Transportation Action Committee (active from 2011 through 2015), and has been focused on working towards an updated City of New Orleans Complete Streets Policy that takes a data-driven, equity-focused, and transparent approach to reconstructing streets in a way that best accommodates all people, no matter how they travel – whether walking, biking, driving, taking transit, and/or using mobility-assistance devices. “As an updated policy moves towards enactment and implementation, the New Orleans Complete Streets Coalition will be working to support implementation of Moving New Orleans: A Path Towards Equitable Transportation, Mayor Cantrell’s strategy for improving safety, equity, connectivity, and efficiency of transportation options in the City of New Orleans.” At the end of the project, the New Links team will propose a redesigned transit network with specific changes designed to make public transportation work better for riders and there is a need for a realistic and ambitious financing plan.
- *The Commercial Corridor Strategies Plan* provides a first step in creating a New Orleans Commercial Retail Strategy Master Plan.
- Public agencies need coordinated data that provides opportunities to cross collaborate and leverage funding (i.e. Amenities Need Study, Neighborhood Specific Market Study)
- There is an opportunity to leverage private sector funding through blended private and foundation investment (development funding, business funding, master leasing, land trust models, predevelopment funding, acquisition funding)
- A strong Inclusive Economic Development Plan is needed that provides guidelines and a framework and identifies the gaps in support and guidelines across sectors. NOLABA has a strong interest in bringing an inclusive model forward but the process is still in development
- Coastal economies jobs offer higher wagers for middle skills and could have a significant impact on the economic wellbeing of the New Orleanian if work was directed locally and intentionally.

- Through the Own the Crescent Program, the CDFIs NewCorp, LIFT, HOPE, CD Capital offer funding for small businesses and developers working within the Claiborne Corridor. These products range from Line of Credit up to \$250,000 and short term loans of \$500-\$1000 to business loans of \$500-\$40,000. This program serves both housing and commercial development.

Tools Needed

- Neighborhood Amenity Study - The City's Office of Economic and Community Development would also like to understand where existing amenities existing (services that define a structurally strong neighborhood i.e. grocery, dry cleaners, restaurants, transit, parks, schools, urgent care, transit, parks etc.) and those needed in neighborhoods in order to identify needs and expand neighborhoods and to help the city inform how to direct the use of publicly owned parcels for development to identify how to activate vacant land.
 - A best practices study is needed on how to proactively drive development to target neighborhoods – what tools, capacity building etc.
 - what are the high impact/ low cost amenities (park shelters, market place, pop ups, access to Wi-Fi) that could improve these neighborhoods
 - identify potential planning districts
 - The City Planning Commission (CPC) staff is currently reviewing updates to the Comprehensive Zoning Ordinance (CZO) with an eye toward how to encourage more affordable housing. Several items overlap with this analysis and are possible tools that would also inform the zoning requirements in the city. The CPC also would benefit from an understanding of how the zoning of certain parcels is supporting or inhibiting commercial corridor development and affordable housing and commercial corridor development.
- Land Banking to support affordability where property values are highest - The City is interested in understanding how best to implement land banking in neighborhoods with high valued public property. They want to understand what form of land banking would be best in New Orleans and what areas would be best suited for this arrangement. They are also interested to know the best mechanisms for developing a land banking arm of the city, or have enough information to determine if our partner agencies such as the New Orleans Redevelopment Authority (NORA) or an existing nonprofit organization could serve this function.
- The City would like to see Kresge use its influence to get National CDFIs to the table to understand why more are not coming to New Orleans to invest. The current belief is that they

need to develop a stronger pipeline of projects. Once identified, the funding to activate the sites selected and build the infrastructure is also needed^{xi}

- Vacant Land Disposition: The City is interested in understanding how to dispose of surplus property currently owned to make it work for the City, create value for the city or steer development – rather than just selling (one option); partnering; directing resources, create affordable housing, spur economic development.
 - They are interested in looking at best practices from other cities to understand how the city, working with its public agencies, can dispose (sell, transfer, lease, enter into a CEA) of city owned property for economic and community development projects.
 - There are significant hurdles that that the City needs to overcome concerning 1) valuation of city property, determining fair market value and the calculus to satisfy identified legal requirements; 2) the process of moving city owned property into surplus and the development of policy guidance to the process to ensure the Mayor’s vision for community and economic development projects is achieved; and 3) guidance on how funding a property acquisition revolving fund with “clean” money free of the federal requirements that often cause delays so significant that projects are stalled and opportunities missed.
 - There is a need for benchmarking and internal policy guidance for the active development of properties where the city receives fair market value and develops a standardized profit model, e.g. [Pittsburgh URA](#).
 - The City would like to develop a standard cooperative agreement for partnering with developers to develop on city owned parcels and identify standards that can be applied to every deal.
 - *The City also needs guidance to understand when there is NO value in their property and that requiring additional criteria such as affordable housing will need to be additionally incentivized on top of providing free or low cost land.*
- Neighborhood Mapping - The Committee for a Better New Orleans (CBNO) has developed a specific methodology for performing this vital task. The methodology is based on national best practices, along with review and input from the City Planning Commission staff, the Neighborhood Engagement Office, and the Neighborhoods Partnership Network. CBNO has already tested this methodology successfully by completely mapping the neighborhood boundaries in city Planning District 6 (Gentilly). The methodology and a full report of this project are available in Appendix N. CBNO is already working on neighborhood boundary

mapping in several other Planning Districts. However, this work can be done more efficiently and more rapidly in partnership with city government. We are moving ahead because we have so many requests for this type of information, but would strongly prefer to complete the work in collaboration with city government.

- A cultural master plan that maps all of the many historic, cultural and arts based sites would help inform and document the depth of the creative culture in New Orleans.
- Predevelopment funding (at risk or grant funding) being made available in a predictable and accessible fashion.
- Consider takeout funding to support small developers with minimal balance sheets or guarantors to support community based projects. This could be similar to funding created for the Neighborhood Stabilization Program to give confidence to construction lenders by basically providing a takeout guarantee.
- There is a clear demonstrable need to provide advocacy support to CDCs. In 2016, the Greater New Orleans Foundation (GNOF) secured funding to launch an Advocacy Community of Practice (CoP). In the next iteration of the Community of Practice—Phase 4, the group will work on the following practices: Managing Opposition and Facilitation Training, Collective Advocacy through holding allies accountable, and/or mobilizing and organizing using new technology. Strategies and tools for dismantling white supremacy will continue be a component of each of these practices as a cornerstone of Advocacy CoP values.
- Support and lobbying for the renewal of the Louisiana State Historic Tax Credit.
- Consider creating a development public/ private fund that that defines the parameters of investment in New Orleans and directs funding to the many needed objectives.

Inclusive Economic Development

Two years ago, a team from the Landrieu Administration, who had been working to create equity through government contracts, announced they had successfully reached a target of over 50% of public contracts including Disadvantage Business Enterprises (DBEs). Despite this, the administration realized that they were not having a significant impact and that their efforts to increase DBE participation must include the private sector. They saw that in order to achieve their goals of shifting behavior in the business community, they needed to work at the agency that was created by the business community – New Orleans Louisiana Business Alliance (NOLABA). Eight former City staff joined existing staff at NOLA BA and requested a 3-year cooperative endeavor agreement with the City. Once at NOLABA, the team including existing staff, determined that they needed to create results based accountability and view results through a race based equity lens. This came at a time when the data showed that 53% of African American men in New Orleans were unemployed. They developed an internal statement against which to measure all progress: ***All people in New Orleans would be economically secure and economically prosperous.*** All initiatives would be measured against this

statement and they would hold themselves to that. NOLABA shifted to a new business model with four work streams.

1. Industry Retention and Attraction
2. Small Business Growth
3. Talent and Workforce Development
4. Strategic Neighborhood development

Industry Retention and Attraction – They will be intentional about the companies that they would attract and require local resident hires and training.

- NOLA BA recruited Testronic which is a videogame testing company that provides training for jobs that are a great gateway to tech jobs. The trainees are recruited from STRIVE. Laitrum is a legacy manufacturing company that pays family sustaining wages and has been working with NOLA BA to train employees.

Small Business growth – Create navigating tools, create Invest NOLA to target high growth entrepreneurs of color with a goal of bringing companies earning \$1M in annual revenue to \$10M annual revenue in 2-3 years (they have identified about 220 businesses that fit these criteria).

Management: Xavier and Tulane partnered to create a six month Advance Executive program to help business owners create an investible growth plan.

Marketing: Private companies participate in a Procurement Council that is open to entrepreneurs of color who have thus far committed invested \$8.5M worth of procurement contracts to minorities.

Money: Efforts are underway to develop build a suite of funds to provide capital at every conceivable part of a project: 1) Mobilization fund – raised \$5M to help with upfront costs and help contractors mobilize – NewCorp Inc. manages; 2) High Growth Fund – goal is to raise \$10M of patient debt (Kresge has provided the \$1M loan loss reserve) to be used to fund the investible growth plans coming out of the Advance Executive Program; 3) Venture Capital / Equity Fund – goal is to raise funds to invest in shovel ready projects. Funders want proof of success in High Growth Fund before funding the Venture Capital/ Equity Fund.

Talent and Workforce Development – the goal is to deliver a ready workforce.

- Adult Training Programs- NOLABA works closely with their partners through the STRIVE program – JobOne, Goodwill Industries, Total Community Action and the Urban League of New

Orleans/ Operation Spark is building technical training programs and NOLABA seeks partnerships with businesses for training.

- Youth Training – The Holton Foundation is funding an opportunity for youth to create work readiness through technical skills with the Urban League of New Orleans/ Operation Spark by directly linking youth to careers by building out pathways.
- Formerly incarcerated – NOLABA has brought Center for Employment (CEO) a program out of New York. The program just launched in December of 2019 (funded by Kresge)
- Training for the trainers – in addition to the training for small business and workforce development, NOLABA supports training for the case managers, job developers, and family center coaches.

Strategic Neighborhood Development – is intended to focus on gaps in the traditional model where NOLABA and the city had previously only focused on the downtown core of New Orleans. The goal of the team is to create robust pipeline of community supported projects through community engagement – projects in business attraction, business expansion to the neighborhood or existing business expansion. The goal is to reimagine economic development through a place based approach that includes the community.

Each work stream leverages the other three. NOLABA sees itself as a facilitator, coordinator or connector. They are careful not to use words like gatekeeper.

Measuring Equity - Initially NOLABA staff, brought a tool from City government, Opportunity STAT that through volunteer partners that include their training partners, GNOF, Youth Force, LaunchNOLA, the Office of Supplier Development and others, uses a series of metrics to define what equity metrics they would track. They used the statement “**All people in New Orleans would be economically secure and economically prosperous**” as a baseline and developed individual dashboards for each organization that rolled up into a set of criteria. This created an actual database that calculated up to a series of broader goals. It currently is on hold but offered the beginning of a system to develop a set of equity measures. It is on hold because as city staff they were able to really leverage the players to participate. To make it work, they need the city’s buy-in and support.

Omar Stanton (formerly at the City Office of Innovative Delivery and now at NOLABA) is currently in the inaugural class of the Impact Fellowship at the Data Center. The goal during this program is to development the OpportunitySTAT program and identify a framework for moving forward by the end of 2020. The program requires that the performance manager, CEO and a board member participate so the buy-in is greater.

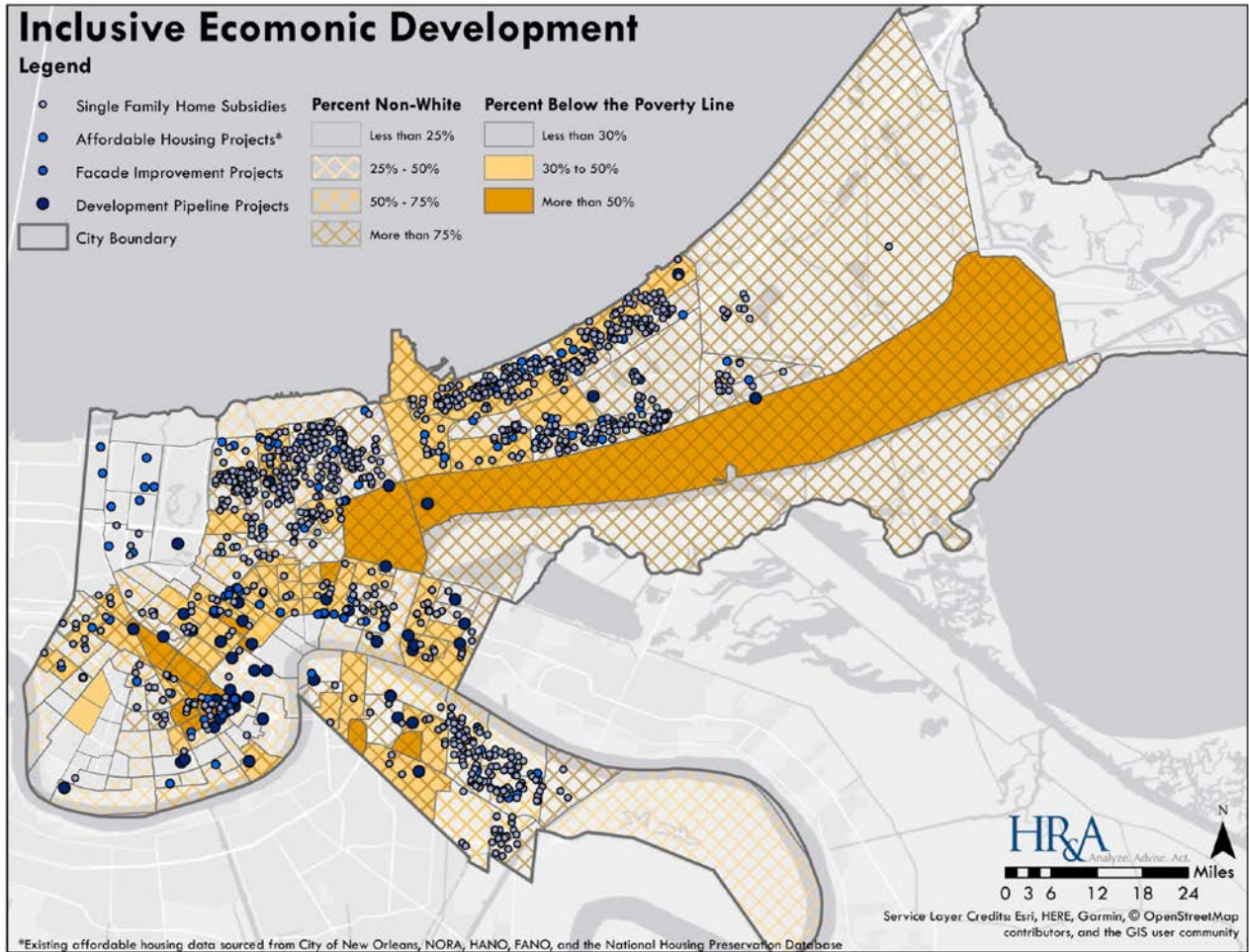


Figure 7 – Map of all community development existing and proposed over poverty and racial density map

In the wake of Hurricane Katrina, public expenditure on recovery, infrastructure, education facilities and other projects in New Orleans rivaled any time in American history on a per-capita basis. That explosion of economic activity had virtually no discernible positive impact on living standards for African American, Hispanic and low-income residents in the City. In fact, inequality *increased*. Since the 1970s, median incomes for black and Hispanic families have *declined* on an inflation-adjusted basis. These outcomes are not natural or inevitable. They reflect the economic and political priorities of the political constituencies who have been most influential in guiding decision-making in our region. TNO's mission, along with that of Together Louisiana statewide, is "to change the constituencies who are most influential on decision-making, and in doing so to put equity at the center of our economic goals."

TNO and TLA's efforts have won systemic changes already, in particular in the reforms won to transform the nation's largest corporate subsidy program, the Industrial Tax Exemption Program^{xii}, or

ITEP. Under this program, the state’s largest petrochemical producers, including some of the largest and most profitable corporations in the world, have had (on average) 70 to 80% of their property tax-exempt. An unelected state-level board had given away the local revenue of school districts and other local governments without their knowledge or approval.

Strengths

- The City continues to work hard to support DBE/ Minority contractors to access government subcontracting opportunities.
- Advancing Cities Grant – JP Morgan Chase awarded to support employment development for youth (\$150,000 grant). The City will engage disadvantaged youth in services that increase their employability and economic mobility.
- NOLABA has a talented team, clarity of mission and they are excited about it. They are also see buy-in to their new direction – most recently GNO Inc. has shifted their mission statement to more closely match NOLABA’s inclusive direction which they see as a proof point for the impact of the shift.
- Opportunity STAT demonstrates that there is potential for a model that will measure equity and track success. NOLABA believes they really have a shot at refining who needs to be at the table, include regional employers and who needs to participate to change the business culture.
- NOLABA is partnering with United Way to build financial capacity in their business partners.
- NOLABA is working to support the music industry through guidance for copyrighting their music. There is a similar model being developed for the food industry.
- Multiple training programs around the city including – Nichols State, NOLABA Youth Force, GE at UNO, Community Development Finance Program at UNO, TruFund new business and entrepreneurial training.
- Promoting supplier diversity – BuildNOLA (Delgado) and Propeller (Water Challenge)
- Invest in cultural economics – City wants to grow economy and support local businesses through its

“the census tracts located closest to coastal water bodies and most immediately exposed to risks associated with coastal change are characterized by disproportionately high rates of middle earners. The occupational makeup of workers in these communities may be particularly affected by the decline of middle-earning occupations in recent decades. In addition to the established link between economic disadvantage and exposure to environmental hazards, the geography of middle-earning jobs in the Super Region also illustrates how the changing mix of available occupations and wages can affect the capacity for adaptation in communities at risk.”

Changing Coast, Evolving Coastal Economy, the Water Management Cluster in SE Louisiana - in retrospect and prospect (Oct 2019)

infrastructure work

- Increased procurement opportunities for minority and women owned businesses have helped small businesses increase their revenue.
- “The city in recent years has paid minority- and women-owned firms even more public dollars — 47 percent of \$538 million in government contract dollars — than researchers would have expected, based on those firms’ availability for the work. That percentage is up 18 points since 2013.”^{xiii}
- TNO is organizing to build a constituency of institutions powerful enough to put equity at the center of the city’s approach to economic development. TNO & TLA won reforms to this program, restoring control of local communities over these exemptions. Three years into these reforms, they are producing **\$130 million** in new revenue for school districts and other local public bodies across the state.

Weaknesses

- Currently only 2% of the total business receipts in the City (public and private funds) of New Orleans go to black-owned businesses.^{xiv xv}
- An examination of more than 2,000 non-city construction contracts totaling \$15.6 billion over four years revealed that general contracting firms owned by minorities received less than 3 percent of total contract dollars. However, they could have received nearly six times that amount, based on how many of them were qualified for and interested in the work. (To determine qualifications, researchers asked about firms' largest contract awards, their staff size and similar information.)^{xvi}
- Of the less than 3 percent of dollars that minorities received, only 1 percent went to black-owned firms. Nearly 10 times that amount could have gone to those companies.
- Construction design firms owned by white women received more than 3 percent of the more than 1,400 non-city construction design contracts available over a four-year period, although they could have received more than three times that amount.^{xvii}
- The demographics of the workforce in the coastal economy show that women and African Americans are underrepresented.^{xviii} The question of inclusive economic development is a regional issue and trends nationwide indicate that more and more, cities are willing to include Inclusive Economic Development as part of their mandate.^{xix}
- NOLABA acts as the intermediary for many of these programs and needs strong partners to make them happen. It is important for both the private sector and the City to find value in their work so they want to work with them or support them when a partner is struggling.
- NOLABA needs to reach more broadly to communicate their work to a larger audience. Businesses need to understand how they can help them meet their goals.

Threats

- There is no clear vision out of City government for how to move forward with equitable business development which slows the direction of NOLABA because they want to be careful not to get out in front of the City.
- “Analysis of the New Orleans marketplace suggests that there is not a level playing field for minority- and women-owned businesses.
 - There is evidence of disparities for people of color and women in entry and advancement, business ownership, access to capital and business success.
 - There are substantial disparities in the utilization of MBE/WBEs.
 - There is qualitative evidence of discrimination against minority and female business owners.
 - Without City action, there would be disparities in MBE/WBE utilization in City contracts.”^{xx}
- “The City currently operates a program that determines eligibility based on factors other than race or gender.
 - To achieve its overall goals for MBE/WBE participation, the City operates the State and Local Disadvantaged Business Enterprise (SLDBE) Program.
 - To be certified as an SLDBE, a firm must show that it is socially and economically disadvantaged. Determination of social disadvantage is not based solely on race, ethnicity or gender.
 - The City’s current operation of the SLDBE Program is relatively new.
- In recent years, overall MBE/WBE utilization on City contracts roughly matched what would be expected based on the availability analysis. This was due in part to some very large contracts going to a few MBE/WBEs.
- Digging deeper, there were disparities in utilization in City contracts for some MBE/WBE groups for some types of work, including Asian American- and Hispanic American-owned firms, overall, and African American-owned construction firms.
- On types of City contracts where the subcontracting goals program was not typically applied, there were substantial disparities between utilization and availability for each minority group and for white women-owned firms.”^{xxi}

Opportunities

- City has developed a comprehensive list of available land (city owned, adjudicated, HANO owned, NORA owned) to understand better where can direct development.
- The OpportunitySTAT model appears to be the beginning of a viable model for measuring equitable economic development in a ground up approach.
- Through the \$3B investment with the Gentilly Resilience District and SWB projects – the City hopes to direct projects to local and minority contractors as a wealth and capacity building opportunity.
- The coastal economy presents an opportunity for good paying jobs for “middle skills” meaning for trades without college degrees: carpentry, welding, plumbing, machinists, pipefitters etc.
- In 2018, the Landrieu administration commissioned a Disparity Study that documented the efforts of government and the lack of opportunity in the private market. Recommendations were a part of the strategy, but are not a part of a implementation despite support from groups like the New Orleans Black Chamber and the [Collaborative](#), a group of small business owners who share a common purpose: the acquisition of economic parity and equity for all local, small and disadvantaged businesses in the city of New Orleans. The Collaborative believes that access to business opportunities is vital to growing a stable and sustainable minority business class in New Orleans - a business class that in itself is vital to the stability and sustainability of the local economy at large.
- Because there is substantial availability of minority- and women-owned businesses in the New Orleans metropolitan area, one would expect high utilization of minority- and women-owned businesses (MBE/WBEs) in the marketplace and in City procurement.
 - 44 percent of local businesses available for City work are MBE/WBEs.
 - MBE/WBEs might be expected to receive 41 percent of City contract dollars if there were a level playing field for minority- and women-owned firms.^{xxii}
- “The City might consider adding stronger measures to its SLDBE Program, including programs focused on vendors, prime contractors and consultants.

Survey Comments

“The City is lacking open collaboration and private sector support.”

“Long standing organizations with proven success need to be better incorporated and engaged, and past accomplishments, or lack thereof need to be reviewed and considered by any decision makers/funders/partners’

“Opportunities are needed for more streamlined, effective partnership among agencies and organizations”.

- The City should change the name of the program to the Socially Disadvantaged Business Enterprise Program (SDBE), the Historically Underutilized Business (HUB) Program, or other name.
- As much as possible, there should be centralized, unified certification of firms eligible for other local programs using these same criteria.
- The City should consider additional measures that specifically assist vendors, consultants, prime contractors and others directly bidding on procurements.
- The City should further expand its outreach to groups that showed disparities in its contracts, especially Asian American- and Hispanic American-owned companies and African American-owned construction firms.”^{xxiii}
- The ITEP fight is only one instance of a web of policies that need to be changed to re-orient our city’s and state’s approach to economic development from one of corporate subsidies to one of equity.
- TNO will be conducting civic academies, citizen-developed education sessions about the policy choices that drive our economic outcomes. This will include information on taxes and tax exemptions, wages, tickets and fees, unaffordable housing, predatory lending, hiring and others. The goal of the civic academy campaign is to build a constituency of citizens and institutions that is well-informed enough and powerful enough to win concrete policy changes.
- The UNO Community Development Finance (UNO CDF) Certificate Program was created to support public sector and non-profit staff, emerging developers and property owners to better understand the community development process. Funded for two years by GNOHA and NOLABA the UNO CDF program has been designed to support property owners and working professionals and to build the capacity of the public and private actors working in community development in New Orleans. Since its launch in 2017, the City of New Orleans and New Orleans Business Alliance have sponsored 26 who students have completed the course and received a certificate. In addition, 2 private students have attended the program. In addition, over 40 local practitioners, funders, advocates and public officials have participated heavily in the program through presentations, discussions, and field trips to active development projects underway. This program is seeking more stable financing.

Tools needed

- The City needs help identifying the market needs/ amenities missing from focus neighborhoods to assist the city in determining how to utilize their properties
- NOLABA is in need of investment in its Workforce Development Fund portfolio
- The City has been met with multiple natural and manmade disasters including the Hard Rock Hotel collapse, street construction, and neighborhood flooding and infrastructure issues. The City would like to have a mechanism for the city to be able to support small businesses that are

in distress due to unforeseen circumstances or natural disasters. StayLocal has helped with signage but the City needs to be able to provide loans/ grants to support business retention.

- The City would like to have a convening to understand how to attract of more national CDFIs – to understand what they need
- “The 2018 Disparity Study results provide a tool for the City to:
 - Further improve existing efforts that have a positive effect on utilization of minority- and women-owned firms in City procurement;
 - Introduce new measures where there are gaps in City assistance or where existing programs are insufficient; and
 - Retain a sound legal foundation for its programs.”^{xxiv}
- “To maintain defensibility of the Program, the City will need to closely monitor its operation and results in the future, and make additional changes if needed.”^{xxv}
- Local contractors need to understand the subcontracting process to get these awards and outreach and in general the city needs training and capacity building to direct these jobs to local hires and local companies.

Affordable Housing

New Orleans, like almost every major city in the country, is in the midst of an affordable housing crisis. Right now, more than half the people of New Orleans are housing cost burdened—spending more than 30% of their gross income on the total housing costs. Plainly put, people cannot balance the most

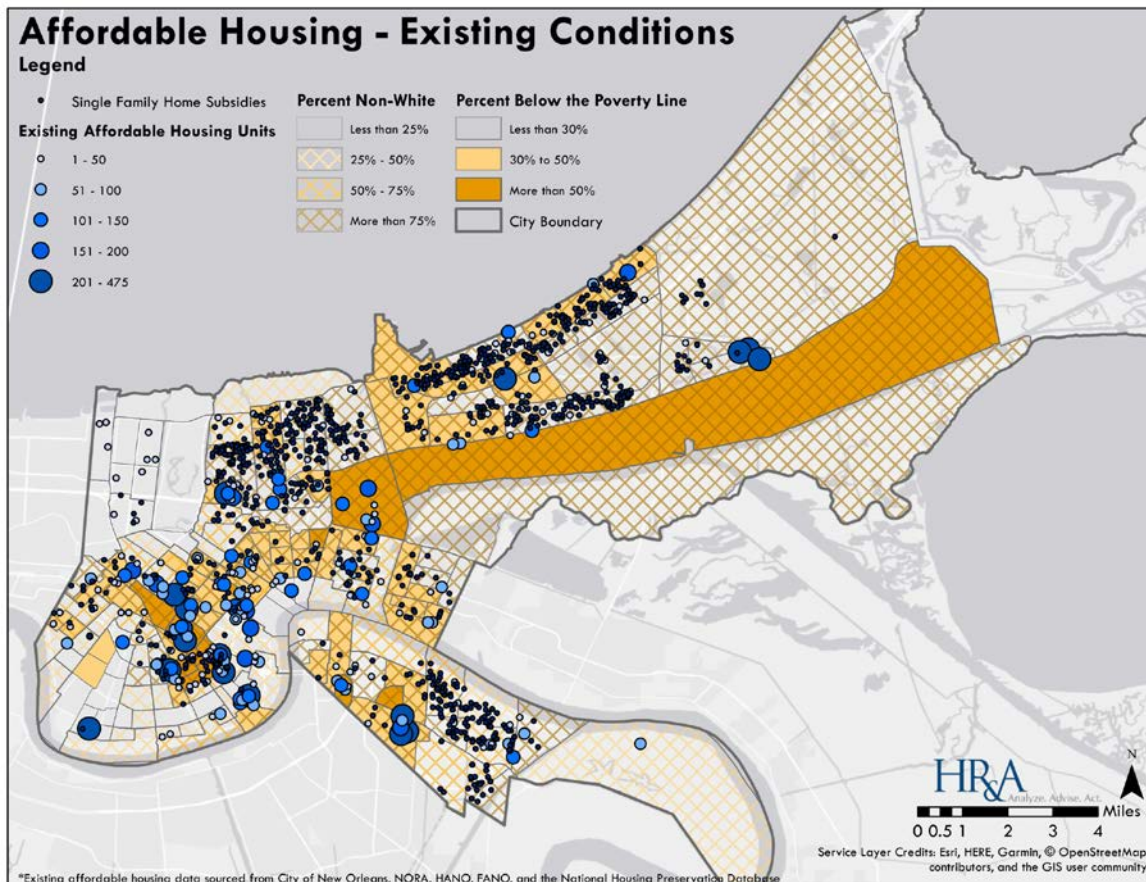


Figure 8 – Map of Affordable Housing Completed in New Orleans over poverty and racial density map

basic need, shelter, with other necessities like food and transportation. New Orleans needs approximately 33,600 affordable housing opportunities (at an estimated cost of \$6 billion) to address the current housing crisis. Whenever we think of affordable housing, we often think of programs like Section 8, tax credits and permanent supportive housing, but that’s not the only kind of affordable housing we need to create. We need affordability for people at all levels of income. We need policies that lower utility bills, increase wages and ensure equitable transportation. New Orleans also needs more capital from diverse sources to invest in creating new housing opportunities.

Whenever affordable housing comes up, we often look to government to solve such a major problem. The HousingNOLA plan recognized that both public and private dollars are necessary to solve New Orleans’ housing crisis. We have to educate our various financial institutions about the variety of

investment opportunities needed. There are large funding gaps left that will have to be filled by the private sector through traditional and creative means. We also need our leaders to understand the economic impact so we speak with one voice as we pursue resources that provide an equitable economic boon for the city of New Orleans. The National Equity Atlas found that if all New Orleanians paid what they could afford on housing, the people of New Orleans would have an extra \$513 million annually to invest in the local economy.

HousingNOLA's Community Development Finance Plan lays out the overarching and pressing need for the city of New Orleans. It is imperative that we use data like the Market Value Analysis to refine investment opportunities, take advantage of new innovations like Opportunity Zones and improve existing policies like Community Reinvestment Act (CRA) to create the housing necessary to end this crisis. HousingNOLA is proposing a solution that would create a win-win. Traditional investors can make money and the people of New Orleans can make decisions about its future that aligns with the need for equitable and sustainable opportunity.

While the various public partners initially committed to produce a total of 7,500 affordable housing opportunities, to date, those have only produced approximately 2,300 opportunities and in 2019, for the second year in a row, New Orleans lost more publicly subsidized affordable housing that it created. It is imperative that we secure the investments from private sources and the Community Reinvestment Act (CRA) enforces guidelines for banks to provide the kind of investment that New Orleans needs to tackle this problem. While we have secured major support from lenders like JP Morgan Chase, we need more.

Right now, the Office of the Comptroller of the Currency (OCC) is considering major changes to CRA and we need meaningful CRA reform to boost lending and access to banking for underserved communities. One of the changes being considered by the OCC introduces a simple mathematical formula that banks and regulators could use to measure a bank's performance under the law. They call it the "one ratio" measurement. The one ratio would be the value of all of a bank's CRA activities - loans, services and philanthropy - divided by some measure of the bank's capacity, probably assets.

Housing cost burden is also another proxy for living wage and economic inequity in New Orleans--almost 50% residents pay more than 30% of their gross income towards their total housing costs, this metric exemplifies the inequity in New Orleans. The National Low Income Housing Coalition (NLIHC)^{xxvi} calculates that in order to rent a two bedroom apartment in New Orleans, the household must earn \$19.38 per hour. That means even two full time minimum wage workers would still have to work another part time job for 23 hours in order to afford rent in an average apartment.

The good news is that New Orleans has a plan, and it will work. After years of additional study and prolonged inaction, the City Council can finally move to fully implement the Smart Housing Mix, a tool

that would guarantee the creation of safe, equitable and affordable housing near the jobs that power this city. Our city could not survive without tourism, and tourism could not survive without the thousands of hard-working New Orleanians it employs, the vast majority of whom can no longer afford to live anywhere near where they work. In a time when federal politics is failing, New Orleans has a unique and critical opportunity to step up and prove what can be accomplished when people are put before politics.

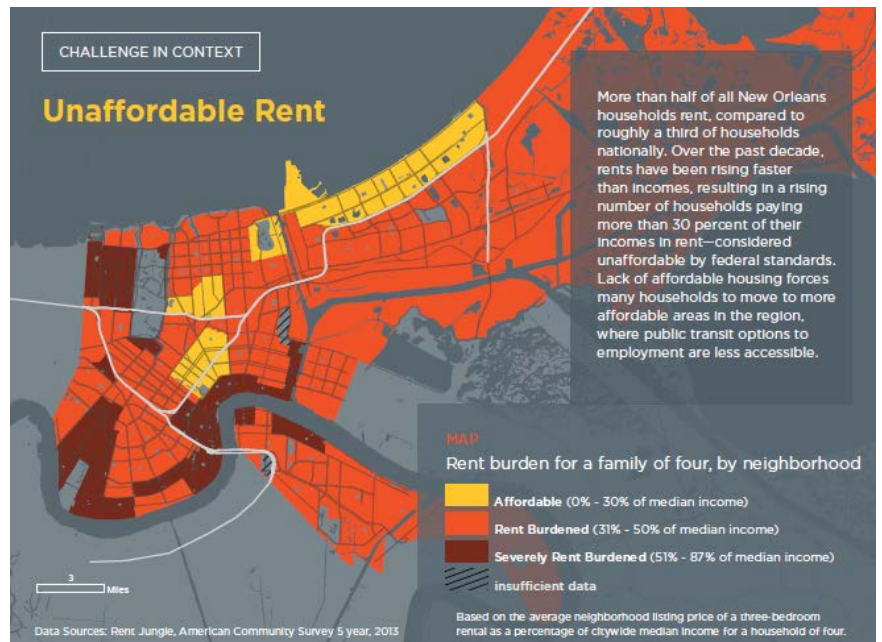


Figure 9 – Map of Unaffordability, Resilient New Orleans Plan

A core component of HousingNOLA is sustainable design with an emphasis on creating housing opportunities that help, instead of hinder the city in terms of climate change. Initially, we received a few puzzled looks when we began talking about energy issues, but not anymore. Nowadays people see the bigger picture— smart energy policy to help New Orleans grow is also good housing policy, both of which are essential to our future. Still, some might be surprised to learn that the decision before the City Council on a proposed power plant is in fact, a decision about affordable housing and whether or not it's a priority.

The light bulb turns on above people's heads when they consider what happens when houses are better insulated, have air leaks repaired, or install energy star refrigerators and high-efficiency air conditioners. With each unit of added energy efficiency, our utility's existing power resources go that much further to serve more customers. With a large amount of added efficiency across the city, our utility can plan for smaller or fewer power plants, avoid expensive substation expansions, and have much more flexibility to meet the economic growth we all hope for in New Orleans at a lower expense. All this results in lower costs system wide.

When our utility needs more power to fuel economic growth, we can decide to invest in a new power plant -- as Entergy New Orleans has proposed to do, plus all the fuel, wires, substations, flood risk, and pollution that go along with it -- or we can invest to make houses, schools, and offices more energy efficient by adding Insulation, installing modern air conditioners, repairing leaky windows, and so on.

People are often surprised when they see the economics. Across the country, utilities find that getting a megawatt of power from improving customers' houses is very often cheaper than building a new plant to generate and deliver the same power. Those numbers don't even factor in other values such as the value to the resident of a new air conditioner, the added comfort of a house warm in the winter, or the economic stimulus from hiring local firms to insulate houses, repair leaks, and install new air conditioners.

Strengths

- The city is working to support smaller and emerging developers:
 - The City has carved out a few properties to direct to new and emerging developers – providing opportunity for people to grow with the need to provide housing.
 - More small emerging developers are interested in affordable housing development
 - Smaller developers are partnering with more experienced developers (Paul Irons with HRI) – need somebody with a balance sheet and experience
- Through new initiatives like the Smart Housing Mix (Mandatory Inclusionary Housing), the City is working more closely with HANO, NORA, and FANO to develop a system for funding affordable housing.
- The city and state housing agencies are working hard on collaborating –working together toward more formal agreements. Agencies working toward a joint underwriting criteria across agencies – The Choice Neighborhoods Initiative (CNI) was a good model for cross agency work.
- City is working to direct development to where city is interested in seeing investment. – focusing on highly leveraged projects in target neighborhoods. See maps of investment areas (Appendix J)

“In order to deal with the biases associated with affordable housing, we have to rely on hard data. Unfortunately, the facts reveal that New Orleans is still struggling to meet the needs of our citizens. We saw a decrease in overall cost burden, but a dramatic increase in the cost burden rate for homeowners, while renters basically remained the same. This combined with the net loss of affordable housing opportunities for the second year in a row means that our collective efforts earn a “D.””
HousingNOLA Annual Report Card 2019

- The affordable housing sector is the one sector with a ratified plan that defines the goals and necessary steps to provide affordable housing
- GNOHA acts as an advocate and watchdog to track policies and progress in the creation of affordable housing.
- NORA is providing gap financing to some 4% LIHTC deals (2-3 per year)

Weaknesses

- The Smart Housing Mix (Inclusionary Housing Plan) has been approved by the City but has yet to be implemented.
- There is more need at all levels of funding than can be filled by the public sector. Leveraging available funding is critical. The need for affordable housing is estimated at 3000 units of per year and the need for affordable housing equates to \$5.8 B. Currently, the City of New Orleans has \$8 million to invest and is in process of new taxation to raise \$25 million.
- Funding does not cover all levels of need and all scales of housing – including a mix of housing types from singles, doubles, to small ten-unit projects as well as larger projects.
- The city has challenges with internal issues, staff capacity, and civil service rules and staff turnover and despite their interest they are not moving with speed, efficiency or a sense of urgency.
- Efforts to decrease the city's homelessness rate have reached a plateau as more first time street homeless enter shelters.
- Project timing is extensive
 - Projects take a long time (2-3 years)
 - Cross agency agreements are not yet in place and timing differences and lack of coordination make continue to make projects take too long to complete.
 - RFP's for public property are still often infeasible due to the length to time to rezone, submission of other financing applications.
 - The challenges of providing affordable housing as property values going up, wages remain stagnant and transportation access continues to be an issue
 - Housing Authority of New Orleans (HANO) has hundreds of properties available for development, but projects take 2.5 years to complete. (In the past two years, HANO has released several RFPs for developers to provide affordable housing on HANO owned

land in exchange for a ground lease (below market) to HANO and with Project Based Vouchers. Multiple developers have been awarded but none have yet to close and HANO recently appointed a new Executive Director (October 2019) who is still getting oriented and may change some agreements or the direction of HANO overall).

- Louisiana Housing Corporation (LHC) and Governor's Office do not prioritize a data driven allocation of resources –
 - New Orleans has not been awarded 9% LIHTC for the past two years (2018 and 2019) due to the criteria in the Qualified Allocation Plan (QAP)
 - Affordable housing developers have turned to 4% LIHTC and several developers have been successful however there is typically a financing gap remaining.
 - The criteria for award of financing supports larger, suburban and rural new construction projects. It is also important to note that over the past decade, the cap on total development costs within the QAP for LIHTC has remained low, making it more conducive for suburban and rural new construction projects. And because of this cap, the developer fee is also restricted which has deterred for-profit affordable housing developers from remaining in the affordable housing market here.
- Other funding sources are scarce; smaller projects are difficult to develop due to construction cost, low incomes, lack of funding sources; limited capacity of affordable housing developers – for-profits and non-profits.
 - The funding gap is sometimes filled with HOME funds from the State (which are incredibly competitive) or the City. The City HOME funds NOFAs establish broad criteria and award the most competitive projects – with preferences for targeting lower Area Median Incomes. In addition, the New Orleans Redevelopment Authority (with support from JP Morgan Chase) has provided some gap funding for 4% projects but has a smaller pool that can only support 2-3 projects.
 - Traditional lenders limit their risk when financing these projects. In addition, foundations and grant funding is extremely competitive, is directed to non-profit developers only and takes time to identify. Timelines for applications for larger mostly national funders often do not typically coincide with project timing and there are few local foundations that continue to fund real estate and community development.
 - CDFI's and other community development funders in New Orleans try to provide competitive financing but the resources directed to New Orleans are limited. (See Own the Crescent which targets the Claiborne Corridor in Strengths).

- Finally, while HANO has an allocation of approximately 18,600 vouchers and could use 20% to anchor development projects, internal issues (i.e. HQS inspection backlog) have stalled their ability to utilize the vouchers to support private market rentals. HANO has also allocated hundreds of projects with a priority to the projects developed on their own property.
 - Funding sources are more available / directed to non-profits. For-profit developers are increasingly unable to find viable deals as the criteria gets more strict and time to complete projects continues to take a long time. Smaller developers need partners with balance sheets to obtain financing. There has also been a significant consolidation of non-profit developers in the past few years as funding sources get more competitive.
 - There is a lack of funding and limited education to support small minority developers and businesses
- As stated above, the pool of affordable housing developers is constrained as the funding sources shrink and limit the affordable housing projects that are awarded. Projects take longer, putting developers at risk for longer. Non-profit developers are more likely to tolerate the longer duration for predevelopment and the capacity of the existing affordable housing developers in New Orleans is limited. There are a handful of developers (non-profit and for-profit) with strong balance sheets and the expertise to complete a substantial number of affordable housing units each year and then there is a stable of fresh developers who are able to tackle 1 – 5 units of housing at a time. Lenders are cautious in their lending and while public sector funders are supporting their efforts, the pace is slower than they would hope.
 - The city is concerned about saturation in certain market sectors at a neighborhood scale. Their example, senior housing, is easier to finance because of the likelihood of receiving Project Based Vouchers (PBV) however there is concern at the City level that there is potential for localized concentration because certain funding sources are more available—despite overwhelming evidence that there is no risk of saturation.
 - Zoning prohibits multifamily housing or mixed use development with multifamily on most commercial corridors. Revisions to zoning could encourage commercial corridor development as well.

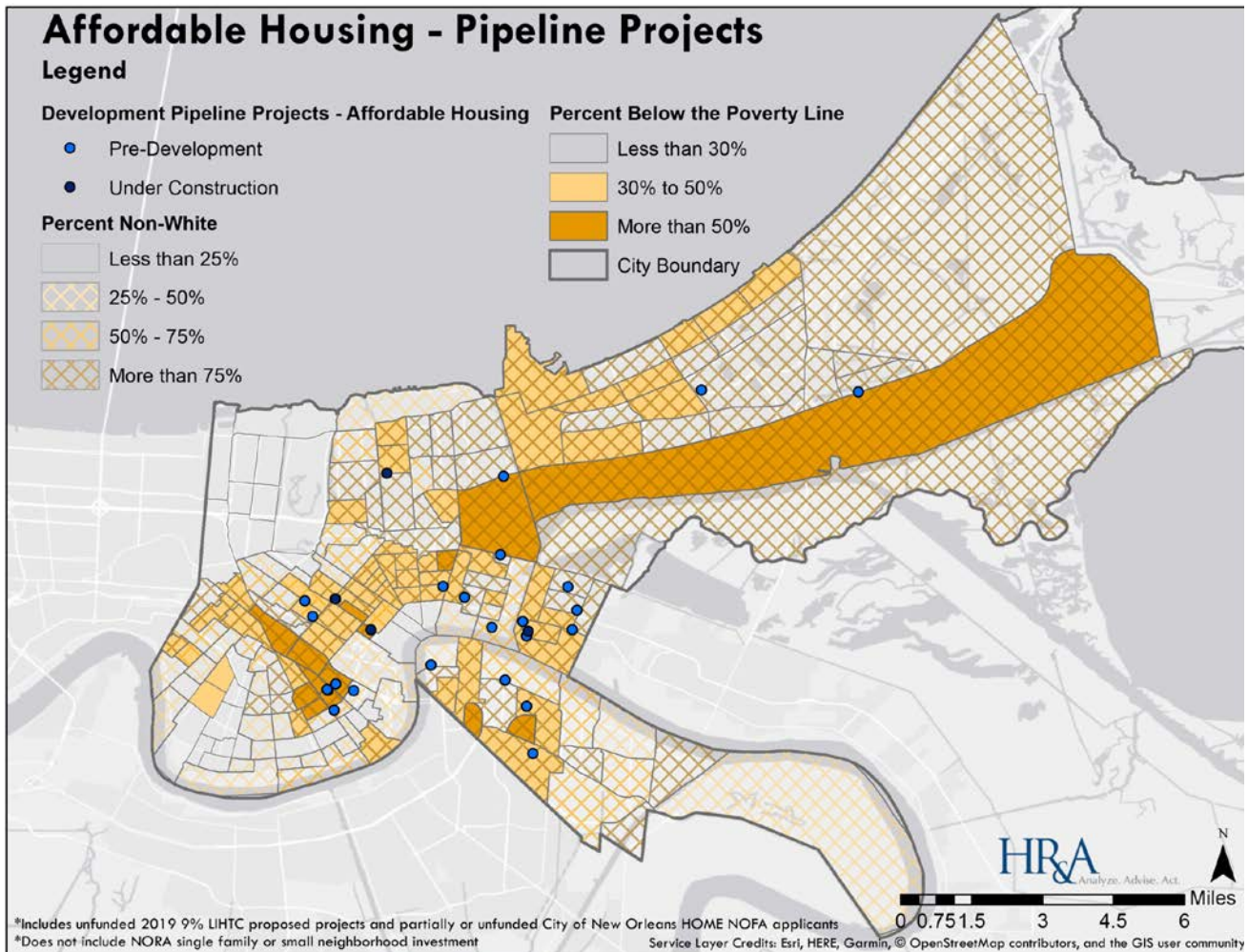


Figure 10 – Map of Affordable Housing Proposed in New Orleans – funded and unfunded over poverty and racial density map

Opportunities:

- Neighborhood Specific Housing Market Study - The City believes that access to localized data would allow them to direct resources to specific neighborhoods. They are interested in understanding the absorption rate of single family and rental housing is needed at all levels of LMI. There appears to be a timidity about issuing the funding in a climate where multiples of this amount of funding is needed. It is true that the funding sources that exist target certain AMI's and do not serve all levels equally. HousingNOLA is working to provide this information to the City through the Demand Model and the Neighborhood Typologies (see Appendix K)
 - HousingNOLA is currently working on a Demand Model that will quantify affordable housing need by tenure, income band, bedroom size and the reason for the cost burden. The existing demand model only includes tenure, income band and bedroom

size. The model can tell us how many one-bedroom rentals are need at 30% AMI. When the revision is completed, we will have updates on demand (likely an increase) and they will know WHY they're cost burdened (utilities, taxes, insurance, income, etc.). *The reality is that the 33,000 unit demand is so high, according to GNOHA and the HousingNOLA Plan, that the city could allocate all of its funding with no risk of exceeding the demand.*

- The City Planning Commission (CPC) is also currently researching ways to improve the zoning to support the development of affordable housing. The Demand Model in conjunction with tools like the Market Value Analysis and the HousingNOLA Neighborhood Typologies could inform the areas where need is significant. Again, arguably this would simply provide support for the directed investment as the demand level for affordability is so great.
- HousingNOLA has created the Neighborhood Typologies (see Appendix K). This is a new tool that will allow the City to identify neighborhoods based on market data. The HousingNOLA Neighborhood Typology is intended as a tool to meet neighborhoods where they are and assess strategies based on current conditions. Historically, New Orleanians understand their city's geography according to neighborhoods. Yet, many of these neighborhoods are changing rapidly due to shifting demographics, increasing housing costs and vacancy. Locals are familiar with their neighborhoods' unique distinctions – their rich cultural histories, geographic boundaries, and the people that live there – and a single plan cannot capture this holistic knowledge and deep nuance. Understanding this challenge, HousingNOLA provides a framework for assessing challenges and recommending policies by neighborhood. HousingNOLA avoided ranking them by the traditional scale of “weak” to “strong.” Instead, each neighborhood was assigned a precious stone according to their typology: Emerald, Sapphire, Diamond, Ruby, and Topaz. The Neighborhood Typology is designed to be updated annually, using easily accessible data sources so that the GNOHA may track its progress over the 10-year timeframe of HousingNOLA. The following data sources were used to create the HousingNOLA Neighborhood Typology:
 - Number of and Change in Building Permits, 2012-2014
 - Vacancy Rate, 2013
 - Historic Housing Stock (Housing Units Built Before 1939), 2013
 - Contract Rent and Change in Rent, 2000 to 2013
 - Price Per Square Foot and Change in Price Per Square Foot for Homes Sold, 2009 to 2014
 - Median Household Income and Change in Median Household Income, 2000 to 2013

- Mix of Rental and Homeowner Households, 2013
- Proximity to Historic Neighborhoods, Ruby and Topaz Neighborhoods

The development of the HousingNOLA Neighborhood Typology included the ability to use data that was publicly accessible in order to track HousingNOLA's progress and serves as a valuable tool for tracking neighborhood change, and assisting with housing policy and funding choices by grouping neighborhoods with similar conditions.

- HousingNOLA is developing a sixth typology, the Golden Pearl to act as a proxy for quality of life and equity. The Golden Pearl will be used as standard to compare all New Orleans neighborhoods and guide investment beyond funding to create affordable housing.

Tools needed:

- In general, more funding sources are needed:
 - Currently NORA is providing gap financing for several projects that received 4% LIHTC and see a demand greater than they can fill. They would like to see additional funding to support projects in need of the last piece of financing. (supporting or in lieu of NORA gap filler)
 - Predevelopment funding (at risk or grant funding) would assist both for-profit and non-profit developers who are unable to sustain the duration before the project is fully financed to complete due-diligence and identify all funding sources.
 - Takeout funding to support small developers with minimal balance sheets. Between 2012 and 2015 Enterprise Community Partners, in collaboration with the State Office of Community Development and Goldman Sachs, created a loan product for Neighborhood Stabilization Program (NSP) funded affordable housing. This loan product agreed to take out the construction loan prior to a house being sold. This gave the construction lender the comfort to approve the interim lending. This funding could assist projects currently struggling because of limited financial capacity of the smaller developers.

Commercial Corridor Redevelopment

Commercial corridor redevelopment has had a limited focus and leadership as New Orleans collectively has spent the majority of its energy on housing development. The one purely commercial tool post Katrina was the Urban Main Street program, instituted by the Louisiana State Office of Cultural Development and enacted in 2006. Five Main Streets were designated: St Claude Avenue, Broad Street, OC Haley Boulevard, Old Algiers and North Rampart Street. Organizations were designated and received funding support to hire a Main Street manager. These organizations were able to foster 113 new businesses, create 615 new jobs and further or support “\$39 million in reinvestment for the city, with almost \$13 million in rehabilitations and new construction and \$26 million in public improvements.”^{xxvii} The existence of these organizations also helped to centralize neighborhood focus around neighborhood redevelopment.^{xxviii}

Since the conclusion of the Main Streets program, these organizations have tried to maintain their programs with mixed success. The strength of each organization is directly dependent on their ability to identify outside support. Several Main Street programs have gone through periods without a Director for instance.

In the interest of supporting these corridors, NORA is providing operating funds to these and other identified corridors (OC Haley, Old Algiers, Mary Queen of Vietnam (MQVM)/Alcee Fortier, St Bernard, Broad Street and Claiborne) through their identified organizations and has developed a Commercial Corridor fund that is focused on specific corridors and has funded 12 projects for commercial corridors in the City (Claiborne Avenue (and the Cultural Innovation District), St Claude Avenue, St Bernard Avenue, AP Tureaud and NO East). NORA has also implemented a façade program along multiple commercial corridors (Broad, Bayou Road, St Bernard, Alcee Fortier, North Claiborne, and Basin). These are 3:1 matching grants up to \$50,000 provided to businesses that apply and are approved. The Foundation of Louisiana (FFL) has created a loan program to help the businesses finance their match requirement.

“State funding has sunset for four of the five of New Orleans’ Main Street programs. Two can no longer afford a full-time director, meaning they rely solely on the volunteer efforts of their board, and two more were only recently able to hire a director (after a year without one) because of new grant funding. Some programs have an office; others don’t. Turnover in leadership in most of the programs has been high. And their work remains vital, especially for small business owners trying to survive in neighborhoods where success isn’t guaranteed and for the residents who rely on those commercial amenities.” *PRC: The Enduring Ingenuity of New Orleans’ Urban Main Streets*, The Preservation Resource Center Magazine, Danielle Del Sol, September 25, 2014

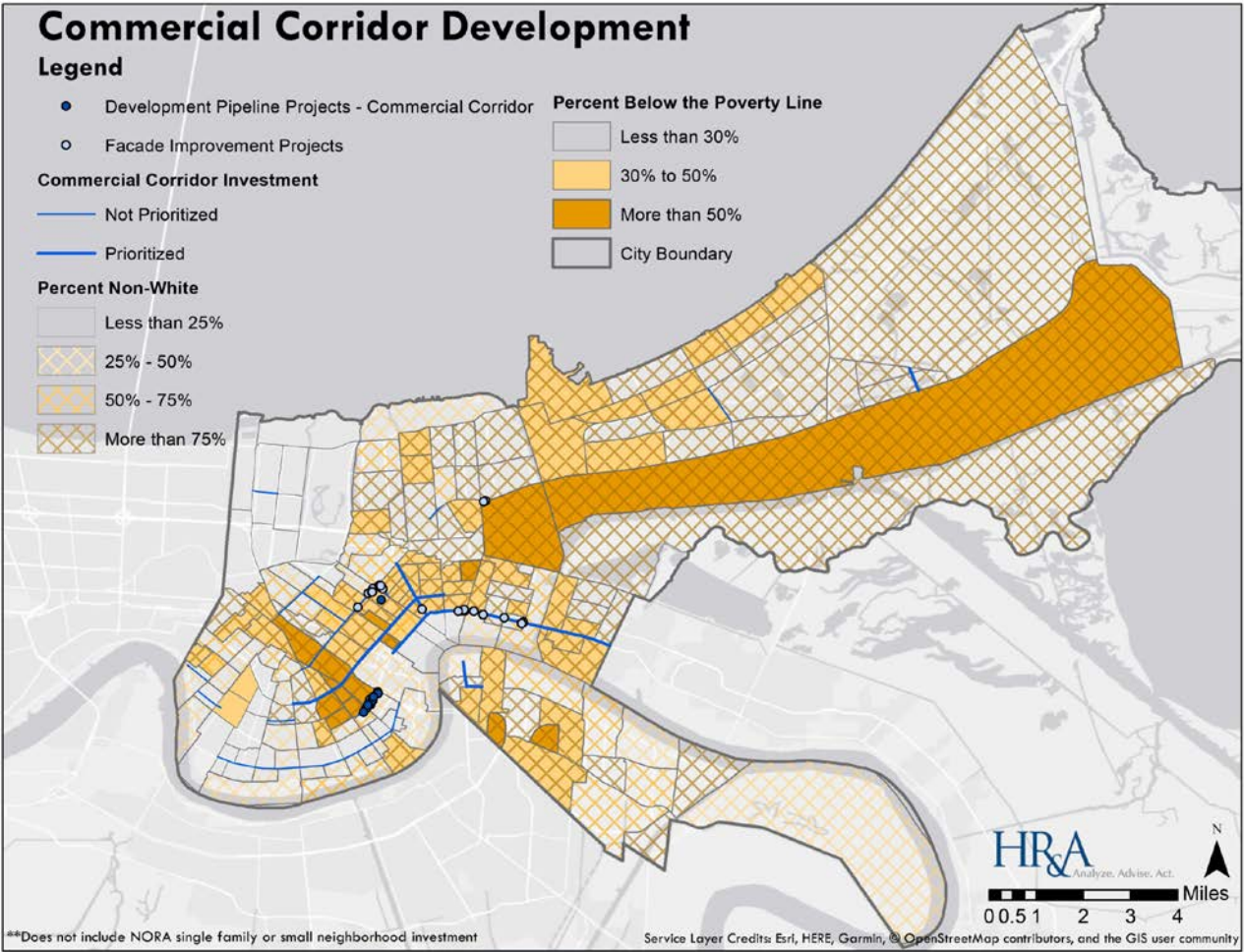


Figure 11 – Map of all commercial corridor development over poverty and racial density map

NORA also took a leading role in 2014 when they moved their offices to the OC Haley corridor within one of their developments. This move has definitely spurred more development along the OC Haley corridor.

Strengths:

- NORA has taken the lead on directing funding to commercial corridors. Strong Main Street-like work directed by NORA in select commercial corridors including matching façade improvement funding and operating support for local organizations.
- Commercial Corridor Revitalization Strategy was developed to start looking at the commercial corridors of New Orleans and create a citywide strategy for moving forward

Weaknesses:

- Some Commercial Corridors have received operating support from NORA but additional support and an expanded focus to other commercial corridors is needed.
- Commercial Corridor Revitalization Strategy – This plan was created but next steps are needed to implement a citywide strategy that directs funding and supports the commercial corridors of the city. Commercial Corridor development (Affordable Housing has 10 year enacted plan and maintains accountability) has not yet risen to the level of a citywide plan despite efforts to organize Main Street organizations around a strategy and implementation plan;
- There is extremely limited funding sources for redevelopment
- Affordable housing developers do not generally focus on or understand retail development
- No acquisition or predevelopment funding
- No new construction development funding
- No central plan for commercial corridor development (NORA and NOLABA work closely but not city adopted).

Survey Response:

“Transportation infrastructure framework is good but under-improved...”

“ Limited transit in New Orleans; public agency processes are cumbersome and slow and geared toward non-profit support; zoning on many corridors prohibits multifamily over retail; funding sources are limited and not available for predevelopment or at risk projects...”

Threats

- The overall retail market is weak while high rents and new development requires regionally strong (and bankable) tenants
- Local and small businesses have limited options for support in most areas of the city and continually compete with larger competitors.
- NORTA is underfunded and currently battling to re-establish its sales tax funding mechanism (after 20 years of it being dedicated to the Convention Center) and losing public school riders.
- NORTA is responsible for ferries and those transports do not have a consistent funding stream.
- Biking lane/safety issues – a number of cyclists have been killed over the past three years

Opportunities

- Funding mechanisms like Economic Development Districts (EDD) can be used for affordable housing, transit improvements, security, etc. The City is seeking a place based strategy using EDDs. EDDs are a legislative component and place based subdivision that allows the utilization of mechanisms like TIFs, BIDS etc.

Tools needed

- Creation of a New Orleans Commercial Retail Strategy Master Plan.
- Consider a mechanism to provide guarantees through master leases for retail commercial space to allow community-based retail or business is to lease in developed buildings and still allow for financing for commercial development
- The City needs analysis around the existing entities receiving funds and assistance mapping new EDDs

Environmental Sustainability

Post-Katrina New Orleans, led by a coalition of designers and engineers, was introduced to sustainable practices in water management in Holland, through a series of presentations, studies, partnerships with Dutch engineers and travel. The purpose was to bring the discussion of a more resilient approach to the rebuilding of New Orleans. This initiative was called the Dutch Dialogues and was the impetus for a great many changes to planning, zoning and infrastructure design.^{xxix}

This initiative led to the creation of the Greater New Orleans Urban Water Plan, which was then incorporated into the Resilient New Orleans Plan. The Comprehensive Zoning Ordinance was also updated to include water management strategies for all new construction citywide.

In addition, Enterprise Community Partners through their Green Communities program instituted their requirements for green certification for affordable housing. These criteria, more directly relevant to

The Dutch Dialogues were initiated by Waggoner & Ball in collaboration with the Royal Netherlands Embassy and the American Planning Association after Hurricane Katrina. Local and international urban design and water sector experts convened in New Orleans to reimagine how the fundamental qualities of water and the landscape can reshape the way we live in an urban delta. Borrowing 800 years of Dutch experience, the Dialogues proposed to embrace water to make the city safer, healthier, and more desirable.

The Dutch Dialogues catalyzed a water movement in the region. The workshops led directly to the funding and development of the Greater New Orleans Urban Water Plan, which was then incorporated in the City's Resilient Nola master plan, and inspired numerous other projects and organizations in the city. (The Dutch Dialogues, Waggoner and Ball)

affordable housing than other certifications, are instituted on many projects in New Orleans that either received points for sustainability, or receive funding from Enterprise (through grants, tax credit investment etc.).

In August of 2017, the City of New Orleans was caught off guard when during what was expected to be a typical rain event, a significant portion of the city was flooded and standing water remained for several hours. This event led to the discovery that the Sewerage and Water Board (SWB) was not operating at full capacity (in fact closer to 50%) and leadership came into question.^{xxx}

In August of 2019, as the City continued to restore trust and clean up infrastructure, a car, among other items, was pulled from the Lafitte Canal and records indicated that it had been reported lost during Hurricane Katrina.^{xxxi}

The significant age of the infrastructure throughout New Orleans was made evident by these high profile events and pressure was put on the Cantrell administration as they entered office to make sure these everyday floods did not surprise people again. With that in mind, the Mayor Cantrell appointed Ramsey Green to become the Deputy CAO of Infrastructures & Chief Resilience Officer for the City of New Orleans. His role has been to implement the many infrastructure projects that were funded and not yet underway. This has included the Gentilly District Resilience projects and 200+ projects through the streets program. The streets projects have been prioritized based on those that had the least hurdles first (without historic or environmental concerns). He describes the conditions he came into as broken, a massively decrepit system and a severely underfunded program to rebuild and that his initial focus has been to identify issues and move forward with already funded projects. Future planning appears to be taking a backburner to addressing the conditions at hand however he cites the \$500M in bonds that were approved in November 2019 that will allow for future projects. He is not focused on the Resilient New Orleans Plan at this point but has created a Green Infrastructure team to determine the next steps.

NORA is the sub recipient of the \$141M Disaster Resilience Competition grant from HUD for the Gentilly Resilience District, as well as the Lot Next Door program which allows neighbors to purchase vacant lots if they provide certain improvements such as gardens and fencing, the Growing Green program which allows citizens to lease vacant NORA parcels for community gardens and pocket parks,

NORA is a sub-recipient to the City of New Orleans on the \$141 National Disaster Resilience Competition grant awarded by the U.S. Department of Housing and Urban Development. The Community Adaptation Program (CAP) will provide \$5 million investment residential stormwater management improvements to owner-occupied single family homes with household incomes at or below 80% of Area Median Income located within the Gentilly Resilience District. NORA expects the program to divert and detain stormwater runoff on over 200 properties with an average grant award between \$10,000 and \$25,000.

<https://www.noraworks.org/programs/land/community>

and NORA Green where NORA strategically invests in its property based on location and potential community impact. Projects that have been completed in NORA Green include community parks, urban forests, alternative landscaping sites, and storm water management projects.^{xxxii}

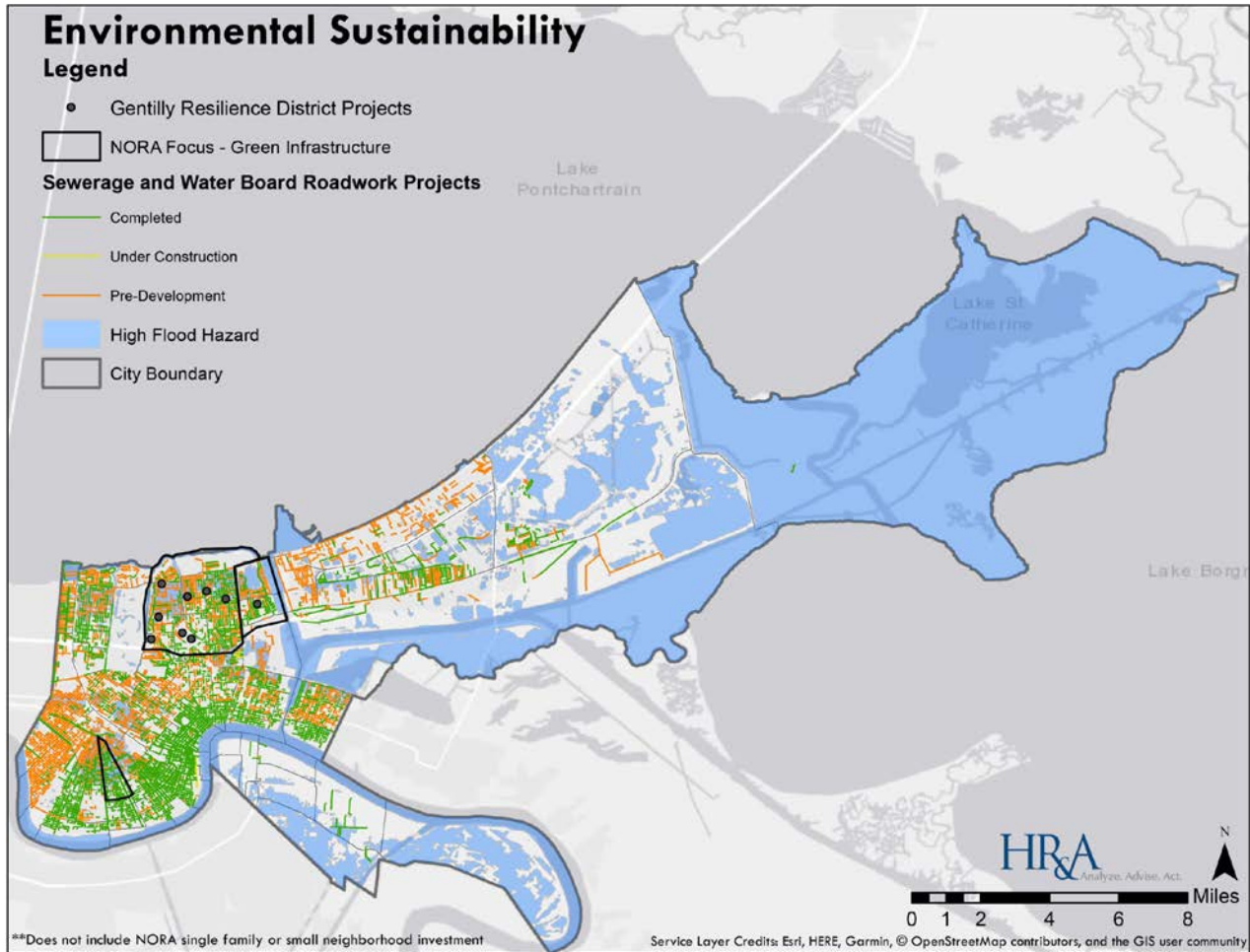


Figure 12 – Map of public investment in infrastructure and water management over map showing high flood zones

Strengths

- The Resilient New Orleans Plan was adopted in 2015 to identify critical projects and establish short, medium and long term actions that will help to manage the impact of climate change and flooding in New Orleans
- A Resilience Officer position has been established within City Hall.
- Standards for storm water management have been incorporated into the Comprehensive Zoning Ordinance and are required in all new construction
- Public agencies are supporting and promoting smaller interventions at the homeowner’s scale to remove extraneous paving and promote more environmentally sustainable drainage

solutions through training and funding. For example, NORA’s Community Adaptation Program (CAP). Through the CAP program, qualifying residential property owners are funded to adopt a range of small-scale storm water management interventions that help manage flooding around their home and in their neighborhood. This includes rain gardens, barrels, trees, and permeable paving. Currently, there are 100 people who are pre-approved and 77 people who are cleared to participate in the program.

- Gentilly Resilience District is underway developing areas of Gentilly using resilient water management strategies – implemented by NORA
- New Orleans has secured significantly increased funding for Sewerage & Water Board
- The Urban Conservancy’s Front Yard Initiative, which reimburses homeowners for the removal of pavement from individual yards with up to \$1250.
- Solar for All Program is instituted by GNOHA, who is working with two respected local solar businesses – PosiGen Solar and Solar Alternatives – to provide free solar evaluations to all homeowners and small business owners interested in seeing if clean energy can save them money on their utility bills.

Weaknesses

- Resilient New Orleans is a city adopted plan but is currently not being adhered to in its entirety nor is it being used to direct projects at this time as the City of New Orleans focuses on critical conditions of New Orleans infrastructure.^{xxxiii}
- Some public agencies have not accepted the more environmentally sustainable guidelines in their construction and street repairs.
- The City is pre-occupied with rebuilding the existing infrastructure and has limited focus on incorporating sustainability initiatives.

Threats

- Climate Change - “New Orleans was founded in the 18th century due to its strategic location for commerce in the Mississippi River Delta and on the Gulf of Mexico. Today, the natural systems upon which the city was built continue to sustain the city, but also threaten it. The deltaic soils underfoot and the wetlands that largely surround the city are part of a shifting coastal landscape that offers unique challenges for the built environment. The natural and coastal systems of Southeast Louisiana are directly connected to the urbanized area of New Orleans, providing natural protections from storms and storm surge and creating landscapes for economic development. Shocks like hurricanes are compounded by daily stresses on the city’s natural and built environment. The rapid loss of coastal wetlands puts extra stress on the city’s flood protection system, while hard surfaces that do not absorb water and sinking urban soils exacerbate flood risk from regular rainfall. Sea level rise and a projected increase in frequency

and intensity of storm events are expected to accelerate coastal land loss, adding greater stresses to our levee and flood protection system, while more extreme heat will directly threaten other infrastructure systems and the health of our residents. We are already facing many climate change–related challenges in advance of other cities and regions around the world due to our unique geography.”^{xxxiv}

- Flood insurance rates continue to rise and the National Flood Insurance Program (NFIP) has careened from continuing resolution to continuing resolution due the Congress’ failure to develop and implement a strategy to address the program’s insolvency.^{xxxv}
- Environmental racism – neighborhoods of color are more impacted by environmental hazards. The River Parishes (St. Charles, St. John the Baptist and St. James) within the Greater New Orleans metro are infamous (they are called Cancer Alley^{xxxvi}) for the fact that these communities are facing severe and ongoing threat from pollutants^{xxxvii} and the state is providing tax incentives^{xxxviii} to attract more. These rural communities are majority African American or are home to a significant African American population. New Orleans is not exempt from these dangers as Cancer Alley is less than 30

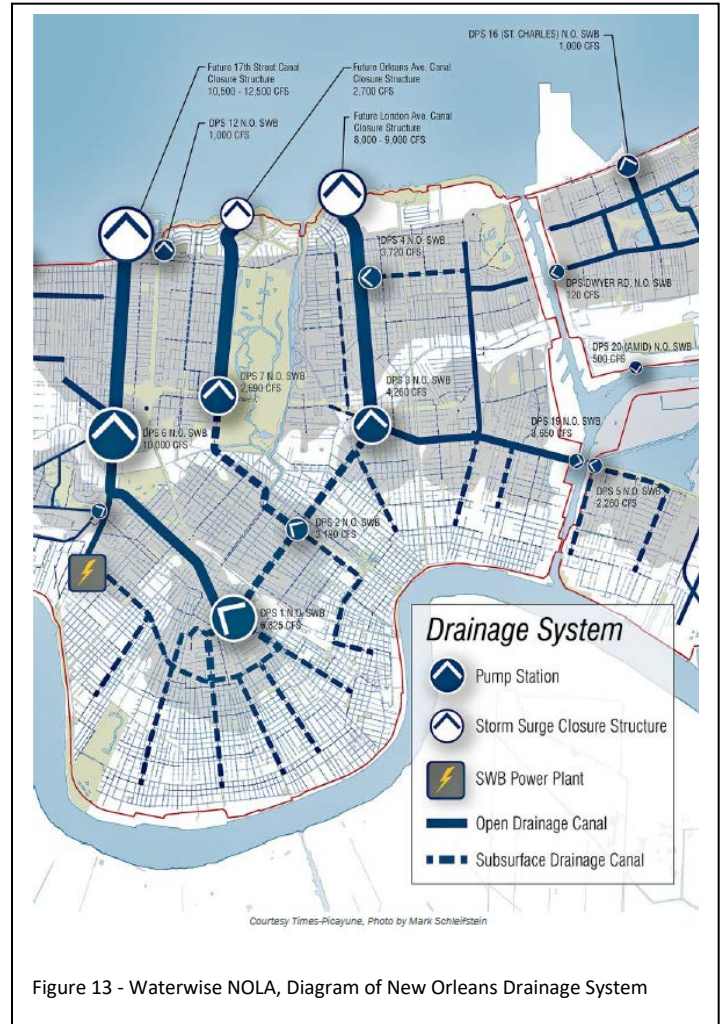


Figure 13 - Waterwise NOLA, Diagram of New Orleans Drainage System

minutes away and the city has its own environmental issues. The residents of Gordon Plaza^{xxxix} were sold homes on a former landfill and despite the EPA Superfund designation, these residents have yet to receive assistance in relocating.

- Coastal restoration projects are opportunities for middle wage jobs if projects are directed to New Orleans workers. Currently the projects go to the lowest bidder (State legislation). But to make sure the City benefits, New Orleans must insist on hiring local people and local companies however state bidding policies demand that contracts go to the lowest bidder, which is typically large national companies.

Opportunities

- In 2019, Gulf Coast Center for Law and Policy, Sunrise Movement New Orleans, and over 40 other organizations participated in an event to honor Indigenous and Black leadership around caring for each other and caring for the earth as well as creating a safe, inclusive, space to connect the dots between climate change, disaster and jobs. The event was also a launch for Gulf South for the Green New Deal—a multi-state effort rooted in the unique reality of the Gulf South. The finalized policy platform will be submitted to New Consensus, House Committee on the Climate Crisis, and congressional representatives from all five Gulf South States.
- Coastal Master Plan/Watershed Initiative represents \$20 billion to be invested over the next 20 years in Southeast Louisiana
- FEMA has awarded New Orleans \$2 billion for street repair and with recent the approval of infrastructure bond financing to provide matching funding, the city will be moving forward with design and deployment
- The Deep South Center for Environmental Justice develops and manages innovative research and policy studies that build knowledge and inform policies for achieving environmental, climate and economic justice in the Louisiana Mississippi River Chemical Corridor and the Gulf Coast Region.
- The largest impact of ITEP reform has been in low-income, African American parishes in “cancer alley”, such as St. John the Baptist Parish, near New Orleans, which will see its property tax revenue increase next year from \$45 million to \$105 million.

Tools Needed

- A watchdog to track the implementation of the **Resilient New Orleans** Plan
- Replication and expansion of the CAP Program for low to moderate income (LMI) homeowners in other parts of New Orleans either through public or private resources (Front Yard Initiative)
- Capacity/engineering to design upgrades that would implement green and/or blue infrastructure instead of maintaining gray infrastructure and required buy-in by all public agencies
- NFIP must be reauthorized and reorganized to permanently stave off insolvency. Since April 2013, GNO, Inc. has led the [Coalition for Sustainable Flood Insurance](#) (CSFI), a national coalition of approximately 250 organizations across 35 states, formed during the implementation of the Biggert-Waters Act. Since the passage of HFIAA, our coalition has focused on advocating for a stronger policy framework for the NFIP. There are four primary policy areas CSFI has focused on that will provide for this stronger framework – mitigation, mapping, affordability, and program participation.

Arts and Culture

There are a lot of arts and cultural organizations in New Orleans, from large to small museums, representing contemporary art to creole history, from social aid and pleasure clubs (charitable organizations similar to fraternities) to church centered programs and neighborhood specific entities. Many of these organizations have long histories and structures that may not reflect traditional organizational community development organization structures. The list provided in Appendix E^{xl} is not exhaustive but includes as many as we have been able to gather through our quick research.

Both the City of New Orleans Office of Cultural Economy and the Arts Council of New Orleans have mandates to support the arts and culture community in New Orleans. GNOF is also a strong supporter of the industry but all recognize that it is a multi-layered and diverse mix of organizations representing many cultures and mediums. The primary concerns currently as it relates to the Arts and Culture community are related to co-opting of New Orleans culture and low wages. These are not always inter-related but often are.

The City of New Orleans has a strong focus in trying to support the business needs of entrepreneurs and artists by working closely with GNO Inc. and the cultural community. They are working to provide economic support to musicians and artists and other culture bearers that want to monetize their craft by creating opportunities to stimulate the economy within the arts and cultural organizations and on business support for organizations to make them financially viable. The city has a small budget to support their work. They are allocated \$300K annually (\$100K to support musicians, \$100K to support film and \$100K to support the visual arts) - the department uses this money to seed other organizations.

The Arts Council of New Orleans administers grant funding, produces the city's largest arts markets, commissions art in public places, and designs creative youth development and skill building initiatives.

The funding is spread very thinly across many organizations (see Appendix L for ACNO grants funded in 2020)

"It's very challenging working in the nonprofit arts sector in New Orleans. Most nonprofit arts organizations operate on small budgets and do not have surplus funds. Our market doesn't have many family foundations and many small family foundation have closed grant application processes, only supporting nonprofits that they choose. New Orleans does not have any fortune 500 companies. Many arts activities are supported not as art but as education. New Orleans per capita with municipal grants is only \$1.25 per capita through the Community Arts Grants administered by the Arts Council New Orleans. "Joycelyn L. Reynolds, Deputy Director, Arts Council New Orleans

Strengths

- Incredible organizations representing multiple cultures, mediums. New Orleans is an incredibly rich tapestry of diverse communities with a commitment to authentic representation of the art and culture.

Weaknesses

- No central entity that currently engages with all organizations and supports equity. The City's Office of Cultural Economy, the Arts Council of New Orleans and the Greater New Orleans Foundation (GNOF) work to support and lead the community but each organization is limited by budget and focus. Ground up engagement to protect and support the arts community regardless of the hospitality industry and business opportunities is crucial.
- Fund Availability - New Orleans is a small market for foundation and corporate giving. According to the Arts Council of New Orleans, New Orleans has about \$1.25 on a per capita basis of foundation and corporate giving dollars. This in comparison to New York City which has about \$26 per capita and Denver, Colorado which has about \$46 per capita in giving dollars. This results in a market that is competing with itself for funding. In addition, very few foundations in the local market have open applications for funding. Typically funds are directed to specific known organizations, leaving very few opportunities for new and unique arts and cultural organizations.
- There are opportunities for artists in the hospitality sector but often smaller artists/ organizations don't understand how to navigate the hospitality marketplace.
- Managers and brokers for hospitality events and conventions – seeking artistic talent – take a large percentage and go to the same few artists – not an

Survey Response: "New Orleans does not have a cohesive plan to support the cultural community, or small cultural businesses, often allowing the tourism industry to extract resources from the community or exploit creative and physical labor. The legacy of long standing, discriminatory policies that has treated New Orleans culture as a problem to be managed has led to the disenfranchisement of many cultural community members from the decision making processes that impact their cultural activity and livelihoods. While there are many cultural organizations that do important, necessary, and amazing work, there are very few that work on at the intersection of culture, public policy, and social justice. We (Music and Culture Coalition of New Orleans (MaCCNO)) work to create cultural policy for New Orleans that comes directly from the cultural community, and also build partnerships to address other issues that impact the daily lives of our musicians, artists, and traditional culture bearers, such as affordable housing, criminal justice reform, and access to public transportation."

open process.

- Artists are underpaid for their work and Louisiana’s Right to Work status make unionizing difficult and almost impossible for culture bearers who often work part time.
- The City Office of Cultural Economy is not known as a resource to many people – outreach and communication is needed to help people understand the resources.

Threats

- The Arts and Culture sector is segmented – Arts related entities are viewed separately from culturally related efforts. These sectors are further divided through non-profit and for-profit endeavors, advocates, educators, and implementers. Those with a focus on equitable representation within their medium are also separately identified from those that are citywide. The existing initiatives in place are not serving all organizations.
- Efforts to support the arts and culture seem to be top down approaches based on available funding or opportunities rather than engaging with the various community stakeholders to understand their needs. These individuals and entities feel underrepresented and not at all protected in an economy that is driven by the hospitality industry needs.

Opportunities

- New Orleans Marketing Corporation (NOTMC) Reorganization - Mayor Cantrell plans to assign the New Orleans Marketing Corporation to channel tourism funding directly to culture bearers, creatives and cultural organizations^{xli}

Survey response:

“There are very few opportunities for people of color, no funding, not enough affordable housing and no available funding support”

“There is a lot of stolen cultural being presented by gentrifiers.”

“New Orleans does not have a cohesive plan to support the cultural community, or small cultural businesses, often allowing the tourism industry to extract resources from the community or exploit creative and physical labor”

“Tourism is the focus of increasing scrutiny in New Orleans. In May of this year, workers protested lack of health benefits at the New Orleans Tourism Marketing Corporation board meeting.¹ And a proposal to publicly subsidize a new hotel at the foot of Convention Center Boulevard received significant criticism from analysts at the Bureau of Governmental Research.² More broadly, New Orleanians have grumbled for decades that tourism capitalizes on New Orleans’ culture but does little to benefit those who create that culture.” (The Data Center)

- The City is working with artists to register them for Brass (supplier diversity) – onsite registration at events
- Intercut Capital just committed \$120M in financing available for the film making
- There has been some success in organizing around obvious tactics designed to gentrify neighborhoods like the noise ordinance, there needs to be support for advocacy ranging from public policy to collective bargaining.

Tools needed

- Create a Cultural Master Plan and Cultural Asset mapping tool that shows all historic, arts and cultural sites in the city. This would provide a starting place to engage the full community and document the history, culture and arts without an eye toward tourism.
- Create a citywide plan for outreach for the arts and cultural sector – it is currently very segmented and very large
 - The City would like to develop an Impact Study to understand artists’ needs; tourist opportunities and needs; hospitality industry opportunities; cultural exchange opportunities – art gifts with other cultures; help artists stabilize – the business of art; published rates to help inform artists; opportunities to coordinate with other offices (supplier diversity)
- The City wants to create a cultural fund to stimulate the economy and direct resources to the culture bearers
- The City is interested in creating an application – an opportunity for arts and cultural organizations to source tourism based gigs without a broker – a possible database/ app that tracks artists
- Equity - Develop standard rates (unions are very weak in New Orleans for artists and musicians)

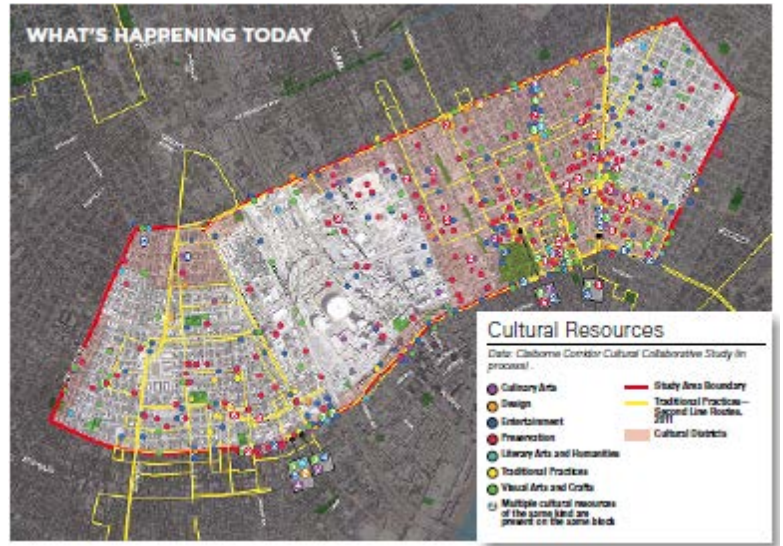


Figure 14 – Map of Cultural Resources identified in the Claiborne Innovation District (CID), Livable Claiborne Corridor Study

- Gaps in financing for filmmaking of independent films is needed to keep the investment in New Orleans and continue to attract the film industry to New Orleans
- NOTMC reorganization should be implemented and tied to an accountability feature
- Need more local studios (to keep dollars here). There are currently two unfunded projects proposed. The industry also needs a French Quarter backlot (used to use Michoud site until NASA took it back)



Figure 15 - Map of created to show the historic significance of the St Bernard Avenue Corridor, Urban Focus 2014

Summary of Opportunities for Action

INCLUSIVE ECONOMIC DEVELOPMENT	AFFORDABLE HOUSING	COMMERCIAL CORRIDOR DEVELOPMENT	ENVIRONMENTAL SUSTAINABILITY	ARTS AND CULTURE		
					Opportunities for Action	Possible Local Partners
					Funding - Create more funding mechanisms - predevelopment, takeout funding, gap financing, guarantees, grant funding, forgivable loans, working capital, disaster funds for small business etc.	NORA, City of New Orleans Office of Community and Economic Development
					Consider creating a development public/ private fund that that defines the parameters of investment in New Orleans and directs funding to the many needed objectives.	City of New Orleans Office of Community and Economic Development, NOLABA, NORA partnered with Enhanced Capital
					Investment in the NOLABA Workforce Development Fund	NORA, City of New Orleans Office of Community and Economic Development, NOLABA
					Provide guarantees for master leasing commercial space to allow local and community based businesses to lease	NORA, City of New Orleans Office of Community and Economic Development, NewCorp, Foundation for Louisiana
					Support the City with funds for small businesses responding to unforeseen impacts (street repairs)	City of New Orleans Office of Community and Economic Development
					Support NORA's Gap Financing and Working Capital Funding for commercial and affordable housing development	NORA
					Create a cultural fund to stimulate the economy and direct resources to the culture bearers	City of New Orleans Office of Community and Economic Development
					Provide financing for film studio development in New Orleans	City of New Orleans Office of Community and Economic Development
					Transit Oriented Development (TOD) must become a priority—full support of New Links and Complete Streets processes and must fully integrate the needs of commercial corridors in plans to improve mobility in Metro New Orleans	Partners, RIDE New Orleans, Bike Easy, Complete Streets
					Support the creation of a study to identify how the zoning of certain parcels is supporting or inhibiting commercial corridor development and affordable housing and commercial corridor development.	New Orleans City Planning Commission
					Support a Vacant Land Disposition analysis and best practices of how best to dispose of surplus property currently owned by the City	City of New Orleans Office of Community and Economic Development
					Support the Creation of a Land Banking Study to determine how best to how best to structure land banking in neighborhoods with high valued public property	City of New Orleans Office of Community and Economic Development
					Support the creation of a Best Practices Study to understand how best to drive economic development to identified neighborhoods	City of New Orleans Office of Community and Economic Development
					Support a convening of National CDFI's to understand how to attract significant investment to New Orleans	City of New Orleans Office of Community and Economic Development and NORA
					Support Advocacy to CDC's and other community based organizations	Advocacy Community of Practice (CoP); Together New Orleans
					Support a Neighborhood Mapping Process	Committee for a Better New Orleans in partnership with the City of New Orleans
					Support the UNO Community Development Finance Certificate Program designed to build capacity for public sector and non-profit staff, emerging developers and property owners to better understand the community development process.	University of New Orleans, NOLABA, GNOHA
					Support the creation of a Neighborhood Amenity Study to inform where investment should be directed	City of New Orleans Office of Community and Economic Development
					Support and lobbying for the renewal of the Louisiana State Historic Tax Credit.	HousingLOUISIANA, Power Coalition, Together Louisiana, Community Change

INCLUSIVE ECONOMIC DEVELOPMENT	AFFORDABLE HOUSING	COMMERCIAL CORRIDOR DEVELOPMENT	ENVIRONMENTAL SUSTAINABILITY	ARTS AND CULTURE		
					Opportunities for Action	Possible Local Partners
				●	Support the City's efforts to develop an Impact Study to understand artists' needs; tourist opportunities and needs; hospitality industry opportunities; cultural exchange opportunities	City of New Orleans Office of Community and Economic Development and NORA
				●	Create a Cultural Master Plan and Cultural Asset mapping tool that shows all historic, arts and cultural sites in the city. This would provide a starting place to engage the full community and document the history, culture and arts without an eye toward tourism.	Advocacy Committee of Practice, City of New Orleans Office of Community and Economic Development, Arts Council of New Orleans
				●	Create a citywide plan for outreach for the arts and cultural sector	City of New Orleans Office of Cultural Economy
				●	Support the development of an application to link arts and cultural organizations to hospitality and other business opportunities to remove the broker and spread the opportunities	City of New Orleans Office of Cultural Economy
				●	Support the development of standardized rates for arts and musicians	City of New Orleans Office of Cultural Economy
		●			Support the creation of a ratified New Orleans Commercial Retail Strategy Master Plan.	City of New Orleans Office of Community and Economic Development
			●		Identify a watchdog to track the implementation of the Resilient New Orleans Plan	Water Collaborative, FFL, Gulf South Legal, Alliance for Affordable Energy, GNOF
			●		Replicate and expand the CAP Program (sustainable investments for homeowners) for LMI homeowners through the city	NORA and GNOHA
			●		The National Flood Insurance Program must be reauthorized	GNOHA
●					A strong Inclusive Economic Development Plan is needed that provides guidelines and a framework and identifies the gaps in support and guidelines across sectors. NOLABA has a strong interest in bringing an inclusive model forward but the process is still in development	NOLABA, Together New Orleans
●					Carryout recommendations from the 2018 Disparity Study to support equitable hiring of minorities and women-owned businesses	City of New Orleans Office of Community and Economic Development
●					Local contractors need to understand the subcontracting process to get these awards and outreach and in general the city needs training and capacity building to direct these jobs to local hires and local companies.	NOLABA
	●				Expand on and support the promotion and use of the Neighborhood Typologies and Demand Model tools created by HousingNOLA	GNOHA/HousingNOLA
●					Create citizen-developed education sessions about the policy choices that drive economic outcomes. This should include information on taxes and tax exemptions, wages, tickets and fees, unaffordable housing, predatory lending, hiring and others. The goal of these campaigns would be to build a constituency of citizens and institutions that are well-informed enough and powerful enough to win concrete policy changes.	City of New Orleans, Foundation for Louisiana, Together New Orleans, HousingNOLA, Power Coalition
●					Support efforts to reexamine the ITEP process with the intention of collecting additional revenue from for-profit industries that can remediate climate change, address systemic inequity and strengthen local and state organizations that rely on tax revenue.	Together Louisiana/New Orleans, NOLABA, New Orleans City Council

Appendix

A - Interviews

Brenda Breaux, New Orleans Redevelopment Authority

Seth Knudsen, New Orleans Redevelopment Authority

Joycelyn Reynolds, Arts Council of New Orleans, Deputy Director

Michael Pizzolatto, Tulane University Center for Public Service

Ellen Lee, City of New Orleans, Director of Community and Economic Development

Marjorianna Willman, Executive Director, City of New Orleans Office of Housing and Community Development

Lisa Alexis, Director, City of New Orleans Office of Cultural Economy, Mayor's Office of Economic Development

Ernest Gathers, City of New Orleans Business Services Director, Mayor's Office of Economic Development

Nicole Heyman, City of New Orleans Director of Community Assets and Investments, Mayor's Office of Economic Development

Jeff Schwartz, Director City of New Orleans Economic Development, Mayor's Office of Economic Development

Courtney A Stuckwisch Wong, Policy and Program Manager, Mayor's Office of Economic Development

Carol Morton, Director of Film, Mayor's Office of Economic Development

Bob Rivers, New Orleans City Planning Commission, City of New Orleans

Allison Plyer, The Data Center

Robert Habans, Economist, The Data Center

Ramsey Greene, Deputy CAO of Infrastructures & Chief Resilience Officer, City of New Orleans

Keith Twitchell, Committee for Better New Orleans

Erika Zucker, Workplace Justice Project

Kellie Chavez Greene, Greater New Orleans Foundation

Isabel Barrios, Greater New Orleans Foundation

Maxwell Ciardullo, Louisiana Fair Housing Action Committee

Mary Moran, Our Voice Nuestra Voz

Ethan Ellestad, MAACNO (Music and Culture Coalition of New Orleans)

Broderick Bagert, Together New Orleans

Ashleigh Gardere, New Orleans Business Alliance

B - Survey

This survey was designed to gather details about community organizations, the neighborhoods they work in and the opportunities and challenges they face. This survey was designed to only take 5 minutes and has assisted us in gathering the most comprehensive picture of the community development market in New Orleans that we can. The survey was issued on January 16, 2020 and closed on January 22, 2020.

Summary of Results

There were 72 responses to the survey during this period, which a relatively even percentage of respondents from each of the five sectors based on their self-identification (some checked more than one box):

Affordable Housing	25%	18
Inclusive Economic Development	20.8%	15
Commercial Corridor Development	13.9%	10
Environmental Sustainability	15.3%	11
Arts and Culture	54.2%	39
Other categories not listed (these include environmental justice, healthcare, education)	36.1%	26

What neighborhoods do you work in?

Citywide	Gentilly Terrace	Plum Orchard
Algiers Point	Gert Town	Pontchartrain Park
Audubon	Hollygrove	Read Blvd East
BW Cooper	Holy Cross	Read Blvd West
Bayou St John	Iberville	Seventh Ward
Behrman	Irish Channel	St Anthony
Black Pearl	Lake Catherine	St Bernard Area
Broadmoor	Lake Terrace & Oaks	St Claude
Bywater	Lakeshore – Lake Vista	St Roch
Central Business District	Lakeview	St Thomas Dev
Central City	Lakewood	Tall Timbers – Brechtel
City Park	Leonidas	Touro
Desire Area	Little Woods	Treme – Lafitte
Dillard	Lower Garden District	Tulane Gravier
Dixon	Lower Ninth Ward	US Naval Base
East Carrollton	Marigny	Uptown
East Riverside	Marlyville – Fountainbleau	Viavant
Fairgrounds	McDonough	Village de L’Est
Filmore	MidCity	West End
Fischer Dev	Milan	West Lake Forest
Florida Area	Milneburg	West Riverside
Florida Dev	Navarre	Whitney
French Quarter	New Aurora – English Turn	
Freret	Old Aurora	
Garden District	Pines Village	

What do you see as the strengths and opportunities of the neighborhoods you are working within or the work you are doing?

Strong networks within the community or within the community organizations	70.8%
Available funding support	8.3%
Strong city agency partners	19.4%
Available development partners and interest	18.1%
Central and attractive neighborhood amenities: grocery, services (please specify)	23.6%
Affordable housing available (rental and homeownership – please write in and specify)	9.7%
Great mix of family sizes	20.8%
Good transit options (please specify)	15.3%
Strong cultural organizations to build off of	54.2%

Available land for redevelopment (large parcels, properly zoned)	19.4%
	9.7%

Other responses include:

- (Affordable Housing) Great culture and amenities
- (Affordable Housing) We work citywide, so some neighborhoods are central and have amenities, many others do not.
- (Affordable Housing) Some neighborhoods have great cultural resources, locally run amenities, walkable
- (Affordable Housing) Public Interest in Housing Issues
- (Affordable Housing) People ready to organize and fight for change
- (Inclusive Economic Development) There is tremendous creative capital in New Orleans, and communities know exactly what they need to succeed. Often they just lack access to decision makers and resources.
- (Environmental Sustainability) Mobile applications make public and private transport very efficient.
- (Commercial Corridor) Lafitte is close by, other than that there are not many affordable options
- (Arts and Culture) Bus ferry Streetcar
- (Arts and Culture) Thirst for live music performance
- (Arts and Culture) Weekend markets for green groceries and Art work
- (Arts and Culture) We don't have a grocery stores, but we have almost everything else.
- (Arts and Culture) There are hardly any opportunities for people of color, no funding, not enough affordable housing and no available funding support.
- (Arts and Culture) There is a lot of stolen cultural being presented by gentrifiers.
- (Arts and Culture) Freedom from sales tax within the St. Claude Avenue Cultural Corridor
- (Inclusive Economic Development) Our organization is based on empowering people to solve issues in the absence of effective government and enforcement.
- (Inclusive Economic Development) Since we work citywide, we see great disparities between different neighborhoods
- (Inclusive Economic Development) Desire of neighborhoods to participate in civic discourse

What do you see as the weaknesses or threats to the neighborhoods you are working within or the work you are doing?

Weak networks within the community or within the community organizations	15.3%
Lack of funding support	80.6%
Lack of public agency support (please write in specific types of support needed)	48.6%
Multiple vacant lots tied up by public agencies	25.0%
Lack of interested or available development partners and interest	26.4%
Lack of attractive neighborhood amenities	43.1%
Lack or loss of cultural agencies/ organizations	20.8%
Gentrification (property values increasing and pricing people out of the neighborhoods)	75.0%
Lack of affordable housing for some or all groups	73.6%
Lack of amenities	34.7%
Lack of good transit connections (please specify)	40.3%

Lack of land or development opportunities	20.8%
Other (please write in)	12.5%

Other responses include:

- (Affordable Housing) lacking open collaboration and private sector support. transportation infrastructure framework is good but under-improved...
- (Affordable Housing)Limited transit in New Orleans; public agency processes are cumbersome and slow and geared toward non-profit support; zoning on many corridors prohibits multifamily over retail; funding sources are limited and not available for predevelopment or at risk projects
- (Affordable Housing) New Orleans Redevelopment Authority needs to communicate with original owners of their land!
- (Inclusive Economic Development) New Orleans does not have a cohesive plan to support the cultural community, or small cultural businesses, often allowing the tourism industry to extract resources from the community or exploit creative and physical labor
- (Inclusive Economic Development) The legacy of long standing, discriminatory policy that has treated New Orleans culture as a problem to be managed has led to the disenfranchisement of many cultural community members from the decision making processes that impact their cultural activity and livelihoods.
- (Inclusive Economic Development) Lack of dollars and programming designed to keep NOLA natives in NOLA neighborhoods.
- (Inclusive Economic Development) City agencies dealing with community development, housing, education have not worked together. Leonidas area has 27 HANO lots vacant since 2005 that still have not been developed. The charter school movement in New Orleans has increased gentrification in Leonidas area. Neighborhood school (predominantly black) was closed and a French immersion state charter (Lycee Francais) was sold an old Orleans Parish School building (one sq. Block) for less than \$400,000. Affordable housing developers, other than city agency HANO, say they cannot afford to build affordable housing in this area because of gentrification and increase cost of purchasing lots - some lots in the Carrollton/Leonidas area are being sold for \$150,000.
- (Inclusive Economic Development) Neighborhood/community organizations that are volunteer based, such as Carrollton United, do not have access to funding for staff assistance. City agencies will only assist with things found to be of interest to Mayor. Lots of coordination needs to happen in New Orleans for this city to survive as a livable community for all citizens.
- (Inclusive Economic Development) New Orleans is severely, negatively impacted by the lack of accurate, up-to-date neighborhood boundary maps, recently reaching the level of one neighborhood association suing another over which represents a specific area. CBNO needs serious support to address this problem, which is also a necessary precursor to establishing a

permanent, accessible, community-based structure for community participation. New Orleans will never be an equitable, prosperous city when a large percentage of its residents are excluded from participating in the decisions that impact their daily lives.

- (Environmental Sustainability) redevelopment is a threat to an entrenched way of life. Commodification of daily life results in uneven developments and unequal outcomes for workers versus owners. The neighborhoods we work in, have neighbors who express discontent with the mode of development and relentless expansions that is emblematic of such touted economic progress.
- (Arts and Culture) Lack of appropriate performance spaces for acoustic music.
- (Arts and Culture) Second Wave Gentrification forcing out small business in the area
- (Arts and Culture) Lack of a regular bus system running frequently enough to accommodate all patrons
- (Arts and Culture) The tremendous explosion of short-term rentals (through Airbnb, VRBO, etc.) has crushed affordable housing opportunities. Investment dollars that would have rehabbed units into residential space now go to short-term rental redevelopment.
- (Arts and Culture) Opportunities that are available in the different communities, the people/organizations doing the work are not included in that Lens. So we never know what's available in a timely manner. Serious lack of communication or an inability to inform the proper channels.

Survey – Community Development Scan

Intro Email/Text:

The Kresge Foundation (the “foundation”) is one of the top 20 private foundations in the United States and the only one focused exclusively on expanding opportunities for people with low income in American Cities. With a \$3.8 billion endowment and a staff of over 100 employees, the foundation deploys grants and social investments across arts and culture, education, environment, health, human services and community development. More than 80 percent of Americans with low incomes live in metropolitan areas. At the same time, there is a continuing trend towards urbanization. This puts American cities on the frontline of our nation’s most pressing challenges: whether we can drive lasting prosperity, close the widening gap between rich and poor, promote equality and expand opportunity. The Kresge Foundation’s American Cities Program (ACP) stewards the foundation’s city-centered grant making in New Orleans, including community development grant making.

Kresge's American Cities Program is supporting a landscape scan of the community development field in New Orleans to support its place-based work in New Orleans. Urban Focus, with partners HR&A and the Greater New Orleans Housing Alliance, is working with the Kresge Foundation to identify organizations in New Orleans working in community development and understand the strengths, weaknesses, opportunities and threats associated with working in the realms of affordable housing, commercial corridor development, inclusive economic development, environmental sustainability and arts and culture in New Orleans. This survey is designed to gather details about your organization, the neighborhoods you work in and the opportunities and challenges you face. This survey should only take 5 minutes and will assist us in providing the most comprehensive picture of the community development market in New Orleans that we can. The survey will be closed on January 22, 2020 (Wednesday) so please make sure to provide your input before it closes.

<https://www.surveygizmo.com/s3/5403891/New-Orleans-2020-Community-Development-Scan>

Survey Questions

1. What is the name of your organization?
2. Contact information (address, email, contact name)
3. Under what category would you classify your work? You may check more than one. (Please note you may do work in addition to these categories and can elaborate in the write in section at the end if desired)
 - Affordable Housing
 - Inclusive Economic Development
 - Commercial Corridor Development
 - Environmental Sustainability
 - Arts and Culture
4. What is the focus of your work? (write in)
5. What neighborhoods do you work in? (check as many as apply)
6. What do you see as the strengths and opportunities of the neighborhoods you are working within or the work you are doing? (check as many as apply)
 - Strong networks within the community or within the community organizations
 - Available funding support
 - Strong city agency partners
 - Available development partners and interest
 - Central and attractive neighborhood amenities: grocery, services (please specify)
 - Affordable housing available (rental and homeownership – please write in and specify)
 - Great mix of family sizes

- Good transit options (please specify)
 - Strong cultural organizations to build off of
 - Available land for redevelopment (large parcels, properly zoned)
 - Other (please write in)
7. What do you see as the weaknesses or threats to the neighborhoods you are working within or the work you are doing? (check as many as apply)
- Weak networks within the community or within the community organizations
 - Lack of funding support
 - Lack of public agency support (please write in specific types of support needed)
 - Multiple vacant lots tied up by public agencies
 - Lack of interested or available development partners and interest
 - Lack of attractive neighborhood amenities
 - Lack or loss of cultural agencies/ organizations
 - Gentrification (property values increasing and pricing people out of the neighborhoods)
 - Lack of affordable housing for some or all groups
 - Lack of amenities
 - Lack of good transit connections (please specify)
 - Lack of land or development opportunities
 - Other (please write in)
8. Other comments you would like to share about your work that you feel are important (write in)

Distributed to:

GNOHA listserv; ACNO listserv; GNOF listserv; FFL listserv

C - Reports reviewed

2018 Energy Rental Study (Rental Study)

7th Ward Cultural Overlay, Urban Focus 2014

ALICE: A Study of Financial Hardship in Louisiana (Asset Limited, Income Constrained, Employed) 2018

Benchmarking New Orleans' Tourism Economy: Hotel and Full-Service Restaurant Jobs 2019

Capital Absorption in New Orleans September 2013

City of New Orleans Disparity Study Summary Report 2018

Commercial Corridor Revitalization Strategy Presentation

Greater New Orleans Urban Water Plan September 2013

HousingNOLA 10 Year Plan

HousingNOLA 2019 Report Card - Evaluation of Progress

HousingNOLA State of Housing Report 2019
HousingNOLA Ten Year Plan (2015-2025)
Investigating Safety Impact of Center Line Rumble Strips, Lane Conversion, Roundabout, and J-Turn Features on Louisiana Highways (October 2019)
JPNSI New Orleans Eviction Geography - Final March 2019
Lafitte Greenway Corridor Revitalization Plan Presentation
Livable Claiborne Corridor Study (began 2013)
Louisiana Justice Reinvestment Reforms Performance Report 2019
Louisiana's Strategic Adaptations for Future Environments
Market Valuation Analysis 2018
New Orleans Citywide Commercial Corridor Strategy - September 2017
New Orleans Inclusionary Housing Study (February 2019)
New Orleans Main Street Resilience Plan
NLIHC Out of Reach 2018
New Orleans ProsperityNOW ScoreCard
NORA 2018 Annual Report
NORTA Civic Engagement Summary
NORTA Economic Impact Analysis
NORTA Strategic Mobility Plan
Resilient New Orleans - Strategic Actions to Shape our Future City (2015)
Ride NOLA Regional Transit Report
Ride NOLA State of Transit 2019
St Bernard Avenue for Generations: A Plan for Living, Livelihood and Community
The New Orleans Prosperity Index: Tricentennial Edition
Urban League State of Black New Orleans 2015
Why Neighborhood Boundaries Matter: The Rationale for Maintaining Current, Accurate Data (2019)
Reworking the Working Coast - Economic Change and the Geography of Opportunity in SE Louisiana - (Oct 2019)
Changing Coast, Evolving Coastal Economy, the Water Management Cluster in SE Louisiana - in retrospect and prospect (Oct 2019)
The Coastal Index 2017 - The Data Center
Creating the Spirit of Charity Innovation District (Sept 2018)

D – Important Articles

New Orleans City Council approves tax breaks for affordable housing, Times Picayune/The Advocate, Jessica Williams, January 17, 2020, https://www.nola.com/news/politics/article_b5c4980a-38a5-11ea-91b9-87f79138f7a5.html

PRC: The Enduring Ingenuity of New Orleans' Urban Main Streets, The Preservation Resource Center Magazine, Danielle Del Sol, September 25, 2014, <https://www.neworleans.me/journal/detail/718/PRC-The-Enduring-Ingenuity-of-New-Orleans-Urban-Main-Streets>

The Dutch Dialogues, https://wbae.com/projects/dutch_dialogues

The city's \$2 billion program to repair streets and infrastructure doesn't include innovative water management. The Lens, Travis Lux, July 26, 2018 <https://thelensnola.org/2018/07/26/the-citys-2-billion-program-to-repair-streets-and-infrastructure-doesnt-include-innovative-water-management/>

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E - Stakeholders by Category

We have prepared a working list of Stakeholders. This list continues to be updated as more information is gathered. The list is located at

https://docs.google.com/spreadsheets/d/10HvDijLUO5ptg8yDafnBKKpTqBQU5lqyC_5oaxvf5Gw/edit?usp=sharing

Stakeholders are sorted by category and then further sorted by subcategories as outlined below:

Inclusive Economic Development Affordable Housing Commercial Corridor Development
Environmental Sustainability Arts and Culture

Then, within each category, the listings are organized by sub-category:

Public	CDFI
Non-profit	University
Non-profit developer	Religious Affiliated
For-profit developer	Advocate
Funder	

F – Community Development Corporations in New Orleans

COMMUNITY DEVELOPMENT CORPORATIONS LEGEND				
Code	Entity Name	Address	Area of Focus	Geographic Focus
1	Broadmoor Improvement Association (Broadmoor Development Corporation)	2703 South Broad Street	Housing Rehab/ in a lot of debt - transferred assets to BIA (which still exists)	BROADMOOR
2	Harmony Neighborhood Development	2514 Washington Ave	still exists but no capacity/ funded projects gone to Perez	CENTRAL CITY
3	Project Homecoming (joined with Jericho Road)	2221Flmore Avenue	Affordable housing; Neighborhood Services;	CITY WIDE, CENTRAL CITY
4	Gulf Coast Housing Partnership	1610A Oretha Castle Haley Blvd.	Housing development community development	CITY WIDE, CENTRAL CITY
5	New Hope Community Development Corp	2339 St Andrew St	Community, Neighborhood Development, Improvement (S20)	CITY WIDE, CENTRAL CITY
6	SBP	2645 Toulouse Street	Affordable housing development and management	CITY WIDE
7	Neighborhood Housing Services	4605 Freret Street	Housing Development, Construction, Management (L20) Community, Neighborhood Development, Improvement (S20) Housing Rehabilitation (L25)	CITY WIDE, FRERET, MILAN
8	Providence Community Housing	1050 S Jefferson Davis Pkw y	Affordable housing; Neighborhood Services;	CITY WIDE, SEVENTH WARD, TREME/ LAFITTE
9	Puentes	4205 Canal Street	Community, Neighborhood Development, Improvement (S20) Arts, Cultural Organizations - Multipurpose (A20) Youth Development Programs (O50)	CITY WIDE
10	Liberty City Community Development Corp	5500 Prytania St. #424	K-12 Focus, tutoring at risk Children	CITY WIDE
11	ByWater Institute, Tulane University	1370 Port of New Orleans Pl	The center is being developed in phases, with the first phase including new laboratory, educational, and conference facilities, along with staging areas for field operations. In the long term, the goal is to redevelop the entire wharf into a riverfront promenade alongside a research and education district that dovetails with the Morial Convention center as well as nearby residential, commercial and retail development.	CITY WIDE
12	Water Collaborative	4902 Canal St	The Collaborative works to make New Orleans a strong, safe urban environment that celebrates the region's abundant water resources. Through these efforts, New Orleans can become America's Water City, leading the nation in urban water management practices, design, technologies, and innovation.	CITY WIDE
13	Family Resources of New Orleans	2515 Canal St Ste 201	Family counseling Substance Abuse counseling Trauma counseling	CITY WIDE
14	Neighborhood Development Foundation	1429 So. Rampart Street	Human Service Organizations (P20) Financial Counseling, Money Management (P51) Community, Neighborhood Development, Improvement (S20)	CITY WIDE
15	Propeller	4035 Washington Avenue	Human Services/Multipurpose and other N.E.C (P99)	CITY WIDE
16	Idea Village	900 Camp Street #308	Management & Technical Assistance (J02)	CITY WIDE
17	Good Work Network	2028 Oretha Castle Blvd	Business services for small business	CITY WIDE
18	Goodwork's inc Goodwill New Orleans	3400 Tulane Avenue No. 1000	Employment and life skills training for disabled individuals	CITY WIDE
19	Total Community Action	1420 S. Jefferson Davis Parkway	Human Services Organization (P20)	CITY WIDE
20	Jane Place	25 Columbus St	Advocacy and Affordable Housing Development	MIDCITY, DIXON
21	Renaissance Neighborhood Development	4162 Canal Street	Affordable housing development and management	CITY WIDE, HOLLY GROVE, ST THOMAS, MIDCITY
22	Home By Hand (Project Home Again)	6323 FRANKLIN AVENUE, NEW ORLEANS, LA, 70122, oji@homebyhand.org	Home by Hand is a non-profit affordable housing developer in New Orleans.	CITY WIDE, LOWER NINTH WARD, GENTILLY
23	Sankofa Community Development Corporation	5200 Dauphine St	Food Access; Community Health; Environmental Sustainability; Lower Ninth Ward residents and stakeholders; Youth	LOWER NINTH WARD
24	Broad Community Connections	300 N Broad Street Suite 208	Economic development health and wellness neighborhood revitalization/ ED has gone to City of New Orleans - in new Director search; Broad Street businesses and neighborhood residents	MIDCITY
25	Healthy Community Services	1855 Duels Street	Healthy Community Services is a 501c3 non-profit organization located in the 7th ward of New Orleans, LA. The organization works in collaboration with Water Wise Gulf South; Global Green NOLA; Recharge NOLA and the Greater Tremé Consortium on the Water Wise Tremé and Water Wise 7th Ward Initiative.	SEVENTH WARD
26	St Roch Community Development Corp/LaunchNOLA/Thrive	1433 N Claiborne Ave	Employment training Affordable Housing Community Development	ST. ROCH
27	Tulane Canal Neighborhood Development Corporation	1802 Tulane Ave	T/CNDC seeks to maintain the diversity and vibrancy of the Tulane Canal neighborhood through affordable homeownership and community development.	TULANE/GRAVIER
28	District 2 Community Enhanced Corporation	7901 Crowder Blvd	Community, Neighborhood Development, Improvement (S20)	LOWER NINTH WARD, VILLAGE DE L'EST
29	Mary Queen of Vietnam CDC	4626 Alcee Fortier Blvd. Suite E	Healthcare; Environmental; Agriculture; Education; Housing; Social services; Economic Development; Culture and the Arts; Low income, Asian-American, African American, White, Latino and/or immigrants/refugees	VILLAGE DE L'EST

G - New Orleans Neighborhoods (72 Existing Neighborhoods)

Neighborhood	
ALGIERS POINT	LEONIDAS
AUDUBON	LITTLE WOODS
B. W. COOPER	LOWER GARDEN DISTRICT
BAYOU ST. JOHN	LOWER NINTH WARD
BEHRMAN	MARIGNY
BLACK PEARL	MARLYVILLE - FONTAINBLEAU
BROADMOOR	McDONOGH
BYWATER	MID-CITY
CENTRAL BUSINESS DISTRICT	MILAN
CENTRAL CITY	MILNEBURG
CITY PARK	NAVARRE
DESIRE AREA	NEW AURORA - ENGLISH TURN
DILLARD	OLD AURORA
DIXON	PINES VILLAGE
EAST CARROLLTON	PLUM ORCHARD
EAST RIVERSIDE	PONTCHARTRAIN PARK
FAIRGROUNDS	READ BLVD EAST
FILMORE	READ BLVD WEST
FISCHER DEV	SEVENTH WARD
FLORIDA AREA	ST. ANTHONY
FLORIDA DEV	ST. BERNARD AREA
FRENCH QUARTER	ST. CLAUDE
FRERET	ST. ROCH
GARDEN DISTRICT	ST. THOMAS DEV
GENTILLY TERRACE	TALL TIMBERS - BRECHTEL
GENTILLY WOODS	TOURO
GERT TOWN	TREME - LAFITTE
HOLLYGROVE	TULANE - GRAVIER
HOLYCROSS	U.S. NAVAL BASE
IBERVILLE	UPTOWN
IRISH CHANNEL	VIAVANT
LAKE CATHERINE	VILLAGE DE LEST
LAKE TERRACE & OAKS	WEST END
LAKESHORE - LAKE VISTA	WEST LAKE FOREST
LAKEVIEW	WEST RIVERSIDE
LAKWOOD	WHITNEY

I - Useful Maps from Existing Reports

- Units Developed by GNOHA members, August 2015 (HousingNOLA Plan) page 11
- Percentage Single Parent Households Spend on Housing and Transportation (HousingNOLA Plan) pp 15
- Neighborhood Housing Typology with Transit Frequency (HousingNOLA Plan) page 25
- Supply of Subsidized Housing Units in New Orleans (HousingNOLA Plan) page 40
- Renter Displacement by Census Tract 2009-2013 (HousingNOLA Plan) page 42
- Change in Householder Race for Minority Households, 2000-2013 (HousingNOLA Plan) page 44
- Racially Concentrated Poverty 2010 (HousingNOLA Plan) page 47
- Comprehensive Opportunity index (Housing NOLA Plan) page 48
- Historic Neighborhood Housing Stock (HousingNOLA Plan) page 54
- New Orleans Neighborhood Assets with Flood Zone (HousingNOLA Plan) page 75
- Opportunity Map with Housing Subsidy (HousingNOLA Plan) page 109
- Market Value Analysis with Housing Supply Overlay (HousingNOLA Plan) page 110
- Map of Orleans Parish Commercial Corridors (New Orleans Citywide Commercial Corridor Revitalization Strategy Sept 2017) page 7
- Cultural Resources Map (Livable Claiborne Corridors Study 2013) page 49
- Market Value Analysis Map 2018 The Reinvestment Fund for NORA
- Existing and Potential Main Street Corridors Map (New Orleans Main Street Resilience Plan 2013) pp 3
- Median Rent by Census Tract (New Orleans Rental Market Study 2018) page 6
- Subsidized Affordable and Mixed-Income Developments Tract (New Orleans Rental Market Study 2018) page 7
- National Register Historic Districts and Local Historic Districts, (New Orleans Rental Market Study 2018) page 10
- New Construction and Structural Renovation Building Permits for Residential Structures with Two or More Units, 2012-2017 (New Orleans Rental Market Study 2018) page 12
- Percentage of Jobs Reachable in 30 minutes using public transit and walking Ride NOLA State of Transit 2019 page 12
- Percentage of Jobs Reachable in 30 minutes using driving Ride NOLA State of Transit 2019 page 12
- Households in poverty with regional transit line frequency overlay Ride NOLA State of Transit 2019 page 16
- Transit access to New Orleans CBD, Ride NOLA State of Transit 2019 page 18
- Travel time to nearest hospital and nearest clinic on public transit and walking Ride NOLA State of Transit 2019 page 26
- The NORTA SMP identified needed regional and high-capacity transit corridors Ride NOLA State of Transit 2019 page 32
- 7th Ward Cultural Overlay, Urban Focus 2014

J - New Orleans Community Development Maps Created

1. Inclusive Development

- a. Data:
 - i. Single Family Home Subsidies
 1. From June 2018 – September 2019 from the Soft Second Program
 - ii. Façade Improvement Projects
 - iii. Development Pipeline Projects
 1. All projects in the pipeline regardless of categorical designations, but excluding market rate developments
 - iv. Existing Multi-Family Affordable Housing projects
 1. Sized according to the number of affordable units
 - v. Percent Non-White
 1. Census tracts where the non-white population is below 25%, between 25%-50%, 50%-75%, or greater than 75%
 - vi. Percent Below the Poverty Line
 1. Census tracts where less than 30% of the population has a median income below the poverty line, between 30%-50%, and more than 50% have a median income below the poverty line.
- b. This map illustrates the development within the city that is not at market rate, including commercial and affordable housing developments. This is illustrated across the distribution of race and poverty of New Orleans.

2. Affordable Housing – Existing Conditions

- a. Data:
 - i. Single Family Home Subsidies
 1. From June 2018 – September 2019 from the Soft Second Program
 - ii. Existing Multi-Family Affordable Housing projects
 1. Sized according to the number of affordable units
 - iii. Percent Non-White
 1. Census tracts where the non-white population is below 25%, between 25%-50%, 50%-75%, or greater than 75%
 - iv. Percent Below the Poverty Line
 1. Census tracts where less than 30% of the population has a median income below the poverty line, between 30%-50%, and more than 50% have a median income below the poverty line.
- b. This map illustrates the existing affordable housing landscape, with current affordable and subsidized housing mapped across the distribution of poverty and race.

3. Affordable Housing – Pipeline Projects

- a. Data:
 - i. Development Pipeline Projects
 1. Designated as “Affordable Housing” projects, divided by whether the project is under construction or in pre-development stages
 - ii. Percent Non-White
 1. Census tracts where the non-white population is below 25%, between 25%-50%, 50%-75%, or greater than 75%
 - iii. Percent Below the Poverty Line

1. Census tracts where less than 30% of the population has a median income below the poverty line, between 30%-50%, and more than 50% have a median income below the poverty line.
 - b. This map illustrates where current pipeline projects are located across the distribution of poverty and race. Additionally, this map shows the status of pipeline projects, to illustrate the changing landscape.
- 4. Commercial Corridor Development**
- a. Data:
 - i. Development Pipeline Projects
 1. Designated as “Commercial Corridor” projects
 - ii. Façade Improvement Projects
 - iii. Commercial Corridors
 1. As designated by the city, weighted by whether they have been considered a priority or not.
 - iv. Percent Non-White
 1. Census tracts where the non-white population is below 25%, between 25%-50%, 50%-75%, or greater than 75%
 - v. Percent Below the Poverty Line
 1. Census tracts where less than 30% of the population has a median income below the poverty line, between 30%-50%, and more than 50% have a median income below the poverty line.
 - b. This map illustrated the pipeline of commercial development, both in new projects and through façade improvement, mapped across the designated corridors for investment, and the distribution of poverty and race across the city.
- 5. Environmental Sustainability**
- a. Data:
 - i. Gentilly Resilience District Projects
 - ii. NORA Focus Areas on “Green Infrastructure”
 - iii. Sewerage and Water projects
 1. Color coded for completed, under construction, and planned
 - iv. FEMA High Risk Flood Plains
 - b. This map illustrates the environmental sustainability and resiliency projects that are planned or under construction, across the background of areas that are at highest risk for flood
- 6. New Orleans CDCs**
- a. Data:
 - i. CDC Headquarters
 1. Addresses given as the headquarters for each CDC
 - ii. CDC Focus Areas
 1. Located in the neighborhood designated as the geographic focus, divided by the focus area of the CDC, and sized based on the number of CDCs with the same focus in that neighborhood
 - iii. Covered by a CDC
 1. Demonstrated neighborhoods where at least one non-citywide CDC has a geographic focus
 - b. This map illustrates what areas of the city are covered by non-citywide CDCs, where those CDCs are located, and the distribution of different CDC focus areas across the city.

NOTE: For a full list of CDC’s including those that operate citywide, refer to Appendix F

7. Investment Focus Areas

- a. Data:
 - i. Commercial Corridors
 1. As designated by the city, weighted by whether they have been considered a priority or not.
 - ii. Five Impact Neighborhoods
 - iii. NORA Focus Areas
 1. Green Infrastructure
 2. Affordable Housing
 3. Commercial Revitalization Corridors
 - iv. City of New Orleans Areas of Investment
 - v. Federally Designated Opportunity Zones
 1. Outlined in orange as the city also wishes to capitalize on affordable housing in these zones
8. This map illustrates the various levels and focuses of investment across New Orleans

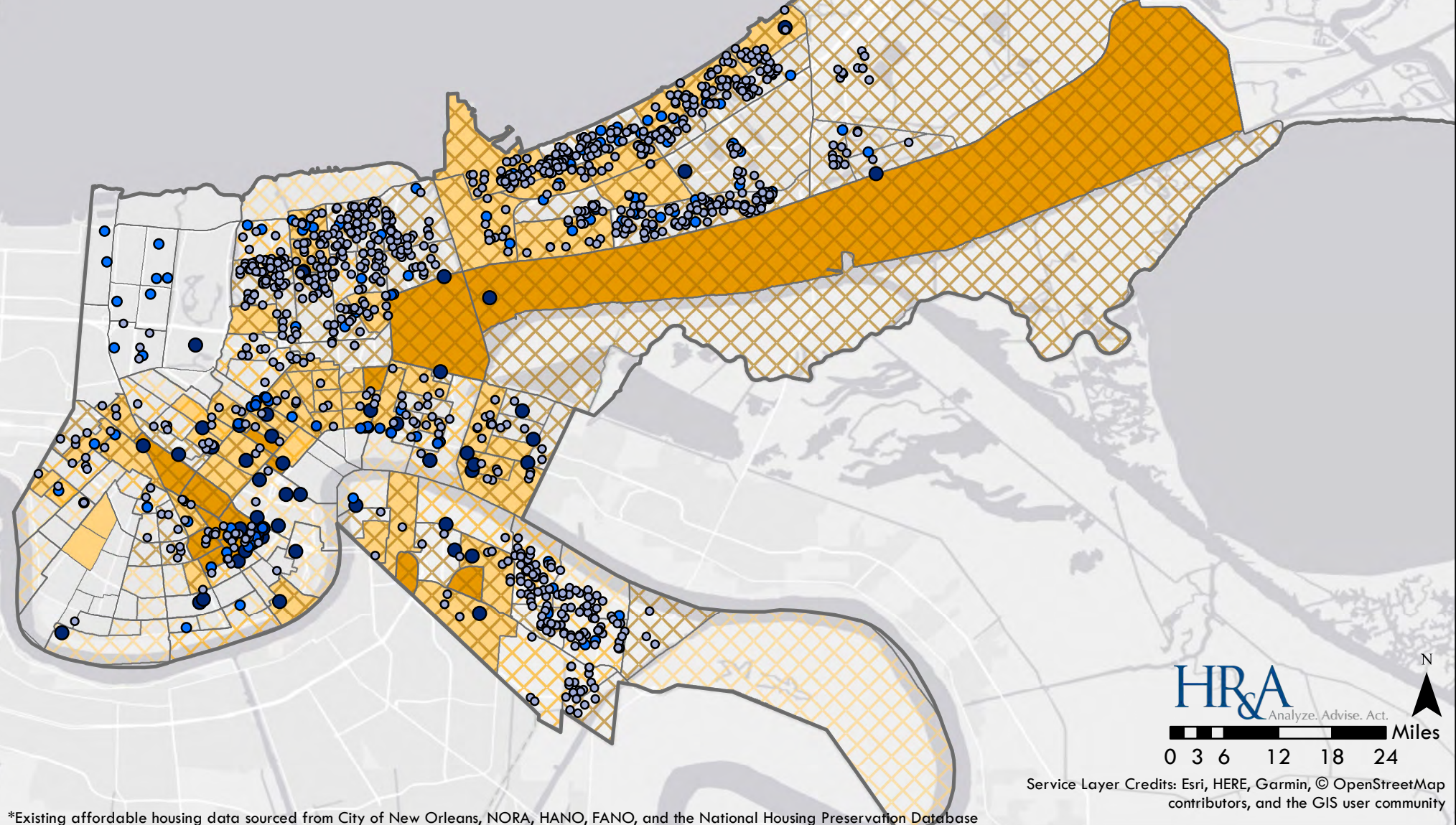
FOR ARTS AND CULTURE, SEE RECOMMENDATION FOR A CULTURAL ASSETS MAPPING

NOTE: The City of New Orleans data accessed has been limited due to the cyber hacking. Some additional data may be available once the City systems are fully operational

Inclusive Economic Development

Legend

- Single Family Home Subsidies
 - Affordable Housing Projects*
 - Facade Improvement Projects
 - Development Pipeline Projects
 - City Boundary
- | Percent Non-White | | Percent Below the Poverty Line | |
|-------------------|---------------|--------------------------------|---------------|
| □ | Less than 25% | □ | Less than 30% |
| ▨ | 25% - 50% | ▨ | 30% to 50% |
| ▨ | 50% - 75% | ▨ | More than 50% |
| ▨ | More than 75% | | |



*Existing affordable housing data sourced from City of New Orleans, NORA, HANO, FANO, and the National Housing Preservation Database

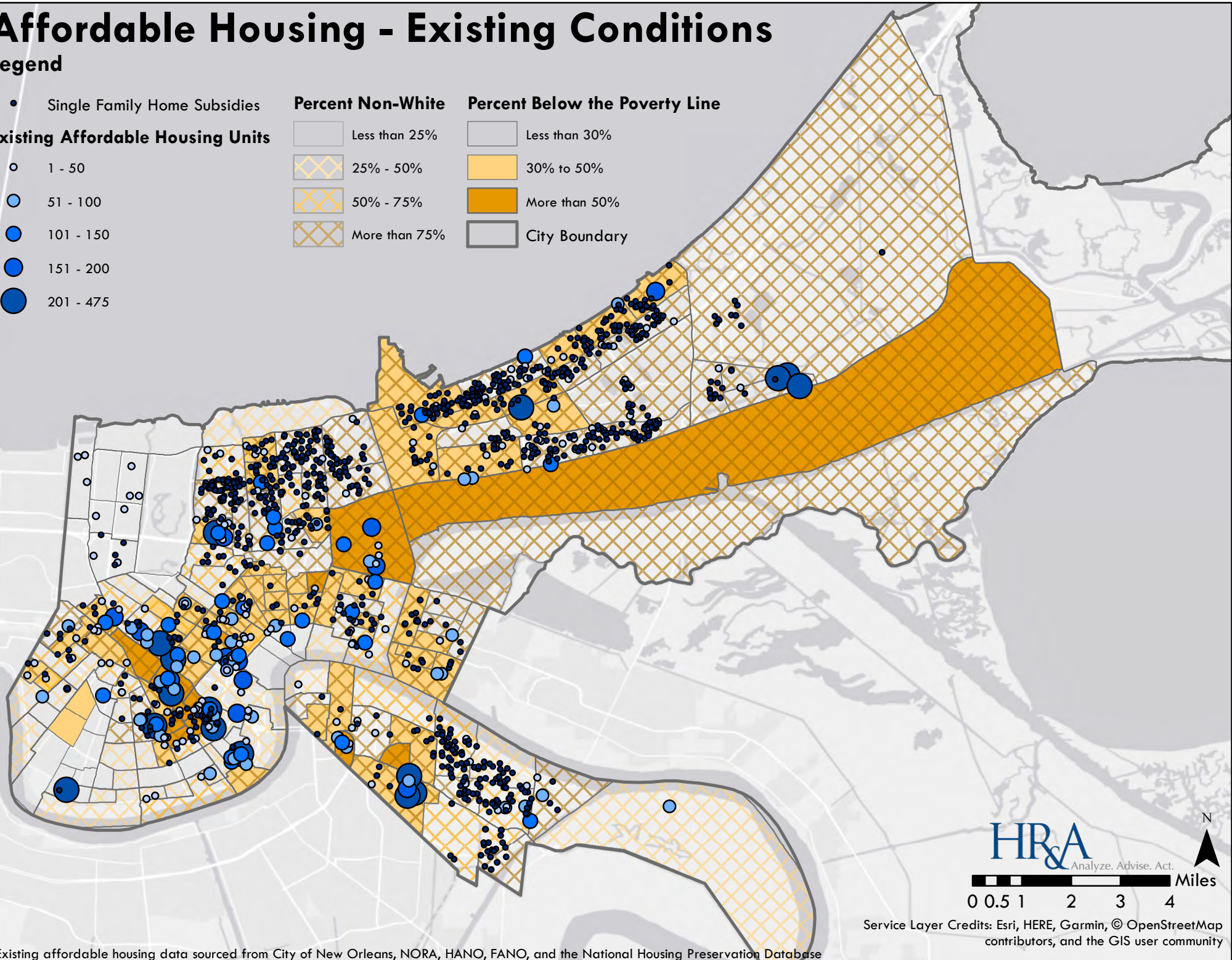
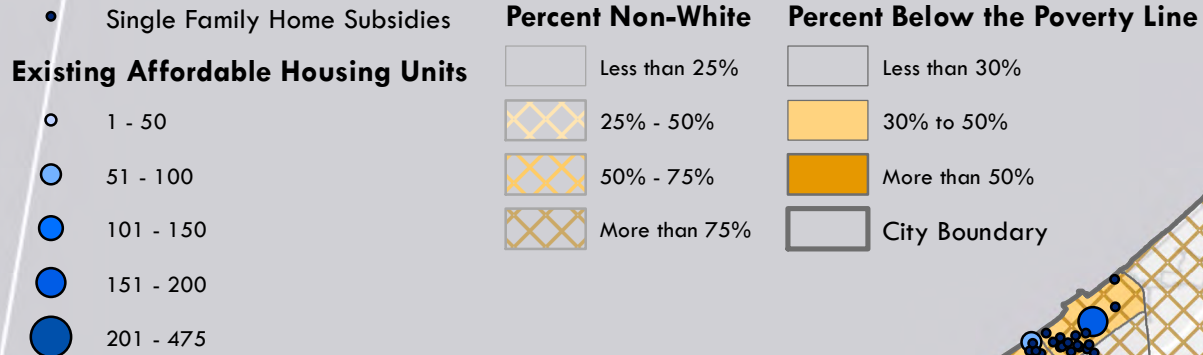
HR&A
Analyze. Advise. Act.

0 3 6 12 18 24 Miles

Service Layer Credits: Esri, HERE, Garmin, © OpenStreetMap contributors, and the GIS user community

Affordable Housing - Existing Conditions

Legend



HR&A
Analyze. Advise. Act.

0 0.5 1 2 3 4 Miles

Service Layer Credits: Esri, HERE, Garmin, © OpenStreetMap contributors, and the GIS user community

*Existing affordable housing data sourced from City of New Orleans, NORA, HANO, FANO, and the National Housing Preservation Database

Affordable Housing - Pipeline Projects

Legend

Development Pipeline Projects - Affordable Housing

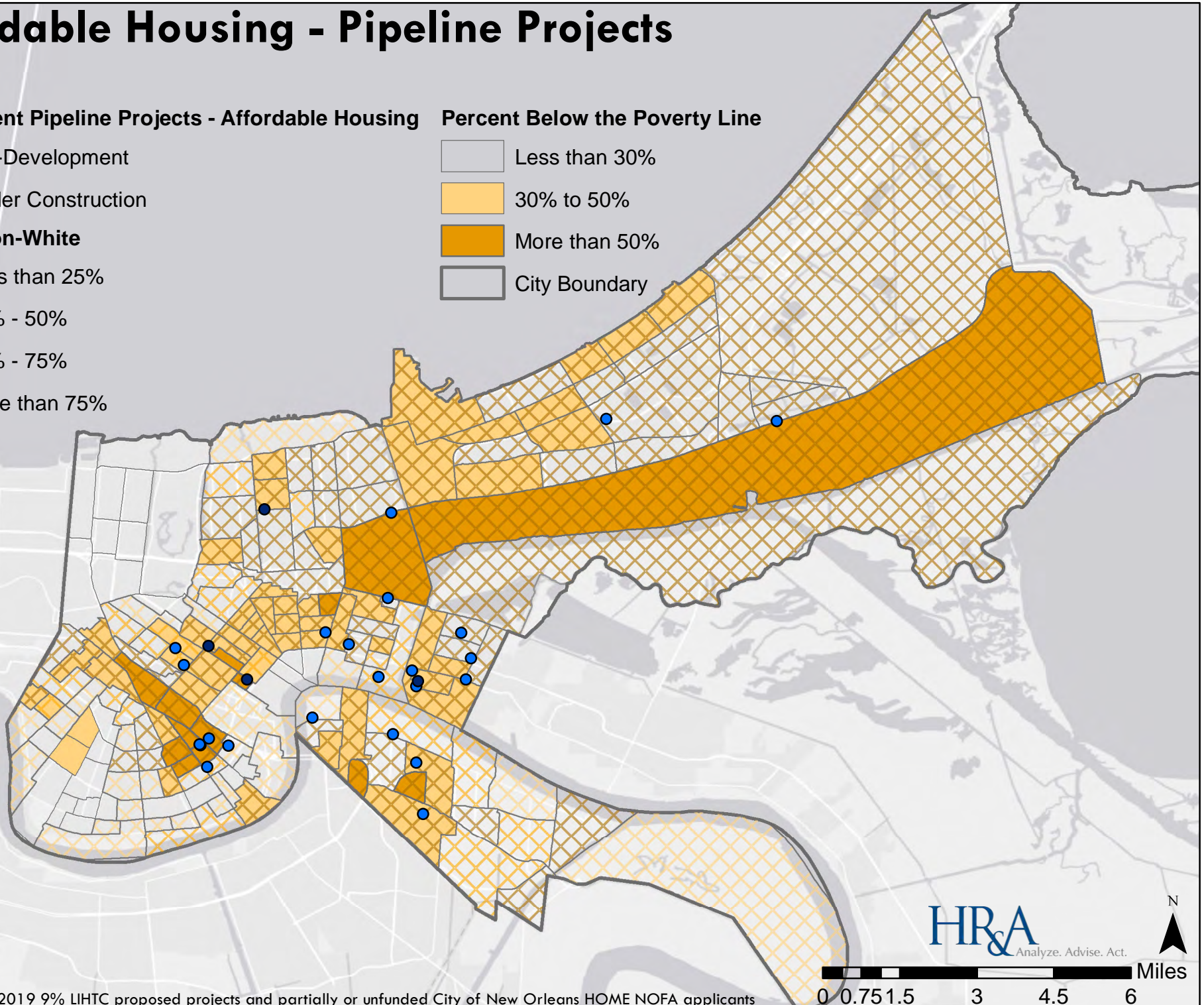
- Pre-Development
- Under Construction

Percent Non-White

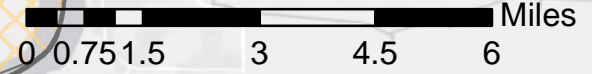
- Less than 25%
- 25% - 50%
- 50% - 75%
- More than 75%

Percent Below the Poverty Line

- Less than 30%
- 30% to 50%
- More than 50%
- City Boundary



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*Includes unfunded 2019 9% LIHTC proposed projects and partially or unfunded City of New Orleans HOME NOFA applicants

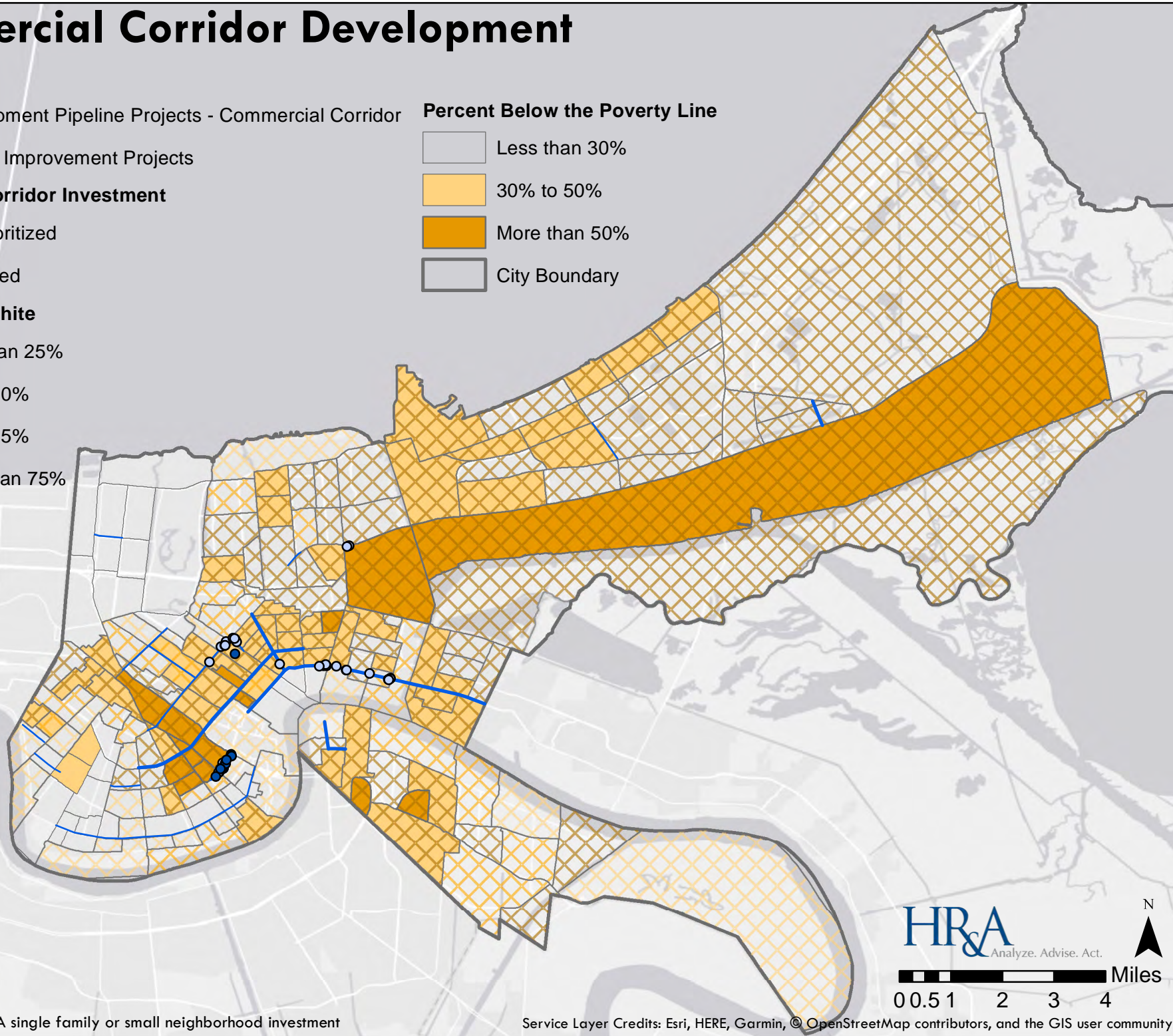
*Does not include NORA single family or small neighborhood investment

Service Layer Credits: Esri, HERE, Garmin, © OpenStreetMap contributors, and the GIS user community

Commercial Corridor Development

Legend

- Development Pipeline Projects - Commercial Corridor
 - Facade Improvement Projects
- Commercial Corridor Investment**
- Not Prioritized
 - Prioritized
- Percent Non-White**
- Less than 25%
 - 25% - 50%
 - 50% - 75%
 - More than 75%
- Percent Below the Poverty Line**
- Less than 30%
 - 30% to 50%
 - More than 50%
- City Boundary



HR&A
Analyze. Advise. Act.

0 0.5 1 2 3 4 Miles

N

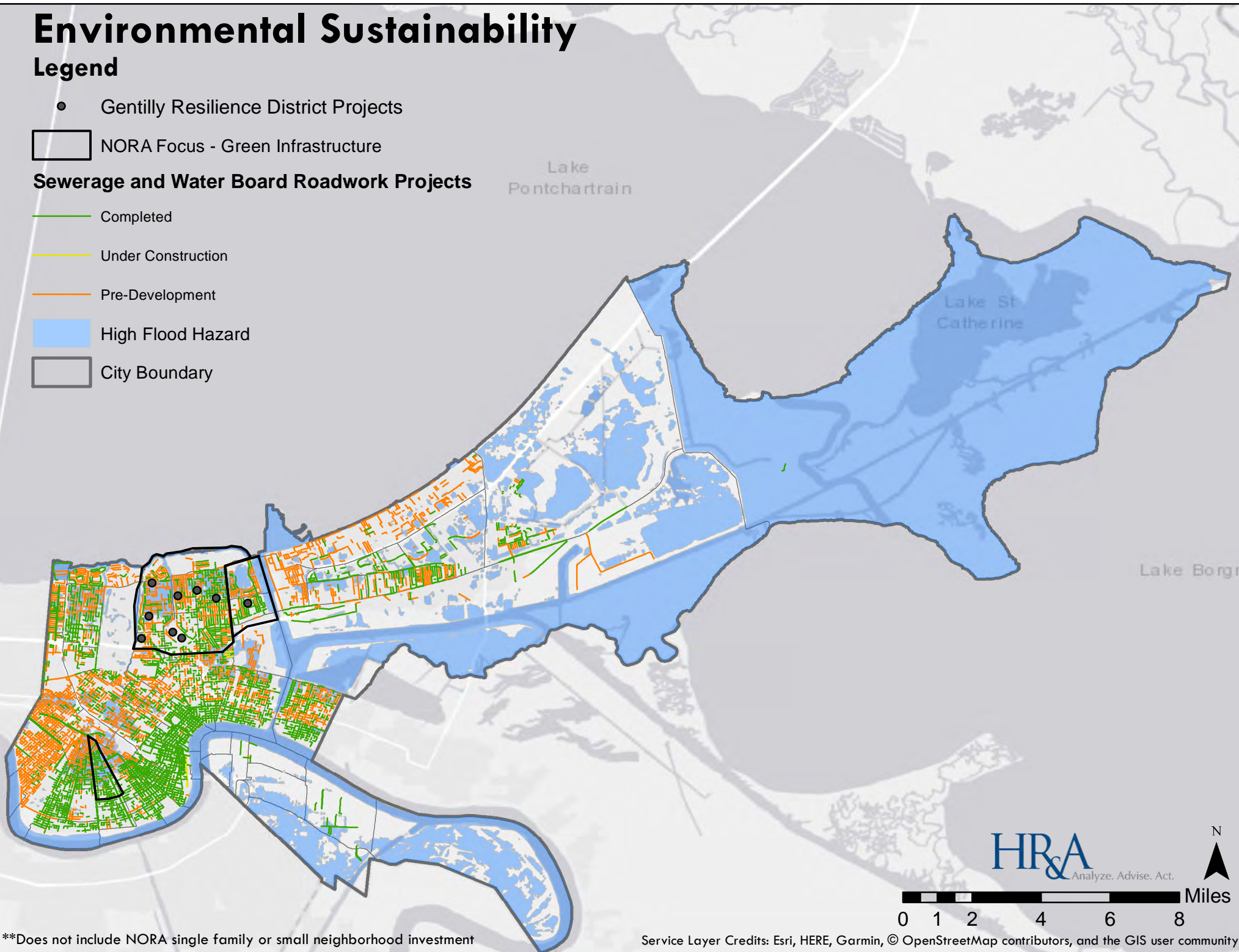
**Does not include NORA single family or small neighborhood investment

Service Layer Credits: Esri, HERE, Garmin, © OpenStreetMap contributors, and the GIS user community

Environmental Sustainability

Legend

- Gentilly Resilience District Projects
- NORA Focus - Green Infrastructure
- Sewerage and Water Board Roadwork Projects**
 - Completed
 - Under Construction
 - Pre-Development
- High Flood Hazard
- City Boundary






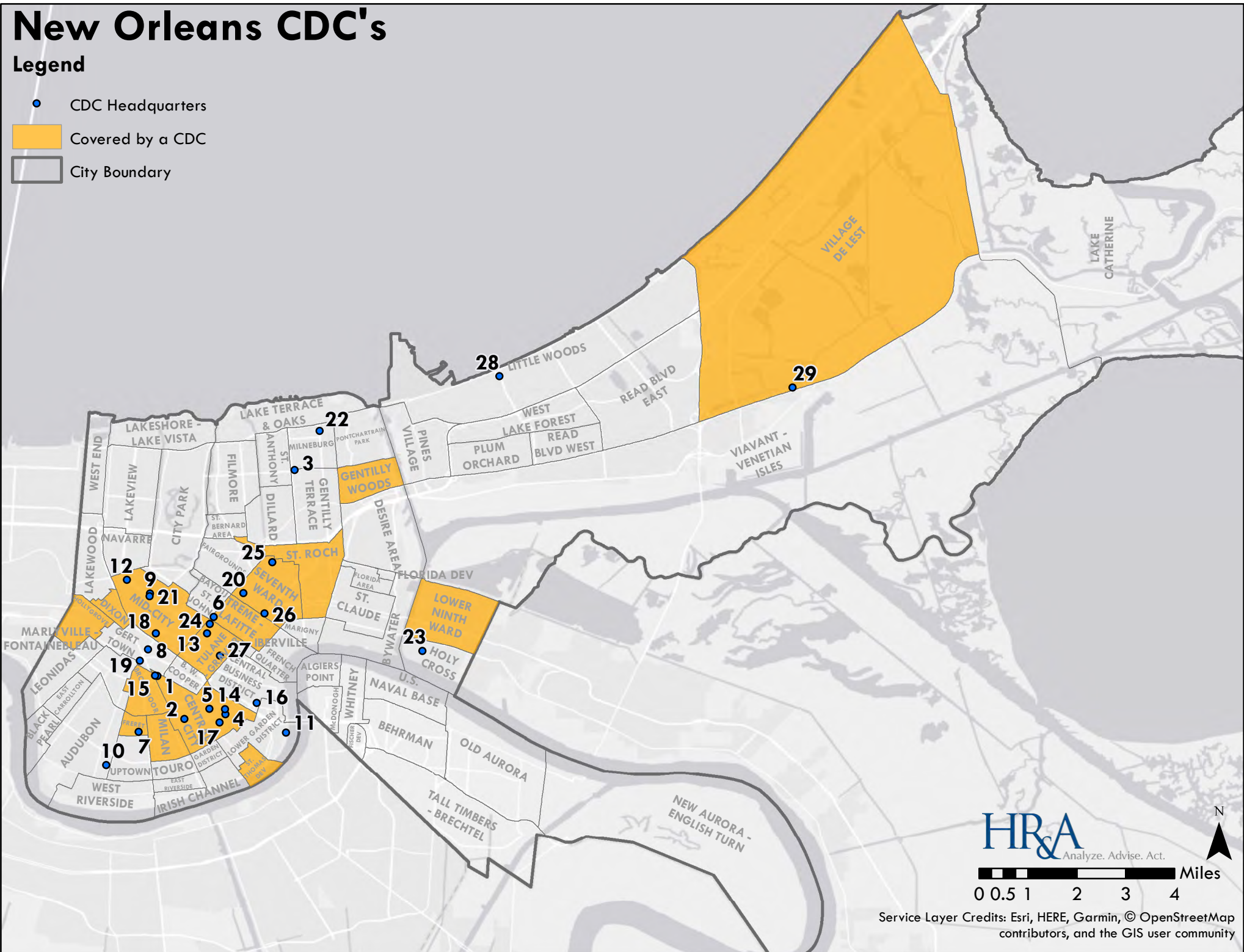
**Does not include NORA single family or small neighborhood investment

Service Layer Credits: Esri, HERE, Garmin, © OpenStreetMap contributors, and the GIS user community

New Orleans CDC's

Legend

-  CDC Headquarters
-  Covered by a CDC
-  City Boundary



HR&A
Analyze. Advise. Act.

Miles
0 0.5 1 2 3 4

Service Layer Credits: Esri, HERE, Garmin, © OpenStreetMap contributors, and the GIS user community

COMMUNITY DEVELOPMENT CORPORATIONS LEGEND

Code	Entity Name	Geographic Focus
1	Broadmoor Improvement Association (Broadmoor Development Corporation)	BROADMOOR
2	Harmony Neighborhood Development	CENTRAL CITY
3	Project Homecoming (joined with Jericho Road)	CITYWIDE, CENTRAL CITY
4	Gulf Coast Housing Partnership	CITYWIDE, CENTRAL CITY
5	New Hope Community Development Corp	CITYWIDE, CENTRAL CITY
6	SBP	CITYWIDE
7	Neighborhood Housing Services	CITYWIDE, FRERET, MILAN
8	Providence Community Housing	CITYWIDE, SEVENTH WARD, TREME/LAFITTE
9	Puentes	CITYWIDE
10	Liberty City Community Development Corp	CITYWIDE
11	ByWater Institute, Tulane University	CITYWIDE
12	Water Collaborative	CITYWIDE
13	Family Resources of New Orleans	CITYWIDE
14	Neighborhood Development Foundation	CITYWIDE
15	Propeller	CITYWIDE

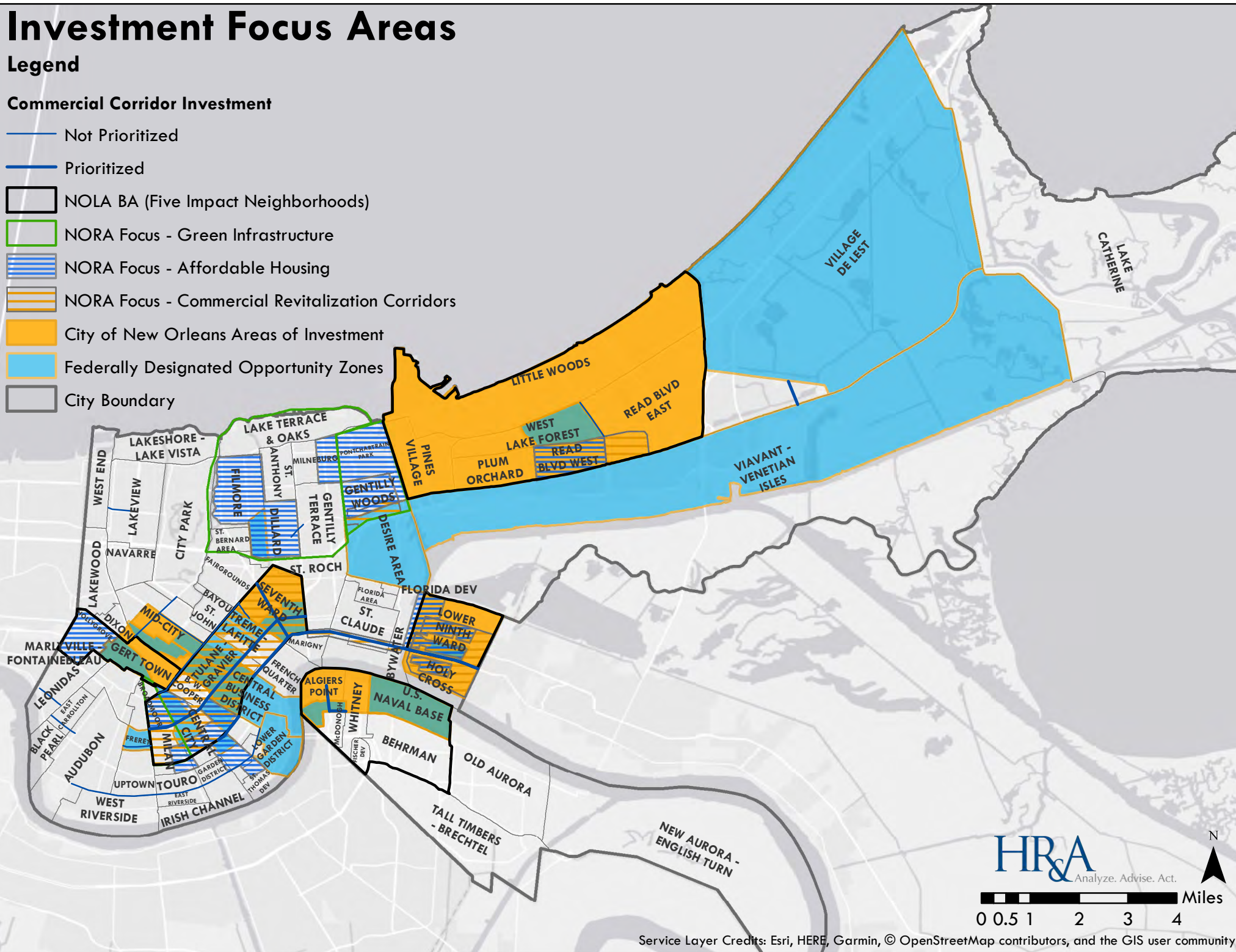
Code	Entity Name	Geographic Focus
16	Idea Village	CITYWIDE
17	Good Work Network	CITYWIDE
18	Goodwork's inc Goodwill New Orleans	CITYWIDE
19	Total Community Action	CITYWIDE
20	Jane Place	MIDCITY, DIXON
21	Renaissance Neighborhood Development	HOLLYGROVE, ST THOMAS, MIDCITY
22	Home By Hand (Project Home Again)	CITYWIDE, LOWER NINTH WARD, GENTILLY
23	Sankofa Community Development Corporation	LOWER NINTH WARD
24	Broad Community Connections	MIDCITY
25	Healthy Community Services	SEVENTH WARD
26	St Roch Community Development Corp/LaunchNOLA/Thrive	ST. ROCH
27	Tulane Canal Neighborhood Development Corporation	TULANE /GRAVIER
28	District 2 Community Enhanced Corporation	LOWER NINTH WARD, VILLAGE DE L'EST
29	Mary Queen of Vietnam CDC	VILLAGE DE L'EST

Investment Focus Areas

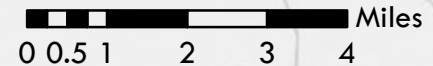
Legend

Commercial Corridor Investment

- Not Prioritized
- Prioritized
- NOLA BA (Five Impact Neighborhoods)
- NORA Focus - Green Infrastructure
- NORA Focus - Affordable Housing
- NORA Focus - Commercial Revitalization Corridors
- City of New Orleans Areas of Investment
- Federally Designated Opportunity Zones
- City Boundary



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K – HousingNOLA Neighborhood Typologies and Map

The HousingNOLA Neighborhood Typology is intended as a tool to meet neighborhoods where they are and assess strategies based on current conditions. Historically, New Orleanians understand their city’s geography according to neighborhoods. Yet, many of these neighborhoods are changing rapidly due to shifting demographics, increasing housing costs and vacancy. Locals are familiar with their neighborhoods’ unique distinctions – their rich cultural histories, geographic boundaries, and the people that live there – and a single plan cannot capture this holistic knowledge and deep nuance. Understanding this challenge, HousingNOLA provides a framework for assessing challenges and recommending policies by neighborhood. HousingNOLA avoided ranking them by the traditional scale of “weak” to “strong.” Instead, each neighborhood was assigned a precious stone according to their typology: Emerald, Sapphire, Diamond, Ruby, and Topaz. The Neighborhood Typology is designed to be updated annually, using easily accessible data sources so that the GNOHA may track its progress over the 10-year timeframe of HousingNOLA.

The following data sources were used to create the HousingNOLA Neighborhood Typology:

- Number of and Change in Building Permits, 2012-2014
- Vacancy Rate, 2013
- Historic Housing Stock (Housing Units Built Before 1939), 2013
- Contract Rent and Change in Rent, 2000 to 2013
- Price Per Square Foot and Change in Price Per Square Foot for Homes Sold, 2009 to 2014
- Median Household Income and Change in Median Household Income, 2000 to 2013
- Mix of Rental and Homeowner Households, 2013
- Proximity to Historic Neighborhoods, Ruby and Topaz Neighborhoods

Sapphire neighborhoods have affordable rents and home prices and but have experienced limited housing market activity. Some Sapphire neighborhoods, including Central City, Tulane/Gravier and the Seventh Ward, are proximate to changing neighborhoods and have historic housing stock making them more susceptible to neighborhood change. Comparatively, neighborhoods in Gentilly, the West Bank, New Orleans East and the Lower Ninth Ward have seen a mix of market activity but are comparatively affordable compared to Diamond, Ruby and Topaz neighborhoods. Strategies in Sapphire neighborhoods next to changing neighborhoods should focus on preventing displacement by neglect by offering tax incentives and repair loans to low-income homeowners and landlords and creating additional homeownership opportunities. In other Sapphire neighborhoods, the same strategies should be coupled with additional investments to create access to quality jobs, recreation, transit and increased safety.

Diamond neighborhoods are experiencing the most significant changes in the data measured by the Neighborhood Typology. These neighborhoods have seen drastic increases in household income, home prices and rents. The mix of homeowners and renters, as well as high number of historic properties, make Diamond neighborhoods more susceptible to displacement of low-income residents. To stabilize low-income residents, strategies in Diamond neighborhoods should focus on creating and retaining affordable homes. This includes creating additional homeownership opportunities for low-income buyers, construction of affordable rentals, and using public land to create long-term affordable rental and for-sale homes.

Amber neighborhoods are strong housing markets, with high rents and home prices, increasing household incomes, and a mix of homeowners and renters. As higher-cost neighborhoods, stabilizing existing low-income renters and homeowners is critical to maintaining a mix of incomes in these neighborhoods. Due to limited land availability, high land prices and frequent neighborhood opposition to affordable housing developments, preservation of existing and expanding affordable housing opportunities in neighborhoods with amenities is critical for creating mixed-income neighborhoods. Strategies in Ruby neighborhoods should focus on using government-owned land for affordable housing; inclusionary zoning for creating additional affordable housing opportunities; and removing regulatory barriers for affordable housing development including reducing parking requirements, and expediting zoning and permitting processes.

Topaz neighborhoods have the highest incomes, highest amount of homeowners, highest rents and land values. While there are few affordable housing opportunities in Topaz neighborhoods, strategies should focus on retaining subsidized homes in these neighborhoods, and creating additional opportunities for affordable rental and homeownership opportunities. These neighborhoods have few rental properties, but have some of the highest access to quality parks, transit, schools, healthcare and lower crime rates. Affordable housing opportunities should be created in these neighborhoods through the use of inclusionary zoning to include affordable units in market rate developments, and utilizing public land to create affordable rental opportunities.

ARTS COUNCIL OF NEW ORLEANS
2020 COMMUNITY ARTS GRANTS
Grant Activity Period: January 1 – December 31, 2020

The Community Arts Grants program provides critical support to non-profit arts and cultural organizations domiciled in Orleans Parish whose programs impact its residents and visitors. This grants program is made possible with funding from the City of New Orleans and is administered by the Arts Council New Orleans.

CATEGORY: NEW ORLEANS AS CULTURAL CAPITAL

826 New Orleans

\$5,500

To support 826 New Orleans' Workshop Program offering New Orleans students who struggle with literacy standards the opportunity to develop their writing skills outside their school classes by putting them into contact with literary professionals who demonstrate that writing can be a career choice and creative outlet.

ArtSpot Productions, Inc.

\$5,500

To support the creation of original theatre to be performed locally and tour throughout the world and workshops as well as partnerships with artists and organizations who are committed to eliminating oppressions and creating a just and equitable nation and world.

Ashé Cultural Arts Center (Efforts of Grace, Inc.)

\$15,000

To support Ashé Cultural Arts Center and its presentation and promotion of African American art and artists through a multi-disciplinary program that fosters partnerships and collaborations to unite community development, cultural appreciation, and artist support.

Birdfoot Chamber Music Festival

\$3,000

To support an annual international chamber music festival that features innovative and dynamic music programs, concerts, and an intensive music education program for advanced local music students.

Clay Center of New Orleans

\$2,500

To support the Clay Center's exhibition program showcasing contemporary ceramic artworks of local, national, and international artists, as well as a mini ceramic supply shop that provides a place in New Orleans where artists and the public can purchase clay and pottery plaster.

Contemporary Arts Center

\$15,000

To support curated exhibitions, performances, and programs by local, regional, national, and international artists, as well as educational programs for youth.

Court 13 Arts**\$2,500**

To support an artist residency program, the Always for Pleasure Festival, a mentorship program for emerging filmmakers, workshops for adults and youth, multi-disciplinary live events, and film screenings.

CATEGORY: NEW ORLEANS AS CULTURAL CAPITAL**Creative Alliance of New Orleans****\$2,500**

To support exhibitions showcasing under-represented artists, the ART HOME NEW ORLEANS SERIES bringing visitors and residents into artists' studios, and work to broaden public policies on the creative industries.

CubaNOLA Arts Collective**\$2,500**

To support arts programs that bring together the shared arts traditions of New Orleans, Louisiana, Cuba, the Caribbean, and Latin America through community exchanges that promote cultural wellness and equity.

Dancing Grounds**\$5,500**

To support high-quality accessible dance education and performance programs for youth and adults in all dance genres, programs that work at the intersection of arts, education, and social justice including Dancing Grounds' annual Dance for Social Change Festival.

Ellis Marsalis Center for Music**\$15,000**

To support Ellis Marsalis Center for Music's adult piano classes, education programs for children and youth, community performances and concerts, and audio recording services.

Friends of A Studio in the Woods**\$5,500**

To support science-inspired art education and a peaceful retreat for artists who are interested in tackling challenging issues with imagination, power, and resourcefulness.

Friends of WWOZ Inc.**\$15,000**

To support the non-profit community radio station, WWOZ, that broadcasts New Orleans jazz and heritage music 24 hours a day and streams live on WWOZ.org.

Goat in the Road Productions**\$3,000**

To support a performance ensemble dedicated to the production of original and invigorating new works of theatre and performance art, and an exemplary arts education program in area schools.

Guardians Institute**\$3,000**

To support the preservation, promotion, and celebration of indigenous Mardi Gras Indian traditions and culture through educational activities at schools and programs at the Donald Harrison, Sr. Museum and Legacy Performance Pavilion in the 9th Ward neighborhood of New Orleans.

June Bug Productions Inc.	\$5,500
To support high-quality performing arts that address issues of inequity that have historically impacted African Americans and to provide training for artists interested in using art to create social change.	
KID smART	\$15,000
To support work in local public elementary and middle schools in long-term, collaborative arts integrated teaching artist residencies in various art disciplines and to support a comprehensive array of arts integrated professional development programs for teachers and artists.	
Le Petit Theatre du Vieux Carre	\$15,000
To support a full theatrical season of contemporary and classic dramas, comedies, musicals, and children’s productions, as well as master classes and special events at Le Petit Theatre in the French Quarter.	
Louisiana Philharmonic Orchestra	\$15,000
To support the LPO’s season of orchestral presentations including classical concerts, free outdoor concerts, and educational programs for youth.	
Lyrice Baroque	\$2,500
To support chamber music concerts, an annual chamber music competition and festival, and an arts-integrated program for children presented in schools using music to foster resilient behaviors and facilitate social-emotional intelligence.	
Make Music NOLA	\$5,500
To support tuition-free music instruction on string instruments to underserved youth at charter schools and community centers in nine locations in New Orleans.	
Marigny Opera House Foundation	\$5,500
To support presentations of various local artists and companies in recitals, concerts, and theatrical performances, and productions by the Marigny Opera House Ballet Company to original live music written by local composers.	
Musicians for Music	\$2,500
To support <i>Ecos Latinos</i> , a monthly performance series featuring Hispanic musicians, poets, dancers, and visual artists, both local and international, at schools, libraries, and festivals in New Orleans.	

New Orleans Airlift**\$15,000**

To support the creation of collaborative works of public art designed as musical architecture where innovative concerts, events, and educational programs take place involving performers, visual artists, audiences, and communities in New Orleans.

New Orleans Arts & Cultural Host Committee**\$5,500**

To support the Louis Armstrong Jazz Camp that provides music education programs for New Orleans youth involving emerging, national, and internationally known artists as teachers and guest artists, as well as school-day and after-school jazz education classes to students in five New Orleans charter schools through the Louis Armstrong Jazz Academy.

New Orleans Ballet Association**\$15,000**

To support the cultivation, understanding, appreciation, and enjoyment of dance through presenting world-class dance companies and tuition-free educational programs reaching children, youth, and senior citizens.

New Orleans Chamber Orchestra**\$3,000**

To support high-quality orchestra concerts featuring works by New Orleans composers and vocalists, along with standard repertoire, at the Marigny Opera House.

New Orleans Dance Collective**\$2,500**

To support a program of dance as intervention for inner-city at-risk youth by providing after-school, week-end and summer training in culturally relevant dance styles including Tap, Hip Hop, African, Jazz and Ballet.

New Orleans Film and Video Festival, Inc.**\$15,000**

To support the New Orleans Film Festival hosting 500 filmmakers and industry leaders, showing over 225 films, and providing opportunities for diverse communities to gather and discuss film related issues, as well as the presentation of the French Film Festival, and professional development programs for filmmakers.

New Orleans Gay Men's Chorus**\$2,500**

To support New Orleans Gay Men's Chorus concert series and performances that support numerous community organizations.

New Orleans Jazz Orchestra**\$15,000**

To support presentations of the New Orleans Jazz Orchestra and other local artists at the New Orleans Jazz Market, the School of Music Educational Program on Saturdays, and open mic sessions for aspiring musicians.

New Orleans Opera Association	\$15,000
To support mainstage professional productions by the New Orleans Opera Association and its educational and outreach programs including interactive in-school programs, a high school vocal competition, and free student previews.	
New Orleans Video Access Center, Inc.	\$5,500
To support the local film community through training, education, community events, production services, and youth arts training programs.	
New Resonance Orchestra, Inc.	\$2,500
To support a professional chamber orchestra that presents musical illuminations and multimedia events that relate great pieces of classical music to contemporary issues facing New Orleanians.	
NOCCA Institute	\$15,000
To support the nonprofit partner of the New Orleans Center for Creative Arts High School that provides programs that offer meaningful and substantial arts experiences to NOCCA students, faculty, and the community.	
Press Street (dba Antenna)	\$12,858
To support Antenna’s arts programming that includes artists residencies, rotating gallery exhibitions, public events, community workshops, and large-scale collaborative projects at Antenna Gallery, Paper Machine, and venues throughout the city.	
Southern Repertory Theatre	\$15,000
To support Southern Rep’s full mainstage season focused on new play development and the best of contemporary American theatre, as well as its arts education and community engagement programs in its new permanent venue, former St. Rose de Lima church on Bayou Road.	
Symphony Chorus of New Orleans	\$2,500
To support choral concerts by an all-volunteer chorus singing classical song with live musicians for New Orleans audiences as well as the Symphony Chorus’s educational outreach program.	
Tennessee Williams/New Orleans Literary Festival	\$5,500
To support The Tennessee Williams/New Orleans Literary Festival featuring broad-ranging literary and theatrical programs that appeal to and inspire diverse audiences: writers, actors, and ardent readers; teachers, students, and historians; playwrights and poets; and those who want to experience the rich culture of New Orleans.	

The Cool Cooperative	\$5,500
To support a film-based curriculum program for at-risk young people in New Orleans, allowing the development of a qualified workforce for Louisiana's film industry while helping at-risk youth.	
The Ella Project	\$5,500
To support pro bono legal and business assistance to low to moderate income artists, musicians, and grassroots non-profits arts organizations, including but not limited to copyright, trademark, contract creation and review, licensing, incorporation, marketing assistance, and organizational planning.	
The NOLA Project	\$5,500
To support a professional ensemble theatre company that produces bold new and classic works of theatre in a variety of unique locations around New Orleans including the New Orleans Museum of Art's Besthoff Sculpture Garden as well as the NOLA Educational Program working with theatre students aged 13 – 21.	
The Ogden Museum of Southern Art	\$15,000
To support exhibitions of Ogden Museum of Southern Arts' Permanent Collection, changing exhibits, events with live music from the American Southern region, publications, and educational programming.	
Upbeat Academy Foundation	\$2,500
To support free instruction in music production and performance to underserved middle and high school students using industry-preferred software with teaching artists who are professional producers, engineers, and musicians.	
US Biennial (dba Prospect New Orleans)	\$15,000
To support Prospect New Orleans' educational programs and the development of Prospect.5 featuring New Orleans, national, and international artists at sites through the city.	
Whole Village Art Therapy, Inc.	\$2,500
To support a program of art therapy and artmaking experiences in both clinical and non-clinical settings throughout New Orleans with the goal of reducing systemic barriers to mental health, therapeutic arts, and art gatherings that build community and strengthen relationships.	
Young Aspirations/Young Artists Inc. (YA/YA)	\$5,500
To support YAYA's free and low-cost programs for youth of all ages that focus on visual arts training blended with leadership, life skills, and entrepreneurial training to help young people grow into successful adults including a free after-school program for youth ages 5-25, as well as weekend Family Arts Days, summer camp, monthly glass demonstrations and open houses, and fee-based classes in a range of disciplines.	

Young Audiences of Louisiana**\$15,000**

To support arts-education programs, in all disciplines, for children in school and after-school, as well as arts-integration professional development for educators.

CATEGORY: MORE JOY**Black Men of Labor, Inc.****\$3,200**

To support the Black Men of Labor Annual Social Aid and Pleasure Parade featuring New Orleans Traditional Jazz Music in 2020.

Creole Wild West**\$3,100**

To support the Creole Wild West's free Saturday workshops of onsite education for children in Mardi Gras Indian culture including creating suits, the history of the tradition, and traditional Indian music.

Krewe of Red Beans**\$2,980**

To support a walking parade on Lundi Gras featuring hand-crafted bean suits and Brazilian carnival music through the Bywater, 7th ward, and Tremé neighborhoods.

Mardi Gras Indian Hall of Fame/UNOLA**\$3,100**

To support the publishing of a retrospective of the Mardi Gras Indian Hall of Fame's twenty-year existence and Mardi Gras Indian funerary rites and its distribution at local repositories including Amistad Research Center, New Orleans Public Library, Historic New Orleans Collection, Midlo Center at UNO, Newcomb College Institute, and Southern University Museum.

New Orleans Mardi Gras Indian Council, Inc.**\$3,200**

To support the traditional Super Sunday celebration of Mardi Gras Indian Culture, which features a parade and festival of Indian tribes from across the region, Second Line clubs, local musicians, and cultural activities.

Newcomb Art Museum of Tulane University**\$3,000**

To support the collaborative public performance between New Orleans Mardi Gras Indian tribes and Brooklyn-based stilt performers "Jumbies" in conjunction with Newcombs' 2020 exhibition featuring works of Mexican-born artist Laura Anderson Barbata, who uses public performance to bring awareness to different crises impacting the local communities.

No Dream Deferred NOLA**\$3,000**

To support the production of the staged version of two children's books, *Trombone Shorty* and *5 O'clock Band*, celebrating Second Line culture, Mardi Gras Indians and history of Treme including a youth Second Line and curated activations designed to offer hands-on exploration for young people that will spark imagination and inspire the continued education of New Orleans traditions and culture.

Original CTC Steppers

\$3,000

To support the Original “Cross the Canal” Steppers Social Aid & Pleasure Club Annual Second Line Parade to be held in the Lower 9th Ward neighborhood of New Orleans.

The Red Flame Hunters Mardi Gras Indian Tribe

\$3,100

To support teaching the traditions of the Mardi Gras Indian and Second Line Club to local youth who promote the culture through performances.

VIP Ladies and Kids Social Aid and Pleasure Club

\$3,000

To support the Annual VIP Ladies & Kids Social Aid & Pleasure Club Second Line Parade to be held in the Central City neighborhood of New Orleans.

M – Major parcels identified for Development in New Orleans

Charity Hospital Redevelopment

The Louisiana State University Board of Supervisors unanimously approved plans to redevelop the historic former hospital, paving the way for the vacant 20-story building to be turned into a mix of homes, retail space and other facilities. The one-million-square-foot building has been deserted since Katrina, but clears the way for a group known as 1532 Tulane Partners to begin work on the project.^{xlii}

Naval Support Activity East Bank

1.5 M Square feet - The city's redevelopment authority, which was established to oversee the base redevelopment project under the federal Base Realignment and Closure (BRAC) process negotiated a no-cost property transfer with the Navy in 2013, which required the project to create jobs, provide housing and offer homeless services by 2028. The project is currently stalled with no funding.^{xliii}

Six Flags site

"According to the study, the project's education and research element would include a consortium of higher education, private industry, the public sector and foundations that study topics related to resiliency and climate change. The site could become a research center and demonstration project for living with water, with additional space for classrooms that would offer courses related to these topics, the study says."^{xliiv}

Federal City

"The Algiers Development District board of commissioners said Tuesday it has started talks with two companies about redeveloping 20 acres on its 200-acre Federal City site, the former naval base that has a history of failed efforts with private developers.

The board said it had entered into exclusive negotiations with two property groups — B-T+MSG and the Finch Group — about their proposals to build a mixed-use commercial and housing development, a project that will cost "well over \$100 million," according to state Sen. Troy Carter, the board's chairman."^{xliiv}

N - Neighborhood Mapping Methodology, Committee for a Better New Orleans



Why Neighborhood Boundaries Matter: The Rationale for Maintaining Current, Accurate Data

Effective management of a large municipality requires a clear understanding of the boundaries of the various neighborhoods within the city limits. This is true of any city; it is especially true of a city like New Orleans, where neighborhood identity is strong yet there are significant disparities among different neighborhoods. In turn, these disparities cause significant inequities among individual residents – inequities that are exceedingly difficult to identify and address when they are obscured by incomplete and often inaccurate data that results from outdated boundary maps. Updating neighborhood boundary maps will not create equity and opportunity for all New Orleanians by themselves; they are, however, an absolutely necessary step towards making New Orleans an equitable city with opportunity for all its residents.

Following are some of the most important reasons why it is simply imperative for New Orleans to have a current, accurate map of neighborhood boundaries.

- Equitable and effective allocation of city government resources: allocation of funds, capital investments, and delivering programs and services effectively. Clear boundaries are necessary for effective design of city programs, and for monitoring the impact of services and investments. Without this knowledge, there is no way to be sure that city resources are reaching those who most need them, and that there is a minimal amount of waste in the allocation of funds and investments.
- Public safety and resiliency: allocation of crime-fighting resources, evacuation planning, emergency preparedness and more are all done most effectively in collaboration with neighborhood and community groups, organizations and institutions. This also includes the establishment of communications structures that enable residents to maintain contact if displaced by a disaster, and to begin recovery planning more rapidly. As we update the Hazard Mitigation Plan, neighborhood boundaries are a key piece of having an effective hazard mitigation strategy. Accurate neighborhood boundary definitions make these processes significantly more effective and efficient. Also in this realm, as the city moves forward with green infrastructure and best water management practices, the efficiency and effectiveness of these installations will also be enhanced by having clearly defined boundary maps.
- Economic development: many private sector investors also want accurate, well-defined demographic information as they locate development opportunities. Market studies, business plans and similar economic development tools are based on the existence of this type of data.
- Assigning places in public schools: in October 2018, NOPS leaders announced that 25% of places in K – 8 public schools would be reserved for children from the neighborhood. This pledge will be impossible to implement without accurate neighborhood maps.
- Implementation of the City Planning NPP: this new aspect of the Comprehensive Zoning Ordinance is intended to make sure that all public and private sector projects that will require any action by City Planning are brought to the residents and neighborhoods that will be impacted by them at the beginning of the CPC process. This allows for meaningful resident impact, while giving applicants an opportunity to address concerns, build collaboration and trust with their neighbors, and get the type of support that will expedite the approval process going forward. It goes without saying that this process will be very difficult to implement without accurate neighborhood boundary maps.

- Allocation of state and federal resources: many non-city government funds are directed to have specific impacts on specific types of residents, from economic opportunity investments to housing programs to health programs. These programs require specific demographic information, a process that is greatly facilitated by the existence of clearly defined neighborhood boundaries. Indeed, New Orleans' ability to compete for certain federal programs is potentially diminished by the lack of this type of data.
- Foundation investment: many national nonprofit organizations also base their investment on this type of data; this can include everything from financial resources to volunteer labor.
- Redistricting after the 2020 census: New Orleans has many different political district boundaries, including City Council, Orleans Parish School Board, State legislature, and many judges, among others. These boundaries do not align with each other at all, and many of the boundaries split neighborhoods up among multiple districts. This is very confusing for residents and diminishes neighborhood voice. While perfect alignment of districts is not possible, updated boundary maps can help avoid splitting neighborhoods between districts and generally reduce some of the confusion.
- Stakeholder identification: good decision-making processes bring all relevant stakeholders to the table. When the decisions are around land use and development, stakeholders may include residents, businesses, institutions, organizations and more. Accurate neighborhood boundaries are essential for determining who the stakeholders are, and for contacting them so that they can participate in decision-making. This is true throughout the city, but the imperative is even greater in the significant sections of the city where there is currently no neighborhood organization – or no effective one – so that residents in these areas can be informed and can participate.
- Additional statistical tracking, data management and resource allocation: New Orleans has moved forward greatly in terms of its capacity to track and manage any number of quality of life data, including blight statistics, health outcomes, infrastructure repairs and status, and much more. For maximum utility, such data need to be compiled (and cross-referenced) in specific sets. Geographic boundaries are one of those vital sets, with neighborhood boundaries being among the most important.

Accurate neighborhood boundary maps do not currently exist in New Orleans. The City's official neighborhood map last went through a major update in the 1970s, and that map was created by a top-down method that was based more on census tracts than the actual neighborhood boundaries as perceived by the residents and in keeping with the city's rich history. Given the urgent need for clear and accurate neighborhood boundaries, now is the time to update the City's official neighborhood map.

The Committee for a Better New Orleans has developed a specific methodology for performing this vital task. The methodology is based on national best practices, along with review and input from the City Planning Commission staff, the Neighborhood Engagement Office, and the Neighborhoods Partnership Network. CBNO has already tested this methodology successfully by completely mapping the neighborhood boundaries in city Planning District 6 (Gentilly). The methodology and a full report of this project are available upon request.

CBNO is already working on neighborhood boundary mapping in several other Planning Districts. However, this work can be done more efficiently and more rapidly in partnership with city government. We are moving ahead because we have so many requests for this type of information, but would strongly prefer to complete the work in collaboration with city government.

Neighborhood Boundary Mapping Project Methodology

CBNO proposes to work with CPC and NEO to map the neighborhood boundaries in New Orleans. Here are the steps that we will take to map the boundaries:

1. Gather existing neighborhoods boundary maps including the City's current neighborhood maps, neighborhood maps from planning processes (UNOP, Lambert, etc), NolaHoods, Neighborhoods Partnership Network, City Works, and any other sources.
2. Have a citywide announcement and open house to introduce/launch the project. This could be done as part of the Neighborhood Summit that NEO is supposed to convene in May. The benefits of this project to individual neighborhoods need to be made clear at this time. We also need to make it abundantly clear that we are talking about geographic boundaries of neighborhoods, not anything to do with neighborhood representation/associations.
3. Conduct this work one Planning District at a time¹. Start by identifying all of the neighborhood associations in the District.
4. Contact existing neighborhood associations, and using the most recent neighborhood map(s), ask them to confirm the boundaries of their neighborhood.
5. If the neighborhood boundaries are not confirmed, ask the neighborhood associations to define their boundaries.
6. Using these definitions, create new maps of those neighborhoods' boundaries.
7. Identify any boundary discrepancies (could be overlapping boundaries or gaps between neighborhoods).
8. Go to the neighborhood associations where there are discrepancies, and try to resolve boundary discrepancies. This may involve convening two or more associations for shared discussion.
9. If unable to work out the discrepancy, do a door-to-door survey of the individuals who live in the area where the discrepancy occurs and ask them how they define their neighborhood boundary. Map those results and see if there is any clear pattern that shows where the boundary line should be.
10. If there is no clear pattern, use other informational sources to determine the neighborhood boundary. Information sources could include existing neighborhood boundaries, natural barriers (bodies of water, highways, railroads, and major roads), census tracts, voting precincts, neighborhood size, distance from a neighborhood center, and other sources.

¹ Initial assumption is that the current Planning District boundaries are reasonable and accepted. Once the neighborhood boundary mapping is completed, minor revisions to the Planning District boundaries may be necessary.

11. Once the entire city has been mapped and the discrepancies resolved, submit the map to the City Planning Commission and the Neighborhood Engagement Office for further review and ultimate adoption.

NOTE: This work will be compiled using ArcGIS software. All necessary efforts will be made to ensure technological compatibility with City of New Orleans systems and software.

Gentilly/Planning District 6 Neighborhood Mapping Pilot Project Summary

In order to have a functioning Citizen Participation Program in New Orleans, or even a Neighborhood Participation Plan, there must be an accurate neighborhood boundary map. Knowing the boundaries of our neighborhoods is essential for identifying the stakeholders within a neighborhood; allocating federal, state and local resources on an equitable basis; tracking any number of vital quality of life statistics; assisting developers and business people; and making sure that all citizens are given an opportunity to provide input to city government, among other vital objectives.

Accurate neighborhood boundary maps do not currently exist in New Orleans. The City's official neighborhood map last went through a major update in the 1970s, and that map was created by a top-down method that was based more on census tracts than the actual neighborhood boundaries as perceived by the residents and in keeping with the city's rich history. Given the urgent need for clear and accurate neighborhood boundaries, now is the time to update the City's official neighborhood map. Committee for a Better New Orleans (CBNO) has recognized this need and initiated this work. For a pilot project to test and refine its proposed methodology, CBNO worked with the Gentilly Civic Improvement Association (GCIA) and the neighborhoods in Planning District 6.

Baseline Maps

The first step for mapping neighborhood boundaries is to start off with a baseline neighborhood map. The City's present official neighborhood map for Planning District 6 only has eight neighborhoods (see Attachment 1). Having worked extensively in this section of the city, CBNO knew that resident perceptions were closer to 20 neighborhoods. Therefore, CBNO looked at other neighborhood maps to serve as the baseline; of these, the best and most current neighborhood map for Planning District 6 was found in the Charrette Report from the 2007 Unified New Orleans Plan (see Attachment 2).

Methodology

CBNO contacted all the neighborhood associations in Planning District 6 and asked them to confirm the boundaries of their neighborhoods as defined by the UNOP baseline map. CBNO received a response from all of the neighborhoods in Planning District 6. In most cases, these boundaries were confirmed. There were a few cases where the neighborhoods saw their boundaries as different from the UNOP map. This resulted in four areas where there were gaps between neighborhoods where residents were not included in a neighborhood. There was also one circumstance where neighborhood boundaries overlapped in an area that was claimed by two neighborhoods.

CBNO worked with the neighborhoods and residents to resolve these gaps and overlap. In addressing the gaps, CBNO began by contacting the adjacent neighborhoods to let them know that there were residents near their neighborhood that were not included in a neighborhood. We then asked if they would like to include these residents in their neighborhood. In the cases where only one neighborhood wanted to expand its boundary to include these additional residents, we then asked that neighborhood

if it wanted to make that expansion automatically, or if they wanted CBNO to survey the residents. If they did not think a survey was needed, CBNO made the map adjustment to include that area in the neighborhood (considering this to be the only viable option), and distributed flyers to notify the residents that they were part of a neighborhood and provide information about the neighborhood association. If the neighborhood requested a survey, or multiple neighborhoods wanted to include those residents in their neighborhood, then we surveyed the residents.

For the survey, CBNO distributed flyers with a map of the area in question, information about the neighborhood(s), and a question asking the residents if they wanted to be included in a neighborhood, and, if applicable, which one. We distributed the surveys with a stamped envelope so they could mail their responses to CBNO's office. Also included on the survey was information about a meeting that residents could attend to ask questions about this decision and about the neighborhood(s). Residents were given about two weeks to return the survey, and at which point CBNO tallied the results and determined which neighborhood would serve the area based on a majority of the responses. CBNO then distributed flyers to the residents to inform them of the results and to provide them with neighborhood meeting and contact information. The following sections describe how this methodology was applied in each of the specific gaps.

Mirabeau Gardens/Virgil Park Gap

The area without representation included about 80 houses located between Paris Avenue and the London Avenue Canal and Pratt Drive and Virgil Boulevard. Both the Mirabeau Gardens and Virgil Park neighborhoods wanted to represent this area. CBNO distributed 82 surveys to the residents, giving them the option to choose Mirabeau Gardens, Virgil Park, or neither. A group of residents organized a meeting to discuss this decision and invited CBNO and the neighborhood presidents. The meeting was well attended and informed residents about the neighborhoods. The results of survey were 13 for Mirabeau Gardens, 1 for Virgil Park, and zero for neither. Based on the results of this survey, this area was included in the Mirabeau Gardens neighborhood.

Milneburg Gap

The unrepresented area included about 20 homes in a four block long and two-thirds of a block wide area between Elysian Fields and St. Roch avenues and Mexico Street and behind the houses on the riverside of New York Street. This area is between the Lake Oaks and Milneburg neighborhoods. Lake Oaks' neighborhood boundary was established by the Levee Board as part of state legislation and could not be expanded to include this area. Milneburg was willing to include this area as part of their neighborhood, but only if the residents wanted to join the Milneburg Security District. At Milneburg's request, CBNO surveyed the residents to see if they wanted to join the Neighborhood Association. We distributed 22 flyers with a survey and invited residents to the Milneburg monthly meeting to answer questions. Three residents favored joining Milneburg and two did not. Since Milneburg was the only viable option for this area and the majority of the responding residents were in favor, this area was included in the Milneburg neighborhood.

Pilotland Gap

There was a one block unrepresented area of about 25 homes located between Bayou St. John and St. Bernard Avenue and Harrison Avenue and Park Island Drive. This area is located between the Bancroft Park and Pilotland neighborhoods. CBNO contacted both neighborhoods to see if they wanted to include this area in their neighborhood. Pilotland was willing to include this area, but Bancroft Park did not respond to multiple requests so CBNO assumed that Bancroft Park did not want to include this area. The Pilotland neighborhood did not think that it was necessary to survey these residents, so CBNO distributed flyers to these residents with information about the Pilotland neighborhood and its meetings. This area was included in the Pilotland neighborhood.

Gentilly Heights Vasconville Gap

There was an unrepresented area of about 30 homes located between Pelopidas Street and Gentilly Boulevard and Warrington Drive and Norman Mayer Avenue. This area is located south of the Gentilly Heights Vasconville and southwest of the Gentilly Heights East neighborhoods. Gentilly Heights Vasconville wanted to represent this area, and Gentilly Heights East did not respond to requests about representing this area. The Gentilly Heights Vasconville neighborhood wanted to survey these residents, so 29 surveys were distributed to these residents. The survey results were four for Gentilly Heights Vasconville and zero for no representation. This area was included in the Gentilly Heights Vasconville neighborhood.

Edgewood Park/Fairmont Park Overlap

Both the Edgewood Park and the Fairmont Park neighborhoods claimed a large area of about 600 properties between I-10/I-610 and Gentilly Boulevard and Franklin Avenue and Clematis Street. The UNOP map used as a base for this project showed the area as being part of Edgewood Park. However, CBNO contacted both neighborhoods and asked for any information they had substantiating their claim on this area. Edgewood Park provided their membership roster, showing that they had 62 members (46% of their total membership) living in this area. They also informed CBNO that they were in the Edgewood Park Assessment Area as defined by the City Assessor, which CBNO confirmed from the Assessor's website. CBNO then prepared a survey to deliver to the residents in this area, asking them which neighborhood they considered themselves to be residing in. Prior to launching this survey, Fairmont Park informed CBNO that their historian had reviewed the maps and that they were conceding the area in question to Edgewood Park. The matter was thus resolved, and the area is placed within the Edgewood Park neighborhood in the final map.

Completed Map

After all of the neighborhoods confirmed their boundaries and the gaps and overlaps were resolved, CBNO created the final neighborhood boundary map for the Planning District (see Attachment 3). 21 neighborhoods are completely or partially within Planning District 6. This is a stark difference from the eight neighborhoods identified in the City's official neighborhood map. CBNO feels that this map is more representative of the actual neighborhoods in the Planning District, as defined both by the people who live there and by historical documents.

Next Steps

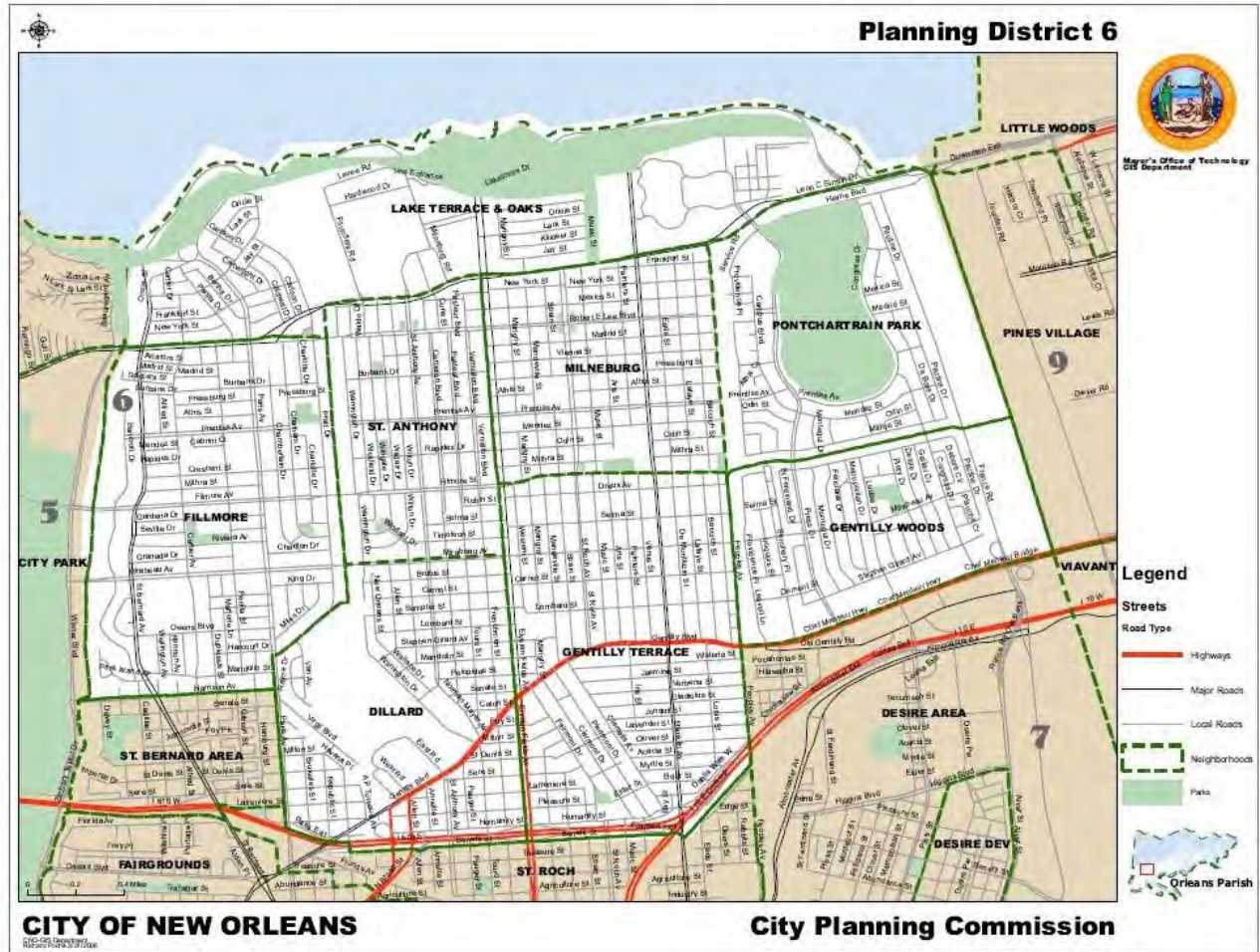
Now that CBNO has completed a neighborhood boundary map for one Planning District, and demonstrated the effectiveness of the methodology, we would like to expand this mapping to the rest of the City. A necessary precursor to this is to develop and sign a Memorandum of Understanding with the City to complete this work.

Two potential next areas for CBNO to map would be New Orleans East and Treme. ENONAC in New Orleans East has expressed interest in mapping neighborhood boundaries in its geographic area, and CBNO has initiated discussions with the organization on how to advance this effort. Additionally, CBNO is collaborating with NEWCITY, and exploring opportunities to participate in the Choice Neighborhoods Initiative project, both of which work in the Iberville/Treme area, so it would seem natural to map the neighborhoods in this area. CBNO is open to suggestions and input from the City on where to map next.

Attachments on the next three pages are the current official city neighborhood boundary map for Planning District 6; the UNOP map for Planning District 6; and the final CBNO map for Planning District 6, with the areas that required resolution as described above circled in red.

Attachment 1

City's Official Neighborhood Map for Planning District 6



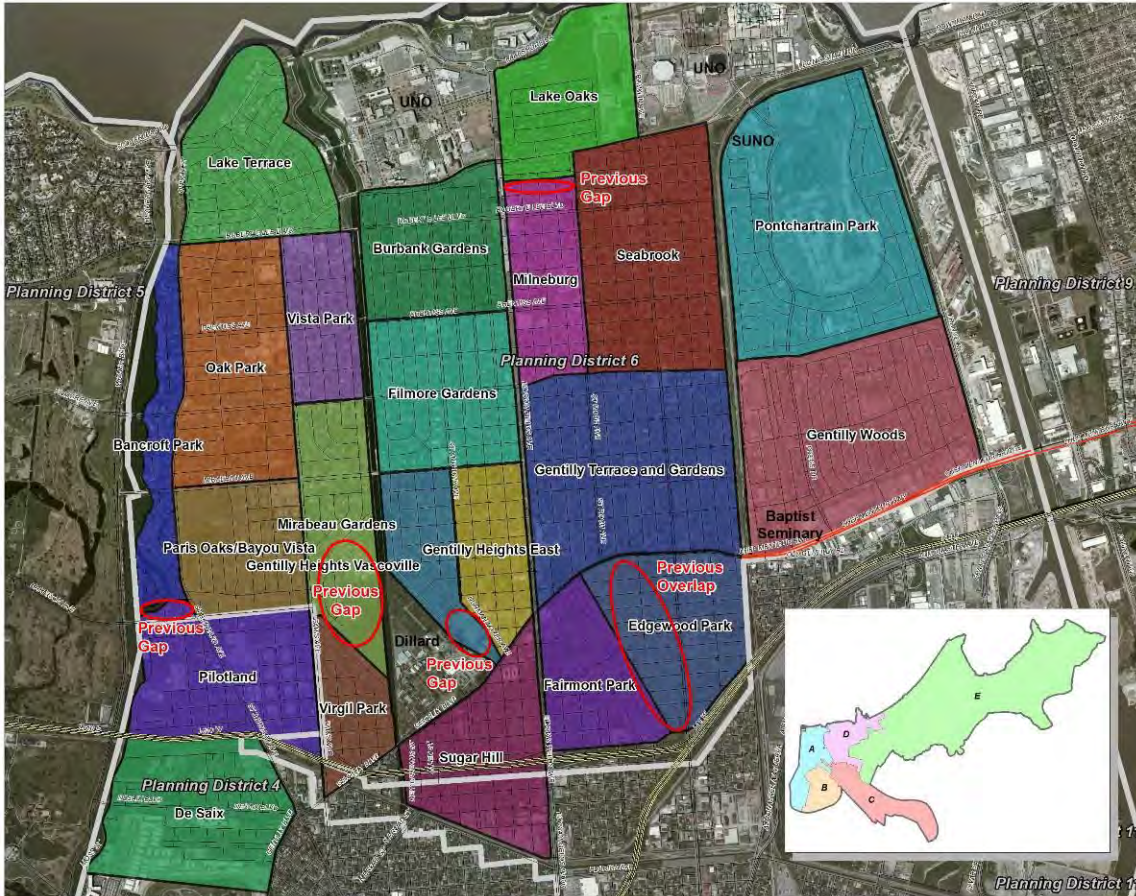
Attachment 2

UNOP Charette Report Neighborhood Map for Planning District 6



Attachment 3

CBNO's Neighborhood Boundary Map for Planning District 6



Neighborhood Boundaries Planning District 6

Legend

- Planning Districts
- Streets

Neighborhoods PD 4

- De Saix
- Pilotland

Neighborhoods PD 6

- Bancroft Park
- Burbank Gardens
- Edgewood Park
- Fairmont Park
- Filmore Gardens
- Gently Heights East
- Gently Heights Vascoville
- Gently Terrace and Gardens
- Gently Woods
- Lake Oaks
- Lake Terrace
- Milneburg
- Mirabeau Gardens
- Oak Park
- Paris Oaks/Bayou Vista
- Pontchartrain Park
- Seabrook
- Sugar Hill
- Virgil Park
- Vista Park

City Limits

Scale: 0 0.125 0.25 0.5 Miles

North Arrow

Notes: The purpose of this map is to show the boundaries of neighborhoods. The map is intended for informational purposes only. The boundaries shown on this map are based on the City of New Orleans' 2010 Census data and are not intended to be used for legal purposes. The City of New Orleans is not responsible for any errors or omissions on this map. The City of New Orleans is not responsible for any damages or losses resulting from the use of this map. The City of New Orleans is not responsible for any damages or losses resulting from the use of this map. The City of New Orleans is not responsible for any damages or losses resulting from the use of this map.

City of New Orleans
 Department of Planning and Community Development
 100 Poydras Street, Suite 1000, New Orleans, LA 70112
 (504) 522-3300
 www.nola.gov

Committee For A BETTER New Orleans

O- Letter to the Louisiana Housing Corporation regarding the QAP





December 18, 2019

Mr. E. Keith Cunningham
Louisiana Housing Corporation
2415 Quail Drive
Baton Rouge, LA 70808

Dear Mr. Cunningham,

The Greater New Orleans Housing Alliance (GNOHA) is concerned with the systematic disinvestment in New Orleans by the Louisiana Housing Corporation, occurring as a result of the language contained in both the 2018 and 2019 Qualified Allocation Plans (QAP). Specifically, QAP Section A. Threshold Requirements, item 5. Negative Neighborhood Features, effectively disqualifies any new construction project in New Orleans as the vast majority of parcels of a size and zoning suitable for multi-family residential development within the city (sites which are connected to existing infrastructure, public transportation systems, jobs and social services) are also located within ¼ mile of a junkyard, processing plant, distribution facility, high voltage substation, solid waste disposal, salvage yard, industrial or a prison. The proximity of negative features in Louisiana’s various densely populated and industrial cities does not eliminate the need for new construction of additional affordable housing within these areas.

Given the announcement that the LHC does not plan to edit the 2019 QAP for the upcoming 2020 9% LIHTC round, we are concerned that this will result in the third year in a row that New Orleans will not secure any new construction 9% tax credit deals. The 2019 Point in Time count confirmed that the lack of new affordable housing units is having dire impact with 1,800 first-time street homeless individuals. With 1,800 people who have never been homeless before now turning to the streets, this is not the time to disinvest in New Orleans. Tax credit funding that has been awarded to New Orleans recently has been 4% LIHTC paired with Katrina Rita CDBG, disaster recovery funding that is long overdue from these 2005 disasters. The fact that those funds have finally been awarded to areas still recovering and rebuilding after almost 15 years, does not relieve the LHC’s responsibility to award Louisiana’s annual allocation of 9% Low Income Housing Tax Credits in a fair and equitable manner. New Orleans is in a current affordable housing crisis that continues to rampage due to underlying systemic inequities still unresolved.

However, is not just New Orleans that is suffering. There are jurisdictions statewide, including larger suburban areas like Donaldsonville, that have been automatically disqualified due to components of the QAP that automatically and unfairly disqualify specific jurisdictions, such as density requirements, industrial limitations, and negative neighborhood threshold features.

There has been an immense failure at the state level to implement programs, policies, and adequate funding for affordable housing, and our residents are currently paying the price. Policies have failed to address what the Governor has identified as high priorities, which is creating housing for low income families and special needs populations. This includes the

- A Shared Initiative
- AIA New Orleans
- Alembic Community Development
- Alliance for Affordable Energy
- Bike Easy
- Blueprint Investment Fund
- Capital One Bank
- Celestin Development Corporation
- Center for Planning Excellence (CPEX)
- Delaney & Delaney, LLP
- Desire Community Housing Corp
- Downtown Development District
- Enterprise Community Partners
- Family Resources of New Orleans
- Greater New Orleans Fair Housing Action Center
- Hancock Whitney Bank
- Home By Hand
- Iris Development Company
- Jane Place Neighborhood Sustainability Initiative
- Jefferson Community Action Programs (JeffCAP)
- Jericho Road Episcopal Housing Initiative
- Louisiana Appleseed
- Louis Services
- Lower 9th Ward Homeowners Association
- Lowernine.org
- Metairie Bank
- Neighborhood Development Foundation
- New Orleans Redevelopment Authority
- NewCorp, Inc.
- PCA Development, LLC
- Perez, A Professional Corporation
- PosiGen
- Preservation Resource Center
- Providence Community Housing
- Renaissance Neighborhood Development Corporation
- REO, LLC
- SBP, Inc.
- The Albert & Tina Small Center for Collaborative Design
- The Finance Authority of New Orleans (FANO)
- The Power Coalition for Equity and Justice
- The Urban Conservancy
- Tulane/Canal Neighborhood Development Corporation (T/CNDC)
- Ulrich Consulting
- University of New Orleans Department of Planning and Urban Studies (UNO-PLUS)
- Urban Focus
- Webre Consulting, LLC
- Wells Fargo Advisors
- Youth Rebuilding New Orleans

men and women who are being released from prison through the Justice Reinvestment Initiative. While 641 free citizens currently languishing in prison for no other reason than that they don't have addresses to go home to, there has been minimal investment in the five parishes to which 80% of them would need to return: Caddo, Orleans, Jefferson, St. Tammany and East Baton Rouge.

We are calling on the LHC to intervene on this issue and address the disparate impact of the QAP. LIHTC funding is, by law, intended to be awarded based on population. With some of the most populous jurisdictions in the state being effectively disqualified from receiving funding, it is evident that the LHC has not properly appropriated LIHTC funds. This misappropriation of LIHTC funds not only violates the implementation standards of federally funded programs, the biases within QAP that prohibit funding projects in certain jurisdictions violates fair housing laws.

While GNOHA fully supports the allocation of funding in rural and less populous jurisdictions in our state, the LHC has dedicated funding outside of LIHTC, such as CDBG dollars that can be used to develop housing exclusively in non-participating jurisdictions. Additionally, the LIHTC funding that is creating low income rental property in rural areas is not addressing the needs of the overwhelming majority of people in rural parishes who often live in run-down property owned by their families that needs repairs and renovation. People who come from a history of living on single-family property do not want to necessarily live in multifamily units that LIHTC exclusively creates. The LHC has attempted to address these needs with the Delta 100 Mortgage Product, which was deployed in eight parishes other than New Orleans to address disaster in rural areas. However, they have not issued one loan under that program. While the issue of LIHTC funding has often been depicted as an issue of rural jurisdictions versus urban, participating jurisdictions versus non-participating, the truth of the matter is that under the current funding allocation strategy, no jurisdiction is getting what it truly needs to address the needs of its unique population.

We believe the following components of the QAP have made it more difficult for developers in urban or more densely populated regions to qualify for funding, and therefore systematically withholds funds from New Orleans communities.

1. Change threshold items for Negative Neighborhood Features

Remove the Section A Item 5 Threshold Requirement which prohibits the construction of new developments within a certain mile radius of listed (and currently undefined) negative neighborhood features. In addition to this threshold requirement effectively disqualifying most urban infill sites for new development, sites which are also desirable for their proximity to Positive Neighborhood Features, the identification of these Negative Features are subject to interpretation by the market analyst. A developer contemplating if an application will be competitive is faced with considerable uncertainty and risk due to this requirement. Because of the subjectivity and lack of definitions, an applicant will not know if their project meets this basic threshold requirements until after the application submission and market study have been commissioned, with upfront fees to the LHC and the cost of preparing the application already incurred. Additionally, it will be more difficult for the LHC to allocate 4% LIHTCs as this is a threshold requirement that will be applicable to both 4% and 9% LIHTC applications. Disqualification under this new policy disproportionately affects sites in urban areas and is reducing opportunities to develop affordable housing in areas like New Orleans, Baton Rouge, Shreveport, Alexandria, Lafayette.

2. Define key terms related to urban development

The term “**industrial**” needs to be defined. Urban centers have more dense neighborhoods and are often near industrial neighborhoods historically. This should be clarified and understood BEFORE application and market study fees are required to be spent.

The term “**scattered sites**” needs to be defined. The QAP defines projects as either multifamily (on one site), or scattered sites. There is a reference to multiple sites (non-contiguous) but it is lumped in with the scattered site classification. For example, two smaller multifamily buildings built near to each other is classified as a scattered site and this means the project is ineligible for basis boost (because of the potentials for separate census tracts) and community facilities points.

- a) Classifications should take into account non-contiguous multifamily sites that include neighborhood amenities on either site (or nearby). Smaller buildings that work together under one management in the same neighborhood should receive credit when a project provides (or is near to existing) community facilities (or community service facilities) regardless of configuration.
- b) Basis boost eligibility is currently unavailable if project falls in 2 census tracts. Even if 70% of the project is in the high income census tract, project is ineligible for basis boost. Either the basis boost should be allowed across the project based on the dominant census tract OR the basis boost should be allocated (allowed on the census tract that is eligible).

3. Raise the TDC Cap

- a) The TDC cap in the 2019 QAP is too low for an urban site. Typically urban infill projects are on tighter sites that require more creative solutions to develop successfully with all requirements included. Larger sites can spread some of this cost across multiple units but smaller sites cannot. This encourages larger projects and less urban sites and does not support smaller infill projects.
- b) Extraordinary costs are allowed, but no developer fee can be calculated on these additional costs. This allows for LHC staff to subjectively determine what the final basis is, and deters smaller projects and for-profit developers.
- c) A smaller project must include a minimum of 3 amenities (only covered parking, computer rooms, fitness rooms and possibly picnic area are possible on a smaller site). Covered parking would ideally be under the building to make the project fit well on the site but this is significantly more expensive to build.
- d) Acquisition costs and fixed soft costs such as legal fees, accounting, appraisals, reserves etc. are significant enough that there the overall TDC cap restricts the construction cost to a very low \$125 psf which is not viable in urban areas. The TDC cap also does not account for the range of added cost Davis Bacon imposes across cities
- e) The fixed operation expenses for LIHTC projects mean that the minimum per unit operating costs can be up to double the LIHTC minimum on smaller projects.
- f) Reconsider the application of HUD 2018 Unit Total Development Cost Limits to define maximum TDC for projects submitting under the 2019 QAP and reinstate the ability to exclude Government Grants, Historic Syndication Proceeds and Certain Other Funds,” in TDC calculations for the 2019 QAP.

4. Remove the developer fee cap based on a project’s unit count

The 2019 QAP caps developer fees based on project size (reducing the allowed percentage for fee as unit count increases). Larger projects involve greater risk (guarantee exposure and greater debt) but by reducing incentive for a developer to increase its exposure, the QAP discourages the pursuit of larger impactful projects. Additionally, by capping developer fee, the QAP reduces the option of deferring fee to include Deferred Developer Fee as a project source, which is particularly detrimental to 4% LIHTC projects and historic tax credit projects where deferred developer fee is an important vehicle to generate additional credits to solve funding gaps.

5. Change the New Basis Boost Determination

Reconsider the new tier system of available Basis Boost prescribed by the Draft 2019 QAP. The new tier system of available basis boost appears to be less consistent with Sec. 42(m)(2)(A), under which allocating agencies are charged with limiting LIHTCs to the amount “necessary for the financial feasibility of the project and its viability,” and more intended to prioritize certain project characteristics as would typically be employed through pool availability and/or selection criteria.

6. Incentivize High Impact Projects:

- a) To coincide with the acknowledged need to prioritize High Impact projects and support the broad arena of public benefit offered by the same, increase the per project cap to \$1,000,000 for High Impact projects.
- b) Consider addition of an allocation pool for High Impact projects with \$2,000,000 available for projects that create new housing units and evidence an integral role in a tangible undertaking with shared goals among multidisciplinary entities, programs, and/or public initiatives for broad community benefits.
- c) Consider the addition of a scoring criteria to acknowledge the high impact characteristics of relevant projects in advancing community revitalization through a functional role, enhancement and/or endorsement by established initiatives, programs, or public benefit as confirmed in writing by the highest elected official of the jurisdiction.

7. Change scoring criteria for costly provisions that increase quality of life standards

While Community Facilities are available to tenants free of charge, Community Service Facilities are available to residents and the community serving 60% AMI or below and charges fees affordable to those populations.

- a) Give credit for providing Community Service Facilities onsite for new construction infill and homeownership projects, due to fact that the cost of building can be outside of the TDC cap.
- b) Phased developments under single ownership should be able to receive points for facilities and amenities previously as well as currently provided. Currently, phased development projects are not allowed to count community service facilities and amenities that were provided in one phase, in all phases.
- c) Give Credit for Neighborhood Amenities and Universal Design & Green Building. In order to receive the maximum points, at least 5 amenities are required. On smaller projects this is challenging and expensive (see TDC comment above). Projects should be able to get credit for nearby amenities such as playgrounds, picnic areas and walking trails as no one should recreate these features if they are nearby. Additionally, Universal Design and Green Building are both mandatory but do not gain any points for new construction in the 2019 QAP. These should all be mandatory but can add significant additional costs to the project and therefore should receive points.

With the above recommendations, GNOHA is confident that some of the many developers working to create affordable rental opportunities for New Orleanians will be more likely to submit applications in 2020 and receive 9% LIHTC for the projects that are so urgently needed for our citizens. We urge the Louisiana Housing Corporation to consider making these changes to the Qualified Allocation Plan to create a better functioning program that results in more affordable housing opportunities for New Orleanians. If you have any questions or concerns, feel free to contact me at 504-224-8301.

Sincerely,



Andreanecia M. Morris,
President/Chairwoman

- cc: Governor John Bel Edwards
Mr. Bradey Sweazy, LHC Chief Operating Officer
State Representative Royce Duplessis
State Representative Joseph Bouie, Jr.
State Senator Troy Carter
New Orleans Mayor Latoya Cantrell

Louisiana Housing Corporation Board of Directors:

Mr. Lloyd "Buddy" Spillers, LHC Board of Directors Chairman
Ms. Jennifer Vidrine, LHC Board of Directors Vice Chairwoman
Ms. Tammy P. Earles, LHC Board of Directors
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Mr. John M. Schroder, LHC Board of Directors
Mr. Donald B. Vallee, LHC Board of Directors
Mr. Gillis R. Windham, LHC Board of Directors
Ms. Stacy Head, LHC Board of Directors
Mr. Patrick Forbes, Louisiana Office of Community Development

New Orleans City Council:

President Helena Moreno, New Orleans City Council
Vice President Jason Williams, New Orleans City Council
Cm. Joseph Giarrusso, New Orleans City Council District A
Cm. Jay H Banks, New Orleans City Council District B
Cm. Kristin Gisleson-Palmer, New Orleans City Council District C
Cm. Jared Brossett, New Orleans City Council District D
Cm. Cyndi Nguyen, New Orleans City Council District E

P- Together New Orleans Summary

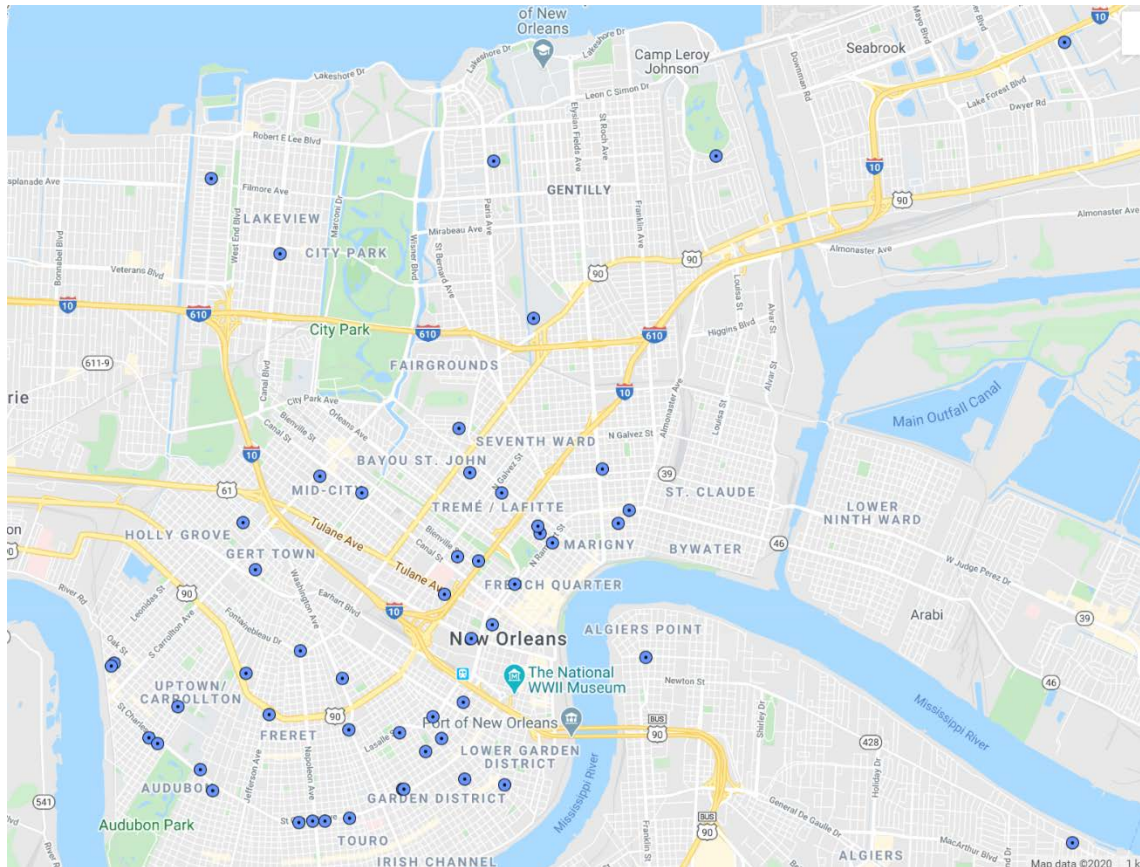


Organization's Name	Zip	Organization's Name	Zip
Asbury United Methodist Church	70131	Crescent Care Fed Qualified Health Clinic	70117
Trinity Episcopal Church	70130	Linc New Orleans	70117
Sixth Baptist Church	70130	Holy Faith Temple B.C.	70116
Household of Faith	70127	Masjid ur-Rahim	70116
Bethany United Methodist Church	70126	St. Augustine Parish	70116
Philips Memorial United Methodist Church	70125	St. Mark's United Methodist Church	70116
Pleasant Zion Baptist Church	70125	First Unitarian Universalist	70115
National Council of Jewish Women	70125	Christ Church Cathedral	70115
Broadmor Community Church	70125	Rayne United Methodist Church	70115
Community Church Unitarian	70124	Touro Synagogue	70115
St. Paul's Episcopal Church	70124	Watson Memorial	70115
Dillard University	70122	St. George's Episcopal Church	70115
St. Matthew United Methodist Church	70122	Episcopal Diocese of Louisiana	70115
St. Luke's Episcopal Church	70119	Mt. Zion United Methodist Church	70115
First Grace United Methodist Church	70119	Algiers United Methodist Church	70114
Familias Unidas en Accion	70119	Vera Institute	70113
HousingNOLA	70119	Peoples United Methodist Church	70113
Congregation Temple Sinai	70118	New Zion Baptist Church	70113
Blessed Sacrament / St. Joan of Arc	70118	Bike Easy	70113
St. Joan of Arc	70118	First Street PW United Methodist Church	70113
Chapel of the Holy Spirit	70118	ACLU Louisiana	70112
Level Ground Community Church/TCC	70118	Christian Unity Baptist Church	70112
St. Charles Ave. Baptist	70118	Workers Center for Racial Justice	70112
St. Charles Avenue Presbyterian Church	70118	Healthy Gulf	70112
Workplace Justice Project / Loyola University	70118	Our Lady of Guadalupe / Shrine of St. Jude	70112
Alliance for Affordable Energy	70117	St. Joseph Catholic Church	70112

TNO has a three-part objective:

- to strengthen community-based leadership;
- to build relationships across the lines that typically divide our communities; and
- to take action and win on concrete issues affecting people's lives.

MAP OF TOGETHER ORLEANS INSTITUTIONS



Q- University of New Orleans Community Development Finance Program



COMMUNITY DEVELOPMENT FINANCE CERTIFICATE PROGRAM

Department of Urban Studies and Planning
Extended Campus

**COHORT 2
OCTOBER 2018-MAY 2019**



Course Description

We are proud to be in our second year of the Community Development Finance Certificate Program at the University of New Orleans. This is a series of courses designed to give students an understanding of the process used in community development and to introduce the concepts and skills needed in community development and development finance. The program is geared toward those working in the public and private sectors of community development field who are interested in building their own expertise and for property owners who wish to understand how to engage with professionals and develop their own properties to the benefit of the community. Students are typically mid-career or have a strong interest in the community development field and come with their own significant experiences that inform the discussion and bring a deeper, more engaged understanding of the challenges and opportunities in successful community development. Students are introduced to best practices, concepts, tools used, case studies and physical projects to understand the many aspects of bringing complex development projects to fruition.

Sponsored by the City of New Orleans and the New Orleans Business Alliance, the goal of the program is to bring stronger equity and better balance to communities through careful investment and creative approaches to neighborhood investment. This process involves multiple players and interests working together – from public sector agencies that wish to promote and protect culture and support conscientious investment in difficult-to-develop areas, to private sector investors and developers with a mission driven, for-profit approach, there are many creative tools, initiatives and best practices to assist in the complex and challenging community development process.

Course 1 – Survey of Community Development Finance – Community Development Finance

Course 2 - Community Development Structure 101 – How Developers and Development Projects are Structured

Course 3 - Community Development Finance 101 – Underwriting Standards and Basics of Building a Pro Forma

Course 4 – Case Studies in Community Development 101- Public Private Partnerships

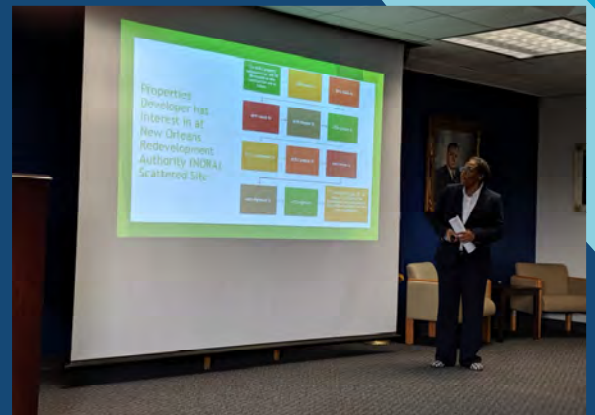
Course 5 - Case Studies in Community Development- 102 Affordable Housing

Course 6 - Case Studies in Project Development 103 – Final Project

In general, Community Development and Community Development Finance are tools to bring stronger equity and better balance to communities through investment, creative approaches to regenerative and economic development planning. This process involves multiple players and interests to achieve lofty goals. From public sector agencies that wish to incent market growth in difficult-to develop areas, to private sector investors and developers with a business-driven approach, there are many creative tools, initiatives and best practices that can bring together diverse agendas to support the Community Development Finance process and to create fiscally responsible developers.

COURSEWORK

Our work begins with a discussion on how cities have changed over the past century and what those changes mean for our community development work today. The class discusses public sector criteria and private sector expectations and how important all stakeholders are to the process. Through class discussions, technical workshops, guest presentations and field exercises, students gain hands-on knowledge paired with the course material to build strong, professional skillsets. The course was carefully designed to introduce real estate finance, financial analysis, and ultimately real estate development through course readings, lectures and hands-on case studies.



Community Development 101



Through discussions of the history of urban decline, students are exposed to the challenges and the opportunities of urban redevelopment. Broad discussions about economic development and community development models used in the past are shared to understand how these efforts were successful or failed. This year's class was introduced to the advocacy work of local distinguished community leaders including Andreanecia Morris from the Greater New Orleans Housing Alliance and Housing NOLA and Isabel Barrios from the Greater New Orleans Foundation to understand how critical these advocates are to building coalitions around positive change.

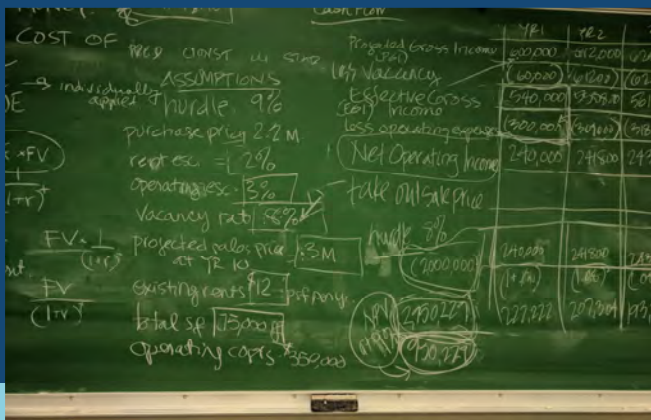
Development Structure

Students are introduced to the many approaches and types of developers and the broad range of areas of focus, mission and overall priorities in the development process. We discuss how developers select projects for development and how important it is for development projects to be financially viable – distinguishing market rate development from subsidized development with its added expectations. We learn about the importance of understanding the distinction in priorities depending on the partners and how the project is structured to support the goals. Finally we discuss the various funding sources, agencies and partners in the development process and how their engagement makes community investment possible but will also bring additional project expectations.



Building a Pro Forma

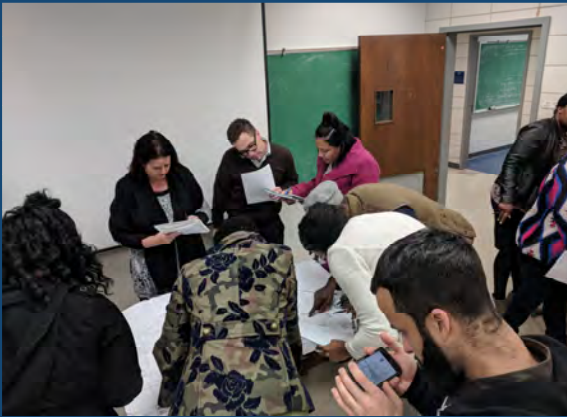
The students learn about the phases of the development process from predevelopment to construction to lease up stabilization and understand how each of these phases of the process have their own sets of risk for the developer and development partners. Students learn about how project cash flows are prepared and how returns are calculated from that cash flow. Prior to understanding how community development finance works, it is important for students to understand how the for-profit developer and how banks and lenders look at investing in real estate deals. Finally, students learn how debt can be leveraged.



Students are introduced to the components of a basic pro forma and the principles behind how and why each component is needed. We discuss the concept of present value and learn to calculate the net present value of a series of cash flows. The course discusses how a development budget is created and why all of the components of the development budget are important.

Assignments and Case Studies

The last series of courses uses a case study based approach to apply technical knowledge learned thus far to complex planning scenarios in public and mixed-use development. Students are introduced to the complexities of public/private partnerships and the important roles each partner plays in the development process. Through hands-on exercises, students bring case studies to life in group assignments, presentations and class debates. Acting as representatives from neighborhood organizations, city redevelopment agency leaders, and private sector developers, students are encouraged to propose detailed plans based on the differing roles and priorities of the public and private stakeholders in the development process.



	YE1	YE2	3	4	5	6	7	8	9	10
Original Gross Income (PSF)	200,000	212,000	224,000	236,000	248,000	260,000	272,000	284,000	296,000	308,000
Vacancy	(60,000)	(61,200)	(62,400)	(63,600)	(64,800)	(66,000)	(67,200)	(68,400)	(69,600)	(70,800)
Effective Gross Income	140,000	150,800	161,600	172,400	183,200	194,000	204,800	215,600	226,400	237,200
Operating Expenses	(20,000)	(20,400)	(20,800)	(21,200)	(21,600)	(22,000)	(22,400)	(22,800)	(23,200)	(23,600)
Net Operating Income	120,000	130,400	140,800	151,200	161,600	172,000	182,400	192,800	203,200	213,600
Take Out Sale Price										
Initial Investment	200,000									
NPV	119,000	277,227	287,204	297,204	307,204	317,204	327,204	337,204	347,204	357,204

Handwritten notes on the board include: "NPV 119,000", "277,227", "287,204", "297,204", "307,204", "317,204", "327,204", "337,204", "347,204", "357,204".

Project Development Tours

This year the students were invited to tour two projects under construction in New Orleans.

Bohn Ford Motor Company Redevelopment, Gulf Coast Housing Partnership

The Bohn Ford redevelopment at Washington and Broad was introduced to the students by Vann Joines of Gulf Coast Housing Partnership. The redevelopment project will turn the blighted, fire-ravaged former automobile dealership into a new home for the addiction rehabilitation nonprofit Odyssey House of Louisiana, with a small portion of the building reserved for retail space.

Parkway Apartments, Kailas Companies

The Parkway Apartments at Washington and Jefferson Davis Parkway is under development by the Kailas Companies is a 207 unit residential project includes 313 parking spaces and a fitness center "with CrossFit-style equipment," event space, a swimming pool, a dog park and a barbecue area with large, open-air gazebos. Praveen Kailas of Kailas Companies and Dwayne Gref of Citadel Builders took the students on a full tour of the project sharing some of the challenges they came across and the solutions they implemented

WE CALL IT TRANSFORMATIVE DEVELOPMENT.

The impact of our projects on the end users and community is unmistakable. And when these projects are complete, our partners and supporters walk away with a much broader perspective of the change that's possible through real estate. (from the Gulf Coast Housing Partnership website)



Invited Guests

We have benefited from the contributions of many local industry professionals who have been gracious enough to share their expertise with the students through site tours, discussion of how developers approach projects, how the construction management process works, what is the history of Community Development Finance Institutions and what are the priorities of local funders like the New Orleans Redevelopment Authority, the City of New Orleans and the Housing Authority of New Orleans.

Our guests shared their own history and experience with the students in hopes of illustrating the complex and varied ways that one can enter the field of Community Development.

Andreanecia Morris, Greater New Orleans Housing Alliance, Housing NOLA

Isabel Barrios, Greater New Orleans Foundation

Curtis Doucette, Iris Development

Jamie Neville, Neville Development

Sadat Spencer, SMS Development

Whawn Allen, Whawn Allen Architects and Construction Consultants

Vann Joines, Gulf Coast Housing Partnership

Praveen Kailas, Kailas Inc.

Michael Swack, Casey School of Public Policy, University of New Hampshire

George Dupuy, HOME Bank

Brandon Kelley, HOME Bank

Marjorianna Willman, City of New Orleans Office of Community Development

Matt Morrin, Enterprise Community Partners

Jennifer Adams, Housing Authority of New Orleans

Linetta Gilbert, Gilbert and Associates

Brenda Breaux, New Orleans Redevelopment Authority

Vaughn Fauria, NewCorp

Cullen Maumus, New Orleans Redevelopment Fund

Wil Jacobs, HOPE Credit Union

Jonathan Leit, Alembic Community Development



Public Sector Investment alone is not enough to change the challenging socio-economic environment that we have created in cities. Leveraging investments and building expertise is critical to developing strong community.

Final Case Study – Project Pitch Selected Projects

Adam Dawson

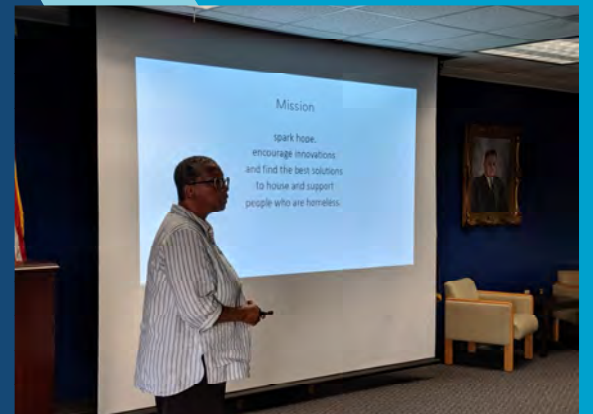
Cajun Fire Brewing Company, is a family-owned business. It is the first Black-owned brewing company in Louisiana and the South, and also the fifth in U.S. history. The company was founded in New Orleans in 2011, and has been nationally recognized as a catalytic business that has tackled inequities within the craft beverage industry since inception. The most recent undertaking of the company is creating a sustainable economic opportunity for growth and manufacturing that also invests in a development project dubbed 'The New Orleans East Cultural Hub'. Upon completion, this ten-acre commercial development will spur wealth creation, create sustainable high-wage jobs, increase civic pride, and drive food & beverage tourism to the New Orleans East Bullard Corridor.

Lou Anne White

According to the 2019 Point-in-Time count, a HUD required count of sheltered and unsheltered homeless there are 1188 homeless people in New Orleans. Half are living in shelters and the other half on the streets. Unity of New Orleans, the organization that manages the homeless coordinated care system reports that the lack of affordable housing is the primary cause of homelessness in our city. Louvis Services is planning to build a prototype/pilot at 2229 Caffin Avenue on a property purchased through a NORA auction. The project is to build duplex, 2 one-bedroom apartments – of 320 sf each - by converting and repurposing shipping containers for our housing. Containers are designed to be impervious to water and resistant to termites and can be completed in a few short weeks making this an incredibly sustainable project.



Adam Dawson – Cajun Fire Brewing Company Cultural Hub– NO East



Lou Anne White – New Orleans East Housing for the Homeless

Stephen Kroll

Teche Street is an historic mixed-use corridor in Old Algiers. While it has suffered disinvestment in recent decades, it still benefits from its advantageous location near the Mississippi Riverfront, schools, parks, neighborhood stores, and cultural facilities. It also has favorable zoning, which allows a mix of residential use and small-scale, neighborhood serving commercial.

Fortuitously, a number of vacant parcels along Teche Street have recently hit the market, presenting a redevelopment opportunity that could transform the corridor. The development proposal is to assemble those vacant properties and redevelop as affordable residential units and small commercial spaces. In total, there are to be 35 residential units, all affordable to households at or below 60% of the area median income. The two commercial units will be targeted toward office and/or dining options. The Development will be financed using conventional debt, Low Income Housing Tax Credits, and HOME funds, with project based vouchers sought to subsidize operating expenses.



Stephen Kroll – Teche Street redevelopment, Algiers

Mark Raymond

MCR Development is developing "Hotel Inspire", the first 100% accessible hotel in Louisiana utilizing universal design principals. This project will include a total of 45 keys. The site for this project is 2001 and 2007 Oretha Castle Haley Blvd. The property is owned by Majestic Mortuary Services and site control will be subject to board approval from Majestic. The location of the development and design of the hotel focuses on celebrating the rich history of the OC Haley Corridor. The innovation behind this project comes from the adversity the disabled community faces in relation to hospitality and accommodations.



Mark Raymond – Hotel Inspire

Shantell Curtis

The Gert Town neighborhood is an often overlooked slice of history nestled into the fabric of a diverse city. As the home of Xavier University of Louisiana and small local businesses, the neighborhood has slowly become redeveloped several years after the aftermath of Hurricane Katrina. In 1900, The Tulane St. Charles Belt streetcar line was established and it passed through the Gert Town section on Carrollton Avenue. The route helped establish development in the area. By 1902, the public Lincoln and the adjacent Johnson Parks were popular gathering spots for African Americans in an era where public spaces were racially segregated. Both these parks featured skating rinks and balloon ascent exhibits. It also served as a popular dance space which featured singers and musicians like the notable Buddy Bolden and Bunk Johnson. Gert Town has often been identified as an overlooked neighborhood of New Orleans.

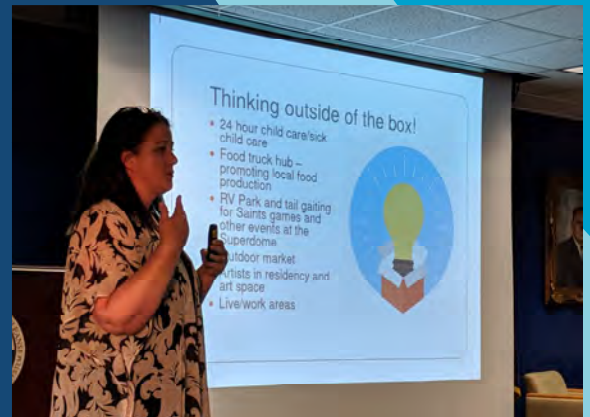
The initial plan is to build 3 new homes on the vacant lots where site control has already been established in Gert Town. The homes will be 3 bedrooms, 2 bath homes between 1,250 square feet- 1,350 square feet to serve eligible first time homebuyers whose income does not exceed 80 percent AMI.



Shantell Curtis – Gert Town redevelopment

Kelly G Butler

Poydras Row is a City-owned property located on Poydras Street between S. Galvez Street and S. Broad Street. The site is situated at the convergence of Uptown and Downtown. It is located within walking distance of the Mercedes Benz Superdome, it is located near the BioDistrict, which includes University Medical Center and the VA Hospital, and it is located less than a mile from both the CBD and the Lafitte Greenway. The Property offers a unique view of downtown, a popular shortcut to downtown for locals, and a gathering place for tailgating before New Orleans Saints games and other special events. The proposal is to construct a five-story (65 ft.) mixed-use residential with ground floor commercial building containing 313 units, 160 one- and two-bedroom market rate, 153 one- and two-bedroom affordable units (75 units for families earning less than 60% AMI and 78 for families earning less than 50% AMI), one level of structured parking for residents and ground level/surface parking for commercial uses. Maximum density on the site, per the zoning allows 436 units (base zoning allows 218 units + up to 50% density bonus). We are proposing: 313 units utilizing Inclusionary Zoning density bonus provisions and providing 108,135 sq. ft. of ground floor commercial/ programmable opportunity space.



Kelly Butler's Poydras Row, Medical Center

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Andreanecia Morris, Greater New Orleans Housing Alliance and HousingNOLA

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