acknowledgments

We would like to thank the many people and organizations who contributed their time and ideas to the making of *St. Claude in Common*. This plan is the result of physical and economic analyses as well as the support and participation of many community stakeholders. Without their active participation in the planning process, we could not have put forth a plan that we hope responds to the unique challenges of the St. Claude Avenue Main Street District, celebrates its history and leverages its unique assets.

We are especially grateful to:

- St. Claude Avenue Main Street Program Manager Robyn Blanpied, Board Treasurer Chris Costello, and the entire St. Claude Avenue Main Street Board for partnering with us on this project.
- The following people for providing us with space for the community meetings and focus groups that were so essential to the process: Sarah Hess, Program Manager at the Creative Alliance of New Orleans (CANO), Wes Williams and Fenwick Broyard, also of CANO; Terry Scott, Owner, Scott Management Team; Pastor J.B. Watkins of the St. Roch Community Church and Ben McLeish, Community Development Director of the St. Roch Community Church.
- The many people – residents, business owners, and community and civic organizations – who we interviewed. The information that they shared with us and their guidance was invaluable to our efforts to develop a plan that reflects a community vision for the St. Claude Avenue Main Street District. A complete list of interviewees is in Appendix 3.
- Our Instructors, Susan Silberberg-Robinson and Karl Seidman, and our Teaching Assistant, Annis Whitlow Sengupta, for their guidance and encouragement throughout the process.
- Everyone else who contributed to this project. It has been a privilege to collaborate with you all.

Of course, any and all mistakes contained in *St. Claude in Common* are ours and ours alone.

We look forward to a bright future for St. Claude Avenue Main Street.

*Project Team from the Massachusetts Institute of Technology, Department of Urban Studies + Planning | Spring 2009*

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Rendering of proposed St. Roch Market redevelopment
The St. Claude Avenue Main Street District is the commercial corridor along St. Claude Avenue between Elysian Fields Avenue and Press Street. The District is bordered directly by the St. Roch, Marigny, St. Claude and Bywater neighborhoods. As a main thoroughfare for access to points east of the Industrial Canal, St. Claude Avenue also serves Holy Cross and the Lower Ninth Ward. Once a vibrant commercial corridor known for its furniture stores, seafood market and social clubs, the District has struggled to come back since Hurricane Katrina and many shops and houses now sit vacant.

In the spring of 2009, a team of 14 graduate students and two professors from MIT’s Department of Urban Studies and Planning worked with the St. Claude Avenue Main Street organization to draft a revitalization plan based on economic development, community engagement and urban design. Community engagement has been a crucial part of the visioning and planning process and the final plan is heavily informed by information gathered in interviews, community meetings and focus groups. Additional research was done through fieldwork, documentation and data analysis.

The final plan, *St. Claude in Common*, integrates these opportunities for economic development, community engagement and urban design with the goal of revitalizing the District, attracting new businesses and better serving residents and visitors. The plan should also help a wide range of community members develop a common vision for the District’s future and then take steps towards implementation of that vision.

**The Main Streets Approach**

St. Claude Avenue Main Street is one of hundreds of Main Street organizations across the country. A National Trust for Historic Preservation program, Main Streets use a Four-Point Approach (Organization, Promotion, Design and Economic Restructuring) to bring back traditional commercial districts that have lost their vitality. The St. Claude Avenue Main Street District received its designation as a Main Street from the Louisiana Main Street program in 2007.
The planning process had three major phases:

1. The first phase introduced the Project Team to St. Claude Avenue and its larger context within New Orleans and Louisiana; a visit to New Orleans offered the team an opportunity to collect data about the area and District.

2. In the second phase, the Project Team analyzed existing conditions by conducting physical and economic studies and speaking with stakeholders in community meetings, focus groups and over 70 interviews. These findings were then used to define a framework for revitalization.

3. In the third phase, a draft plan was formulated based on this framework. During a second visit to New Orleans, the draft was reviewed by residents, businesses and other stakeholders and then finalized based on their feedback.
Key findings from the economic and physical analyses, community meetings and stakeholder interviews underscore challenges and opportunities for St. Claude Avenue Main Street:

**Strong, Positive District Image Absent**
The St. Claude Avenue Main Streets District is not considered an attractive destination due to the width of St. Claude Avenue, heavy traffic on the thoroughfare, the condition of the buildings, poor lighting, and the absence of landscaping and streetscaping. The District is part of the Faubourg Marigny Historic District, but the historic characteristics of its buildings are hidden.

**Many Vacancies in the District**
The many first-floor vacancies in the District diminish the visual experience for pedestrians and discourage people from walking through the District. However, the abundance of space in a variety of sizes presents an opportunity to attract businesses that meet a variety of needs.

**Extreme Traffic Conditions**
As a state truck route, St. Claude Avenue is a wide thoroughfare with a high volume of cars and trucks and few traffic lights or safe pedestrian crossings. These conditions make the District noisy and create physical and psychological barriers for pedestrians crossing the street.

**Demand for a Variety of Businesses**
There are many types of businesses in the District, but the current mix of businesses fails to meet many of the adjacent communities’ needs. Many stakeholders want shops that meet basic needs and services, especially a supermarket. The market analysis confirmed that the District can support a supermarket as well as restaurants, hardware, garden supply and auto parts stores.

**Many Young People and Families with Children**
14- to 24-year-olds are the largest age group in and around the District. Stakeholders confirm a need for businesses and programming that serve the youth market, such as job opportunities and youth development activities.

**Community Capacity Must Increase**
The St. Claude Main Street organization does not currently have sufficient capacity to implement this plan. Greater capacity, community engagement and stronger partnerships will all be crucial in moving this plan forward.
shared themes about development of the district

Throughout the planning process, stakeholders offered diverse opinions about the current state of St. Claude Avenue and the District’s future; however, several common themes did emerge. These themes represent the shared interests of community stakeholders and the diversity of opinions about how to address them.

Community and Economic Development
Both community and economic development are clear priorities for stakeholders, but how the two might relate to each other in a revitalization strategy is not as obvious. Determining how these goals can reinforce each other is an important aspect of the plan.

Business Mix
Common ideas about what types of businesses are needed in the District include: supermarkets and restaurants, clothing retailers, laundromats/washateria, other businesses that meet basic needs, youth-oriented programming and job opportunities, a fitness/health center and an arts/performance space.

Streetscape Improvement
There is a clear consensus that physical streetscape improvement along St. Claude Avenue is necessary to generate business activity and improve the image of the District.

Youth Development
Many business owners and residents of St. Roch state a definite need for youth activities in the District, especially for school-age children. An increase in job training and youth development programs could help to simultaneously address issues of unemployment and crime.

Gentrification
Gentrification is a consistent theme – albeit a complex and conflicting one – for residents in surrounding neighborhoods. There is a need to manage gentrification and revitalization to gain its benefits while reducing the risks of displacement and loss of affordability.

Safety
There are a variety of perceptions about the seriousness of crime in the District, ranging from major to mild concern. This suggests that St. Claude Avenue’s safety image may be as much about perception as it is about reality.
goals of the plan

The goals of St. Claude in Common address the opportunities and challenges for St. Claude Avenue Main Street identified in the Key Findings.

Improve the St. Claude Avenue Main Street District Image
The plan strives to improve the image of the District and to make it a destination for local and regional communities. Improving building façades, highlighting historical elements, helping to calm traffic and increasing the sense of safety will attract investment in economic development and instill a sense of pride for residents of surrounding neighborhoods.

Improve the Pedestrian Experience
Improvements that compensate for the street’s large width and heavy traffic can enhance the pedestrian experience, encourage visitors to come to the District and spend time walking in it, and generate more business activity for local shops, creating opportunities for social interaction and helping to build a stronger sense of community.

Provide for Basic Needs and Services
The plan also aims to create a District in which the residents from several neighborhoods can meet their basic needs and access services. Addressing the needs of neighborhood residents through businesses and services will allow the District to become a local destination and will build a sense of ownership for the District among residents.

Attract More Businesses, People and Jobs
The plan seeks to attract new businesses that appeal to both local residents and a regional audience. These businesses can provide jobs for residents, attract people to visit and shop, develop relationships in the community and support existing businesses while providing greater incentive for others to locate in the District. Achieving this goal will help make St. Claude Avenue Main Street a place where people can live, work and play.

Incorporate Businesses and Programming for Families and Youth
Another objective of the plan is to incorporate new businesses, activities, events and programming that serve the many families and children who live in the neighborhoods surrounding the District. Family restaurants, teen centers that offer activities on evenings and weekends, bike races and mural painting are examples of the many opportunities to include these kinds of businesses and activities.

Increase Community Capacity to Implement Plan
A last but critical goal is to organize and build on community members’ skills, knowledge base, and manpower to implement the plan. Long-term capacity, strong partnerships and new sources of funding will be needed to shape and manage St. Claude Avenue Main Street so that it is consistent with the neighborhood’s vision.
St. Claude in Common builds on the common wants and needs of this diverse set of stakeholders, framing the St. Claude Avenue Main Street District as an asset that neighborhoods share, rather than as a community divider. This framework of St. Claude in Common also emphasizes that change will happen through the collective work of residents, business owners and other partners.

The plan is divided into three sections: Common Clusters, Common Threads and Common Action:

**Common Threads**

This component of the plan addresses elements that span the length of the District. The goal of Common Threads is to develop a unified image through physical improvements, services and programming to create a sense of continuity along the street, draw people in from the periphery and maintain a high level of activity throughout. A unified, unique district image can be used to market the District, generate business and pedestrian activity, and facilitate navigation in the District. Physical improvements to public spaces along the corridor can also help to counteract the significant width of the street and can reveal the historic qualities of the District, creating a more enjoyable and interesting pedestrian experience. Finally, programming and other activities on the street can engage neighborhood residents and facilitate community development while making St. Claude Avenue a more interesting and exciting place.

*Major proposals for Common Threads:*

- Implement traffic-calming measures
- Add trees and other landscaping
- Work with artists to create innovative streetscape elements (trashcans, bike racks, signage, etc.)
- Use urban design strategies to address the perception of crime in the District
Common Clusters

The Common Clusters approach is based on a market analysis and business inventory of the District. The market analysis identified additional retail uses that the District can support, given local demand and the supply of vacant spaces along St. Claude Avenue. The business inventory shows that a variety of businesses are spread throughout the District, but it also reveals five distinct nodes where similar business types and activities are already clustered. Tying these two findings together, the Common Clusters plan proposes new retail activity concentrated around the five existing clusters: Food, Entertainment, Convenience, Arts & Culture and Home & Garden.

Clustering similar or related types of retail in the District is a standard economic development strategy. Consumers often purchase related types of goods (i.e. shoes and clothes) during a single shopping trip and look for similar stores in close proximity. A cluster approach creates an identity for the District and positions it as a commercial destination.

The plan can be used to recruit businesses by demonstrating the existence of clusters in the District, the economic development potential that they provide and the opportunities for synergies among different business types. However, the plan is not intended to restrict where different types of businesses can locate in the future. It is meant to act as a guide to the type of businesses that might move into the District.

**Major proposals for Common Clusters:**
- Entertainment Cluster (near Elysian Fields Avenue; including bars, music, family restaurant, fitness center, coffee shop)
- Arts & Culture Cluster (centered near Spain Street; including art supply store, mural painting, art installations, arts programming for youth and families)
- Food Cluster (centered at St. Roch Market; including restaurants, supermarket, specialty food stores, seafood market)
- Convenience Cluster (centered near Franklin Avenue; including dry cleaner, hardware store, small electronics store, copy center, multi-service center with programming for youth)
- Home & Garden (near Press Street; including plant/garden stores, small appliance shop, pet store, green building materials shop)
Common Action
The third component of the plan addresses local capacity for implementation and management of the District. During the four-month participatory process to develop this plan, the Project Team has sought to build stakeholder support and community ownership. Moving forward, implementation will require coordinated action by a broad range of stakeholders. The recommendations in the Common Action section focus on developing capacity at the St. Claude Avenue Main Street organization, building upon stakeholders’ skills and networks in the District and throughout the city, coordinating resources and activities among those involved and ensuring that everyone with an interest in the District’s revitalization can contribute.

Major proposals for Common Action:

- Strengthen the St. Claude Avenue Main Street organization: Expand the Board to twenty members (allocating five seats for representatives of neighborhood organizations, five for businesses, five for nonprofits (including churches) and five for “at-large” positions filled by people with particular skills or access to particular networks needed by the Board)
- Create a Business Advisory Committee: Position St. Claude Avenue Main Street as the primary access point for business information and as a source of support and resources for businesses on the street
- Develop and Enhance Key Partnerships: Strengthen the relationship with Louisiana Main Street resources and other external organizations (i.e., City agencies, citywide nonprofit organizations, community-based organizations)
Proper implementation can make or break any of the projects. This is especially true in New Orleans where people are knowledgeable about, involved in and care deeply for their communities. Therefore, a few key elements to successful implementation include community involvement and buy-in, mutual trust, and follow-through on actions and efforts. During implementation, these elements mean frequent communication, accountability, establishing and meeting deadlines, and producing results.

The Project Team has identified critical factors of implementation and this plan provides details and instructions for each factor.

**Main Street Board and Organizational Development**

An expanded Main Street Board is essential to the revitalization of St. Claude Avenue and the implementation of this plan. Board Members sit on the Program Committees and attend regular Board meetings to maintain communication with the different projects and other community members and stakeholders. The Board gives direction to the Program Manager and evaluates the progress of organization initiatives. Program Committees expand the capacity of St. Claude Main Street with their specific skills and relationships. The committees take on the logistics of projects and help recruit volunteers. The Program Manager maintains contact with area businesses and checks in regularly with key partners.

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**Board expansion and organizational development can be achieved by following the task list and schedule outlined in this plan. The major steps in this capacity building process are to:**

- Change the bylaws to expand the Board to twenty members
- Identify, recruit and vet Board candidates based on their relevant networks and skills
- Hold regular Board meetings
- Realign Program Committees to meet the organization’s current objectives
- Update goals for Program Manager
- Recruit stakeholders and volunteers to join Program Committees
- Build Partnerships with key partners and other stakeholders
- Develop a Board Manual
- Prioritize projects and create project plans
- Convene Business Advisory Committee
- Recruit volunteers for projects
- Take advantage of State Main Street training and technical assistance
Funding Mechanisms
A key component of St. Claude Avenue’s economic revitalization will be the identification of appropriate funding sources. The major funding categories for the Main Street organization are Fundraising, Grants, Corporate Sponsorship, and Membership Dues.

Main Street Operating Funds – The most critical budget need is to fund ongoing operations and management of the St. Claude Main Street organization. The point at which State Main Street funding runs out is approaching and the success of the Main Street program will be tied closely to its ability to identify new funding sources. At the very minimum, the Main Street organization will need to raise sufficient funding for one full-time staff person, and ideally enough for a second part-time employee and/or intern. Fundraising and grants are the most promising sources of funding for ongoing operations. This funding will be difficult to obtain however, unless the organization can demonstrate near-term results of the revitalization effort.

Main Street Project Funds – In addition to operating funds, St. Claude Main Street should begin to identify sources of funding for project implementation. This would include money for such things as landscaping and pedestrian improvements. To the degree possible, the organization should partner with organizations and public agencies to share resources or leverage Main Street dollars with external sources of funding. Fundraising and project-specific grants are the key sources of Main Street project funds.

There are additional sources and uses of funding for the District’s economic revitalization outside of the Main Street organization operations and direct projects. Additional funding uses in the District are for Small Business Funding and Small Business Technical Assistance. There are four categories of funding sources for these uses: Grants, Loans, Tax Incentives and Technical Assistance & Workforce Development Funds.

The Funding Sources and Uses table gives an overview of which sources are available for which uses.

Steps for Project Implementation
The Project Team has developed sample implementation plans for four projects, which can be used as models for other Main Street projects. The Project Team believes that these four particular projects are critical to the revitalization of St. Claude Avenue Main Street:
- Main Streets Board and Organizational Development
- New Business Recruitment
- Artistic Bicycle Racks Installation
- District Greening: Sidewalk Trees

Each plan describes the overall projects and the tasks, timeframes, leads and partners. These detailed implementation plans can be found in the Implementation chapter.

Short-term Projects
In response to overwhelming stakeholder desire to see positive change on the street in the short-term, the Project Team has also developed proposals for two short-term catalyst projects: Façade Painting and Street Lighting. The proposals for these short-term projects can be found in Appendix 6.

Key Stakeholders
The St. Claude Avenue Main Street organization cannot single-handedly implement projects or revitalize St. Claude Avenue. Progress requires a broad range of stakeholders working together towards a common vision. To help
build financial, political, and social capacity as well as build legitimacy for the organization to carry the vision forward, it will be important for St. Claude Main Street to develop key partnerships with a variety of stakeholders both within and outside of the District. Potential partners include:

*Neighborhood Associations* – It will be important to establish and maintain relationships with neighborhood associations to coordinate projects, build support and buy-in for activity on St. Claude and to generate greater City investment in the District.

*Faith-Based Organizations* – Churches and other faith-based organizations are immersed in neighborhoods and are key partners for community engagement and information sharing about revitalization projects in the District.

*Financial Institutions* – Partnerships with community development financial institutions will help bring appropriate financial resources to existing businesses as well as attract new businesses to the District.

*Family and Youth* – St. Claude Avenue Main Street should also reach out to family-and youth-related institutions, such as nearby schools and churches, to ensure that the District remains a place that meets the basic needs of families and youth in the area.

*Businesses* – With promotional efforts by St. Claude Avenue Main Street and proper coordination and commitment by the District’s property owners and businesses, this key partnership can be harnessed to make the corridor a desirable location for new business development.

*Municipal* – Municipal agencies, such as the Department of Parks and Parkways and the local Police Department, as well as citywide nonprofits, will be critical to implementing projects in the District.

*State* – Critical government financial incentives for business development are available at the state level. Other statewide organizations, such as the State Main Street program, can be key partners for technical assistance and other support.

*Project-Based* – St. Claude Avenue Main Street should recognize the momentum and community activism already generated around projects in the community. The organization should build on that momentum, partner with appropriate community-based organizations and project-specific groups to create a revitalized District that benefits all communities.

A full list of Key Stakeholders (by Category) is listed in Appendix 2.

**Implementation Table**
The Project Team has created a detailed implementation table for over 35 specific proposals that fall into the *St. Claude in Common* framework of Common Threads, Common Clusters and Common Action. For each proposal, the table describes the Timeframe (immediate, short-, medium- or long-term), the Implementing Partners, the Resources and Funding Required and Key Tasks to implement the proposal. The Implementation Table can be found in Appendix 6.

St. Claude Avenue Main Street faces many challenges, but there are also significant opportunities for progress towards revitalization. By attracting new businesses, the District has the potential to support residents from surrounding neighborhoods who lack access to goods and services that meet basic needs. The pedestrian experience and District image can also be considerably improved through achievable physical improvements to the street, neutral ground, sidewalks and buildings. Programming and other activities can bring local residents together and create a destination that will attract visitors from outside the area. Community engagement has been a critical piece in the creation of the plan and continued participation by a wide range of stakeholders will be essential for its implementation.
St. Claude Avenue is a major east-west corridor in Orleans Parish. Situated northeast of the French Quarter, between the St. Roch and Marigny neighborhoods, the corridor plays a central role in connecting a mix of neighborhoods and serves as an access route to New Orleans’ Central Business District and the Lower Ninth Ward. In January 2007, Louisiana Main Street, a program of the Louisiana Department of Culture, Recreation and Tourism, designated the nine-block stretch of St. Claude Avenue between Elysian Fields and Press Street as a Main Street community. Between January and May of 2009, MIT’s Department of Urban Studies and Planning partnered with St. Claude Avenue Main Street to develop a commercial revitalization plan for the District.

The Project Team – composed of 14 graduate students enrolled in MIT’s Revitalizing Urban Main Streets Practicum and led by two professors and one teaching assistant – were tasked with devising a plan that integrates economic development, physical planning, and community engagement tools to enhance the District’s ability to serve the varied needs of its surrounding neighborhoods. During the semester, the class worked with St. Claude Avenue Main Street and relied on the goals, information and feedback provided by community members to understand the District and its surrounding neighborhoods, and to formulate a feasible plan that responds to local aspirations for the Main Street corridor.

The plan is the result of a planning process that was informed by three site visits, physical and economic analyses of the St. Claude Avenue Main Street District, six community meetings, focus group discussions, background research and analysis and interviews with a variety community members, groups and individuals.

The planning process unfolded in three major phases: The first phase introduced the Project Team to the corridor and its larger context within New Orleans and Louisiana, and offered an opportunity to collect data about the District. During the second phase, the Project Team analyzed existing conditions and defined a potential revitalization framework. In the third phase, the Project Team used this framework to develop a draft plan that was reviewed by the corridor’s residents and the business community, and finalized based on this feedback. The process and methodology of each phase is described below.

### Phase 1
The plan commenced with a one-week visit to New Orleans in January 2009. Prior to the visit the team examined extensive background materials and resources about New Orleans, Louisiana, and the St. Claude Avenue Main Street District in general. During this field visit, the Project Team collected initial data

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and impressions through fieldwork and interviews. This initial analysis consisted of assessments of the District’s physical environment and economic resources, conversations with business owners, participation in a local community meeting, review of existing activities and plans, and individual interviews with community leaders and staff at citywide organizations committed to improving the District. The trip concluded with a community presentation of the Project Team’s initial impressions, resulting in the identification of future opportunities.

Phase 2
In the second phase, the Project Team analyzed the data collected during the first phase and completed research and analysis on the District’s existing conditions. This included preparing an inventory of existing properties and businesses, analyzing existing physical conditions (including landscape, streetscape and traffic patterns) conducting a demographic and economic analysis to determine the market support for a variety of retail uses, and identifying existing and emerging business concentrations.

A primary challenge identified during the first site visit was the level of “planning fatigue” amongst community members who desired to see short-term improvements along the District. Given this reality, the second phase included efforts to design and implement a short-term project to stimulate community engagement and make a visible positive change. Appendix 6 includes full descriptions of potential projects.

Through the analyses conducted during this second phase, the framework of St. Claude in Common was developed.

The second phase concluded with a second site visit to the District, when the Project Team reviewed the analysis and discussed potential approaches to devising a plan, including the St. Claude in Common framework, with the client and community members. The Team also organized several focus group discussions, community meetings and additional individual interviews to review its analysis and plan framework, collect more information, and to gain a deeper understanding of the context and key issues in the District.
introduction

Phase 3

During the third and final phase, the Project Team conducted detailed research and design work to craft a commercial revitalization plan informed by work in the previous two phases and feedback from the second site visit, utilizing the St. Claude in Common framework. This framework developed the plan around three strategies: Common Clusters, Common Threads and Common Corners. A third site visit took place in late April, during the middle of this phase, when the Project Team reviewed a detailed draft plan with individuals representing key stakeholder groups and presented the draft plan at a community workshop. At this meeting, team members reviewed specific economic development, design and organizational interventions to implement each strategy. Additional interviews were conducted with stakeholders and potential implementation partners identified during earlier field visits, interviews and outreach. After the third site visit, the Project Team incorporated stakeholder feedback, refined and expanded recommendations and completed the plan, which was presented in late May.

The St. Claude in Common plan is presented in five sections. First, a brief history and profile of the surrounding neighborhoods served by St. Claude Avenue to provide a local context for the plan. Second, the physical and economic analysis of existing conditions along the District, including a summary of stakeholder interviews. Next, a description of the goals that emerged from this analysis and shared community visions for St. Claude Avenue which shaped the plan. The final two sections detail the St. Claude in Common revitalization plan: the overall plan concept, including its three main strategies, and a concluding section providing an implementation plan to move forward in translating the plan vision into reality.

During the first site visit, the Project Team quickly recognized the considerable social, cultural, and physical assets along St. Claude Avenue. It has been a goal throughout this process to identify, draw upon, and enhance these assets that contribute to the District's historical significance to the surrounding neighborhoods and New Orleans – all of which offer enormous potential for commercial revitalization. The more the Project Team learned from the communities’ residents, businesses and organizations about their previous experiences, present lives, and future visions for the District, the more we found that there truly is a St. Claude in Common. The plan serves to support these commonalities.
introduction

This section provides an overview of the neighborhoods closest to the corridor, a review of previous improvement efforts and a demographic description of the area.

All neighborhood history data is derived from information provided by the Greater New Orleans Community Data Center.

history of neighborhoods in the primary market area

Understanding the six closest neighborhoods to the St. Claude Avenue Main Street District is critical because they are home to the current and potential future customer base of the District and because a revitalized St. Claude Avenue is just one part of a larger planning and rebuilding effort in the area. A key challenge for the revitalization of the District is to reflect the diverse character of these neighborhoods and respond to the range of customer markets and desires for social and community activities.

St. Roch

History

The St. Roch neighborhood, named with the 1867 dedication of the St. Roch shrine and cemetery, developed in 1830 due to increased connectivity among neighborhoods from the Pontchartrain Railroad. Before the Civil War, this area was known as home to one of the country’s largest populations of free people of color, and by 1920s, the neighborhood was a racially mixed residential section of New Orleans. The free Black population had established a robust and independent network of institutions for its youth and families that have a strong legacy in the community today, although the I-10 interstate loop cut through St. Roch and fragmented this network in the 1960s.

Before the construction of the I-10 loop, major businesses in the neighborhood included blacksmith shops, dairies, small farms and the prominent St. Roch Market. The St. Roch Market was a thriving fish and seafood market until Hurricane Katrina forced its closure in 2005. The St. Roch Market history dates back to 1935. Residents proud of the rich history are demanding that the city fix the market.
Effects of Hurricane Katrina
Hurricane Katrina flooded many parts of the neighborhood, especially parts closer to Lake Ponchartrain. St. Roch has only seen a 60% population recovery rate since the storm.

The Community Today
St. Roch is a family neighborhood and residents hope to have more family-oriented services available to them such as schools, playgrounds, daycare centers and youth community centers. Currently, the four major active community organizations in the neighborhood – Fauborg St. Roch Improvement Association, Crescent City Peace Alliance, St. Roch Project, and St. Roch Community Church – are organizing to create a plan for food and vendors in the St. Roch Market when it is reopened. They are also organizing to transform the firehouse across the street from the Market into a community center with after school programs, childcare services, elder care, fitness programs, and potentially a small clinic; the hope is to create synergies between the Market and the firehouse when they are re-opened. The Preservation Resource Center of New Orleans also has several active Rebuilding Together projects in the St. Roch neighborhood.

St. Roch has many public spaces – including the McCue Playground, Independence Square, and the St. Roch Playground – and has been a site for community activities for decades. The neighborhood is also characterized by vast neutral ground space behind St. Roch Market, which leads into an old baseball field. Before Hurricane Katrina, the neutral ground space in front of St. Roch Market was home to Fridays at the Roch, a community gathering with food and live music organized by the Renaissance Project. Fridays at the Roch stopped after Hurricane Katrina, but resumed again this year.

Marigny
History
The Marigny neighborhood began as a single estate owned by a string of wealthy landowners, from Claude DuBreuil to its namesake, Bernard Marigny. Upon inheritance of the land in the early 1800s, Bernard Marigny divided it into smaller plots to sell for residential development; the area grew rapidly into the 1820s. The Marigny became known as the first suburb of New Orleans and was home to many ethnic groups including Spanish, French, Creole, Italian, German and Irish communities. The cottages there, which were home to many free women of color (Creoles), are known as Creole cottages and define the neighborhood’s architectural character. Unlike the St. Roch neighborhood, the development of the Pontchartrain Railroad actually caused the Marigny neighborhood to steadily decline until the 1970s.

In 1975, the Marigny neighborhood was placed on the National Register of Historic Places, which resulted in a population surge of wealthier residents. According to a 2002 profile of the Marigny by New Orleans City Business, “New investment in the area over the last 20 years has almost eliminated blighted housing…and driven property values skyward, [but] gentrification that has pushed lower-income residents out of the neighborhood and new commercial development pressures threaten to change the character of the district.”
The neighborhood did not experience severe flooding from Hurricane Katrina. It has seen an almost 98% population recovery since the storm.

**The Community Today**
Today, the most active neighborhood group is the Fauborg Marigny Improvement Association. Many residents in the neighborhood hope to see the former Robert’s at the corner of Elysian Fields and St. Claude Avenue return. Many also support the return of the Desire Streetcar line down St. Claude Avenue.

**St. Claude**
**History**
The St. Claude neighborhood derives its name from St. Claude Avenue, which runs along the neighborhood’s southern border. St. Claude Avenue was first named “Good Children Street,” but was changed to honor Claude Treme.

The area was originally a cypress swamp, but the St. Claude neighborhood expanded toward Lake Pontchartrain with increasing pressure for residential development; the Ponchartrain and the Mexican Gulf Railroads made access possible. By 1910, most of the neighborhood had been drained and was served by three major canals, which assisted in subsurface drainage.

The architectural character is fragmented by historic district designations that cut unevenly throughout the community. One house may have a historic designation and the next may not. This fragmentation is not necessarily visible to outsiders, but those with knowledge of New Orleans architecture can see the difference in windows, “gingerbread,” and ceiling heights.

**Effects of Hurricane Katrina**
Post-Katrina repopulation in St. Claude, with a return rate just over 65%, has caused a visible jack-o-lantern effect. This is compounded by the difficulty of rebuilding according to historic district guidelines. Since various portions of the neighborhood are under historic designation, building materials and labor are much costlier for home repairs.

**The Community Today**
Notable landmarks in St. Claude include the Bunny Field Playground and the Vincent de Paul Cemetery; significant institutions include the St. Claude Medical Center. The Bunny Friends Neighborhood Association is the most active community organization in the neighborhood. Since Hurricane Katrina, the group is working to reopen the Bunny Field Playground address blight in their neighborhood.

The area is home to many clinics and elderly services that line St. Claude Avenue,
particularly clustered around Desire Street. St. Margaret’s Community Center offers elderly care right next to a proposed elderly housing complex. Douglass High School and Drew Middle School are also in this neighborhood; many students from outside the neighborhood attend these schools because of the busing system instituted in New Orleans Public Schools after Katrina.

Bywater

History

It is unclear how “Bywater” came to be the neighborhood’s current name. (Some say that in a 1940s naming contest in which a high school student chose “Bywater” due to the neighborhood’s location between the Mississippi River and the Industrial Canal.) The Bywater is designated as an historic neighborhood.

In the 1700s, the Bywater area comprised a few plantations owned by wealthy French Creoles; urbanization of these plantations began in the 1830s. In 1831, the Levee Steam Cotton Press Company purchased the lower fourth of a plantation belonging to Nicholas Daunois. To support the company’s operations, the railroad was placed along what is known today as Press Street.

During the 1800s, the area was populated by Creoles, Irish, German and Italian communities. During this time, churches were built to accommodate the range of languages and religious preferences; they include St. Vincent de Paul’s Catholic Church, St. Peter and Paul’s Parish and St. Paul’s Lutheran Church. Other notable establishments in the Bywater neighborhood today are the U.S. Naval Support Activity complex and the New Orleans Center for Creative Arts (NOCCA).

Effects of Katrina

Currently, 74% of the Bywater’s pre-Katrina population has returned. Residential planners and developers have taken a particular interest in Bywater since Katrina, among them Andrés Duany, a founder of New Urbanism.

The Community Today

Today the Bywater neighborhood has a mix of residential, commercial and industrial activity; many warehouse and industrial companies use the river and canal for business. The neighborhood has also become a hotspot for artists and galleries and since Katrina, increased attention has been paid to its unique artist communities. Jeffrey Holmes of L’Art Noir Gallery organized the St. Claude Arts
District (SCADNOLA) after Hurricane Katrina by placing what he called “toxic art” on the neutral ground; he has worked with two other artists, Andy Antippas of Barrister’s Gallery and Farrington Smith to draw more artists to the area. Now, Bywater is home to over 20 recognized art galleries and many independent artists.

The Bywater Neighborhood Association is an active community organization. They undertook independent pre-Katrina area planning efforts, which included improved transportation linkages, enhanced historic preservation, provision of community retail services and promotion of mixed-use development.

**Lower Ninth Ward**

**History**

Originally a cypress swamp, the Lower Ninth Ward has historically been isolated from the rest of New Orleans because of its lower elevation and physical separation by canals on the northern and southern borders. It also lacked adequate drainage systems. Poor Black residents and immigrant laborers originally settled this flood and disease prone area because they could not afford home ownership in other parts of the city. The City only properly drained the area decades after people moved there to prepare for the construction of the Industrial Canal in 1923. This canal served to only further isolate the Lower Ninth Ward from the rest of New Orleans.

Development along St. Claude Avenue has historically had a great impact on the Lower Ninth Ward. In the 1950s and 60s, a scattered pattern of commercial, industrial, and residential uses developed in the neighborhood.

Many famous and talented musicians, artists, and activists have hailed from the Lower Ninth Ward and define much of New Orleans famed arts and culture. The neighborhood’s particular history of activism stems from the original migration of poor residents. Civic groups have historically fought for funds and services for the residents of the Lower Ninth Ward and have been family-oriented in their approach. In 1960, activism led by the NAACP caused Louis D. Armstrong Elementary School on St. Claude Avenue to become one of the first integrated schools in the Deep South. Many organizations were established between 1969 and 1975 to improve the welfare of residents in the Lower Ninth Ward.

**Effects of Hurricane Katrina**

Only around 12% of the Lower Ninth Ward’s pre-Katrina population has returned to the area. Even before Hurricane Katrina however, residents from the Lower Ninth Ward had no grocery stores or access to other vital services. Most residents continue to travel to St. Bernard parish and Gentilly for their basic needs. Historically, residents have not come across the canal into the Main Street District of St. Claude because of the inconsistent and lengthy bridge closures across the St. Claude Bridge. It has
been especially difficult for the Lower Ninth Ward community to resettle the area since Katrina because of the City’s hesitance to reinvest in a physically vulnerable area.

The Community Today Some of the organizations in operation today are the Lower Ninth Ward Neighborhood Council and the Lower Ninth Ward Housing Development Corporation. The Lower Ninth Ward Health Clinic, the Neighborhood Empowerment Network Association, and the Lower Ninth Ward Village have all developed since Hurricane Katrina to address the urgency to rebuild the neighborhood and secure necessary retail and social services for returning residents.

Holy Cross

History

The Holy Cross neighborhood is physically part of the Lower Ninth Ward and stretches all the way to St. Claude Avenue. Historically, this area was home to sugar plantations and grew to be a family-oriented community, much like the rest of the Lower Ninth Ward.

Given the area’s proximity to the river, farming activities were common and provided a major source of employment for Lower Ninth Ward residents. Restaurants and markets in New Orleans bought their fresh produce from truck farms here.

Like the rest of the Lower Ninth Ward, poor Black and immigrant laborers moved to the neighborhood in search of affordable housing. As the population increased, corner stores developed; Catholic churches were erected in the late 1850’s as many Catholics moved into the area. Most of the residential development in Holy Cross was complete by the late 1870s. Shotgun homes are the primary architectural style in Holy Cross, but Creole cottages are common as well. In 1986, the neighborhood was given a Local Historic District designation.

The Community Today

There are many active church and community organizations in Holy Cross, such as Holy Cross Neighborhood Association, St. David’s Church, Holy Cross Development Corporation, The Lower Ninth Ward Center for Sustainable Engagement and Development (CSED) and the Ninth Ward Housing Development Corporation. Many of these are now dedicated to bringing residents and businesses back to the neighborhood since only 35% of its pre-Katrina population has returned. CSED has organized a St. Claude “Get it Done Initiative” for their side of St. Claude Avenue to attract sustainable businesses that are beneficial for the community. The Initiative includes an art revival project involving a series of murals outside of unoccupied buildings to draw attention to and attract businesses back to the area.

The Army Corps of Engineers recently gained clearance to dredge the Industrial Canal Lock located in the Holy Cross and Lower Ninth Ward communities. CSED has led efforts to stop the project because of the harmful environmental impact it will have on the neighborhood. They are simultaneously supporting the Bayou Bienvenue project that will restore hundreds of acres of cypress swamp in the area.
St. Claude Avenue is within the geographic area of a number of previous planning studies. Although many of these studies have been undertaken since Hurricane Katrina, only two focus specifically on the District. Our team considered the following studies:

- DePaul University – St. Claude Main Street Assessment (December 2008)
- New Orleans Master Plan – District 7 Public Meeting Notes (November 2008)
- Port of New Orleans 2020 Master Plan (February 2008)
- Unified New Orleans Plan (UNOP) – Marigny / Bywater (January 2007)
- Unified New Orleans Plan (UNOP) – St. Roch / St. Claude (January 2007)
- Tulane University Architecture Studio – St. Claude Avenue (2006)

**Visions & Desires for the St. Claude Avenue Historic District**

Six recurring visions or desires were identified in a review of the studies:

- Marketplace Vision
- Strong Historic Character
- Cultural Center Vision
- Business Owner Representation
- Variety of Service Needs
- Balanced Transportation Corridor

**Marketplace Vision** – The vision of St. Claude Avenue as a marketplace was a common theme in the previous studies, with most of the attention focused on the St. Roch Market. At least six of the studies reviewed presented a marketplace vision for St. Roch and all of them suggested that the building be restored as a market with food as the underlying theme. Only one of the studies (DePaul) hinted at the potential for the marketplace to be part of a greater vision extending beyond the St. Roch Market.

**Strong Historic Character** – The strong historic character of the neighborhoods bordering St. Claude was viewed in most studies as an important asset to maintain and build upon. However, there was little discussion of specific historic characteristics within the neighborhoods that could be capitalized upon.
Several examples of historic assets that were explicitly mentioned include the St. Roch Market, the St. Roch Cemetery and the various architectural styles of the residences. Signage to identify buildings of historic significance and the idea of creating a multi-neighborhood historic tour were suggested.

**Cultural Center Vision** – The Cultural Center Vision for St. Claude Avenue was popular in previous planning studies. The presence of a vibrant artistic community was mentioned most frequently, with fewer references to musicians and other performers in the adjoining neighborhoods. The UNOP St. Roch / St. Claude describes the Cultural Center Vision well when it states that, “as the district rebuilds its main streets and retail life, many residents hope that these commercial corridors can also include galleries, performance spaces, studios, and other facilities that nurture the district’s tradition of housing artists, performers, chefs, and others who contribute to New Orleans’ creative industries. By tapping into these industries, the district can promote enhanced economic opportunity for all of its residents.”

“A vibrant neighborhood retail and cultural district on St. Claude Avenue is essential to the revitalization of District 7 as a thriving community... This area is the location of numerous commercial and retail establishments that could benefit from the technical assistance and marketing services offered through the Main Street Program.”

- UNOP District 7, Economic Development and Business Activity Recommendation

**Business Owner Representation** – There was an acknowledgment throughout the previous studies that St. Claude Avenue is primarily a commercial corridor. At least three of the studies described the reinstatement of a strong business association as an important step in promoting the corridor’s economic development potential. The business association was viewed as especially important as St. Claude Avenue attempts to attract certain key types of business (supermarket, etc.) and supporting facilities and infrastructure (Desire streetcar line). The importance of small businesses along the corridor was recognized with a specific proposal for a “business incubator” to provide technical and financial assistance for local entrepreneurs.

**Variety of Service Needs & Housing Affordability** – Previous plans tend to focus on the need for additional retail businesses in the District, particularly a grocery store and additional family restaurants. However, there is also an emphasis placed on non-retail services. The need for community healthcare and medical facilities was mentioned several times, as was the provision of job training and youth services. Residents also expressed concern about housing affordability and the cost of housing repairs. As the UNOP Plan for Marigny-Bywater made clear, a goal of the plan is to develop “neighborhoods where residents can live, shop, play, and work.”

**Balanced Transportation Corridor** – Among the transportation challenges to address are speeding vehicles, lack of public transit, loud truck noise and the long-wait time for vehicles when trains pass through the intersection with Press Street. The desire to develop St. Claude Avenue as a balanced transportation corridor was expressed in several different ways, including reinstatement of the Desire Streetcar line and further transit improvements. At least three corridors were also identified for bicycle infrastructure improvements, namely St. Claude Avenue, St. Roch Avenue and Press Street. Suggested improvements in the pedestrian environment included repaired sidewalks and curbs, pedestrian-scale lighting, and additional pedestrian infrastructure (bus shelters, trash cans, etc.).
Specific Recommendations for St. Claude Avenue in the New Orleans Master Plan Draft

Given that the UNOP Plans and the New Orleans Master Plan have (or will have) the legal authority to guide future development in New Orleans, it is worth looking specifically at their recommendations and potential impacts on St. Claude Avenue. The New Orleans Master Plan is slated for completion in mid to late 2009.

Role of St. Claude Avenue Main Streets – The UNOP St. Roch/St. Claude and the UNOP Marigny/Bywater both outline a crucial role for the St. Claude Avenue Main Street organization in revitalization. They note that the organization should help establish a business association and “sponsor a business incubator to provide technical and financial assistance for local entrepreneurs. In addition, the plans call for extending the Main Street designation east of Press Street.”

Mixed Use Zoning – The New Orleans Master Plan Draft recommends the District be zoned entirely as “neighborhood mixed use,” allowing for lower density commercial and residential uses while maintaining St. Claude as a significant commercial corridor. The image of St. Claude as an important transportation link is emphasized with the recommendation for higher frequency transit services, additional bicycle infrastructure in the adjacent communities and the creation of a “transit node” at the corner of St. Claude and Elysian Fields. More generally, the plan recommends pedestrian improvements, increased landscaping and tree planting citywide.

Supporting Small Businesses – The Master Plan recognizes the importance of small business to the recovery of New Orleans. One of the largest challenges for small businesses is gaining access to technical knowledge and assistance. Community organizations, including Main Street organizations, should be taking a more active role in identifying technical assistance resources and communicating these resources to small businesses in the community.

Historic Preservation – The Master Plan recommends a strong focus on historic preservation in New Orleans. A broader focus is recommended with more emphasis on social and cultural heritage, in addition to preserving historic structures. This is particularly relevant for St. Claude Avenue, as the corridor borders two National Register Historic Districts: Faubourg Marigny on the riverside of St. Claude and St. Roch (registered as the New Marigny) on the lakeside. The plan emphasizes development of institutional relationships to encourage historic preservation, and specifically that Main Street organizations, local economic development groups and the City of New Orleans need to develop stronger working relationships. The plan recommends direct City funding and support for Main Street organizations.

Conclusion

It is clear from the visions outlined in past planning studies that the neighborhoods bordering St. Claude Avenue are rich in historic and cultural assets. The St. Roch Market is certainly the most visible of these historic assets; as the UNOP St. Roch/St. Claude states, the “restoration of the historic St. Roch Market will represent a particularly important milestone on the road to neighborhoods’ resurgence.” Yet the District also has less visible assets to draw upon, including an active arts community and numerous historic buildings.

The plans also highlight a desire for a variety of uses along the corridor, both in terms of businesses & services offered and transportation uses. Retail businesses serving basic needs are viewed as important, but supporting services such as health care and job training are also highlighted. The desire for diverse transport uses along St. Claude Avenue itself is mentioned in numerous studies and included the re-introduction of the Desire Streetcar, additional bicycle facilities and a more pedestrian friendly environment.
st. claude in common
Our community analysis is a product of stakeholder interviews, focus groups, initial community meetings and observations from fieldwork in New Orleans. Initially, we interviewed members of St. Claude Main Streets and representatives from local organization and government agencies. During this initial set of interviews, we asked for additional contacts and people of interest; we continued to use this “snowball” strategy for locating new contacts. During our fieldwork, we also made contact with several business owners and community groups and spoke to them about their perspectives and goals for the District.

Based on feedback from our first meeting in January, we formed a general set of questions for each stakeholder and more specific questions to pose to different sets of stakeholders. Over time, we asked more specific questions based on what we learned from previous interviews and information gathered from our economic and physical analysis. We also held focus groups with business owners and local artists to better understand their particular interests and concerns.

We tried to contact as many people and organizations related to the district as possible. In total, we interviewed over 70 people, including (but not limited to) representatives from neighborhood associations, business owners, cultural organizations, religious institutions and city officials. As expected, we heard a diverse range of opinions about the current state of St. Claude Avenue and the future of the District; however, several common themes did emerge. We believe these themes represent the shared interests of community stakeholders and the diversity of opinions among these stakeholders about how to address these interests.

Community and Economic Development

Among the local community development programs that interviewees mentioned are first-time homebuyer and financial literacy courses, after school programs and organizations helping people return to New Orleans. One interviewee brought up the idea of forming a business association as a way to encourage economic development while others suggested using technical assistance from non-profits and government agencies to help startup businesses grow.

Both community and economic development are clear priorities for stakeholders, but how the two might relate to each other in a revitalization strategy is not as obvious. While one interviewee expressed a need to prioritize economic development over community development, another stated a reverse approach, citing the need to bring back displaced residents, help people become homeowners, provide activities for youth and improve the conditions of roads, drainage and occupied buildings. As both community and economic development are commonly mentioned goals for the District, determining how these goals can reinforce each other is an important aspect of the area’s revitalization.

Demographics of the Primary Market Area (PMA) and Secondary Market Area (SMA) at a glance

- **Population Size**
  - 6% of the total New Orleans population lives in the Primary Market Area (PMA)
  - 4% lives in the Secondary Market Area (SMA)

- **Household Income**
  - 33% of households in the PMA earn less than $15,000 annually
  - In general, household incomes in the PMA are lower than in New Orleans

- **Age Distribution**
  - The largest concentration of people in any age group is in the 14-24 age bracket (15%)
  - The age distribution of the PMA reflects that of New Orleans

- **Racial Composition**
  - The PMA has a significantly greater Black population (82%) than the city as a whole (62%)
  - The White population of the PMA (14%) is about half that of the city (30%)

- **Hurricane Impact**
  - In the PMA, 52% of pre-Katrina households received mail (20,191 in July 2005 and 10,524 in Dec 2008)
  - In the SMA, 87% of households received mail (7,917 in July 2005 and 6,886 in Dec 2008)
Business Mix
We also heard overlap in perceptions of what types of businesses are needed in the District. A particularly common thread in interviews was the need for food providers. Interviewees expressed desire for supermarkets and different types of restaurants, reflecting the variety of visions for the District. Other interviewees expressed desire for clothing retailers and basic needs businesses such as laundromats/washerias, a post office or hardware store. One interviewee stated a hope that big box stores would not locate on the street. Another described fitness/health and arts/performance as possible niches for the District. Many discussed the need to develop youth-oriented programming and job opportunities, which is reflective of the high concentration of teenagers and young adults in the area.

On the kinds of businesses needed in the District:
“Family Restaurant, currently there is no family style restaurant. We could also use a Radio shack, pet store, office supplies, shoe store, athletic equipment.” “It could become a fitness/health destination or it could become a arts/performance district.” “We could use a nice, high-end restaurant.” “Organic Restaurant.” “Clothing store.” “One stop shopping without the big box.”

Youth Development
Many of the St. Roch residents and business owners we interviewed expressed a strong need for activities designed for youth in the district, especially for school-age children. This reflects the large population of children under the age of 19 in several of the surrounding neighborhoods. One resident and business owner believes many of the kids are getting in trouble because there is nothing for them to do. This has increased both the reality and perception of crime in the district, which could be addressed through increased youth development programming. Another resident proposed a non-profit structure for running St. Roch market coupled with an internship program through which youth can learn how to run a business. This would provide a way to meaningfully engage youth while also developing income-generating training and activity in the neighborhood. Other interviewees echoed this sentiment for marrying the goals of job training and youth development to addressing issues of unemployment and crime.

On youth activities:
“Right now there is not enough for kids in the neighborhood to do and they get themselves into trouble. We need a place where people can go to get training that will help them get a job.”
“The major problems here are blighted properties, and then programming for the young folk after school. All ages, but especially teens.”

Gentrification
Gentrification is a complex and conflicting issue for residents in the neighborhoods that abut St. Claude Avenue. Residents across neighborhoods generally see great benefits from gentrification, but for different purposes. Some believe in “gentrifying with justice” to enhance the lives of existing residents rather than displace them due to improved economic conditions. Others believe that artists have brought beneficial gentrification to the area and have revitalized a blighted district. One resident believes that the local businesses should change to cater to the newer and more upwardly mobile residents who are moving to the area; another resident wants those same upwardly mobile residents to serve as role models for the children in the neighborhood rather than displacing them. There are clear differences in opinion about the potential impact and of gentrification in the District, both demographically and economically, and how it should be managed. These sentiments reflect the majority Black population in the District and their concerns about the gentrification that has historically displaced their communities. However, it also reflects a desire to economically uplift the District through the development of higher end businesses that cater to higher incomes.

On gentrification:
“I have no problem with gentrification, per se, but I would like to see a mixed population as much as possible. I would love to have racially diverse, especially upwardly-mobile blacks, hard-working adult role models for the neighborhood children.”
“We could use a little gentrification and artists moving into the area on a residential basis. It isn’t such a bad word down here.”
“Don’t price out the artists. They brought the area back.”
Safety
Although most interviewees felt that crime increases as one moves north, we heard a variety of perceptions about the seriousness of crime in the District. One interviewee cited the reputation of the area as “high crime,” but another said that occasional shoplifting is the only real crime in the area. Another person said that going out at night represented the major safety concern in the area while others said they believe that the street itself is safe, but that crime is a concern in the neighborhoods. The police perceive the area as having little crime and a review of available crime statistics comparing this district to others supports this view. This suggests that St. Claude’s safety image is as much about perception as it is about reality.

On the perception of crime:
“I don’t get the sense that crime is an issue right on St. Claude. In the neighborhood though, there’s plenty of crime; going out at night is a concern.”
“There really isn’t that much crime in the area. Just the occasional shoplifter.”

Streetscape Improvement
Residents and business owners have multiple opinions about the physical condition of the District. Many appreciate the architecture of the buildings and find charm in the hidden character of the businesses along the street. However, others commented that broken meters, uncollected garbage and litter, inadequate signage, unkempt facades, uneven sidewalks and difficulty crossing the street discourage pedestrian travel along St. Claude Avenue, which in turn decreases business activity. Several interviewees also mentioned the need for improved drainage as a prerequisite for the return of the St. Roch Market. Another recurring theme among interviewees was the need to improve and utilize the neutral grounds through creative landscaping without precluding the possibility for a streetcar route. There is clearly a general consensus that physical streetscape improvement along St. Claude Avenue is integral to improving business activity in the corridor.

Conclusion
The concerns that residents have had about the District, reflected in the many planning processes and studies up to the most recent Master Plan, are consistent with our findings from our community outreach. These concerns—coupled with evidence from our demographic analysis—show a hybrid of necessary economic and physical revitalization components for the area. In particular, the demographic analysis reflects the strong need for youth development activities and a need to protect residents from displacement due to gentrification. All of the information collected has provided critical insight for our recommendations for the District.
40% of St. Claude street wall is unoccupied or vacant space
The potential of St. Claude Avenue’s hidden assets can be revealed through urban design improvements. After conducting an urban design analysis of the District, the following three themes were identified: transparency, safety and continuity. If prioritized, each could result in dramatic physical improvements to the District’s image.

Methodology
For our analysis, we conducted variety of examinations, observations and research. The goal was to uncover the District’s image, existing conditions and potential resources. Our methods included quadrant studies, traffic counts, building assessments, mapping exercises and extensive documentation. Throughout the analysis, the District revealed rich physical, geographical, historical and cultural assets. Some of the District’s most promising features include:

- A central location to attract potential customers
- Vacancies with a wide-range of square footage for potential new businesses
- A substantial neutral ground ripe for creative landscaping and streetscape projects
- A variety of architectural styles with attractive architectural details
- A beloved cultural institution at its heart, the St. Roch Market

Many residents and visitors perceive the District to be unwelcoming, unsafe and in need of substantial repair. Given their commitment to the area, these residents have an emotional stake in the District’s revitalization; the reopening of the St. Roch Market, for example, would symbolize the return of a cultural landmark and community pride. Improving the District’s image is a priority and can be partly achieved through urban design strategies. Once evoking warm memories of fresh seafood and a thriving furniture destination, the District is now dominated by the image of an unsafe and neglected thoroughfare. For a visitor, this is evident though metal security bars or boards on windows, few pedestrians, broken street meters and a poorly maintained neutral ground.

Although the District corridor is situated between the vibrant communities of St. Roch and the Marigny, it is currently underused by both. Plans for the District should engage both neighborhoods. Urban design is a tool that can activate the open spaces that connect the District to these neighborhoods and forge better connections to encourage more use. This would bring significantly more activity to the street and help to dispel the negatives aspects of the District’s image.
The most striking aspect of land use in the District is St. Claude Avenue’s lack of physical uniformity. Commercial use is the most prevalent type of zoning in the District, accounting for approximately two-thirds of the buildings. However, the District does not evoke a strong commercial image because residences are sprinkled amongst these businesses. Additionally, mixed-use buildings are scattered between businesses and residences and typically consist of first floors occupied by commercial uses and second floors occupied by residences.

This varied land use may indicate a transition of use across the corridor. The presence of many businesses in buildings with typical residential architecture, such as Gerken’s Bike Shop and Girlfriends Beauty Salon, may indicate that residences are being converted to businesses and the District is therefore transitioning to commercial. Façade treatments covering pitched roofs, as seen on the former Universal Furniture building (the future Healing Center), are further evidence of this transition over the long term.

Another reason for the mixture of land use across the District may be expansion. The land use map reveals a concentration of residential land use on the two southern blocks between Port Street and Press Street. The conversion of the unoccupied residential buildings in this area to businesses presents an opportunity for further transition and expansion of the commercial district towards Press Street. Furthermore, the small footprints of these residential buildings are suitable for goods and services that are in demand by surrounding neighborhoods.

There are hints of other concentrations of business types in the District that...
may present opportunities for the development of commercial nodes. There is a noticeable concentration of arts-related businesses around Spain Street, such as the Colton School and Barrister’s Gallery, which could be developed as an arts and culture node. Near Press Street, a cluster of green businesses – Gerken’s Bike Shop, Urban Organics and the garden center across Press Street – has emerged and suggests the development of a green node. Finally, the redevelopment of the St. Roch Market and the Healing Center could become a food node.
The District maintains a diverse and eclectic architectural character. Building styles range from the vernacular New Orleans residential styles of small double shotgun homes and Creole cottages with camelback rooflines to large commercial and industrial buildings, such as the former Robert’s Grocery Store. New auto-oriented fast-food franchise restaurants concentrated around Franklin Street add yet another commercial building typology. Based on size and architectural distinction, the most prominent buildings in the District are the Colton School, Universal Furniture (the future Healing Center) and the St. Roch Market. Individually, each rises taller and covers a larger footprint than other buildings in the District.

The Universal Furniture building rises directly from the sidewalk with no setback. Although this adds volume to the District, the buildings is disproportionate with the rest of the street. These buildings also feature distinctive facades that cover the eaves of adjacent, formerly separate buildings, as is the case with another large commercial building, Imperial Furniture. Although the facades attract attention, their striking qualities may detract from the overall cohesion of the streetscape. Imperial Furniture’s red, white, and blue striped street wall, in particular, could before redesigned for the benefit of the other businesses.

Although not a large building, the St. Roch Market embodies an enormous cultural prominence in New Orleans. A famous former fish market and food stand, the Market is a landmark for all New Orleans natives. The Market is also distinct for its location on the St. Roch Avenue neutral ground. As the City moves to restore the Market, local businesses may build on its momentum to revive the District.
Apart from the Colton School, the Universal Furniture building and Robert’s, the District is composed of buildings with footprints under 5,000 square feet. The range of smaller building sizes introduces opportunities for new businesses that provide services, basic needs and specialties requiring various amounts of space. The absence of large buildings also presents a challenge for providing particular commercial uses that are in demand, but require substantial space, such as a grocery store.

Although a visitor to the District may perceive the buildings to be in great disrepair, a more thorough assessment of the building conditions reveals that modest exterior investments would improve the District image tremendously. The District’s building conditions were classified as good, average or bad. Assessments were made based on the exterior appearance of windows, signage, paint and other physical indicators of condition, investment and activity. Any building approximated to need repairs on over fifty percent of its structure was identified as bad condition. While many buildings within the District are in need of physical investment, only 14 buildings were determined to be in bad condition. Although these assessments require professional verification on a building-by-building basis, it appears that the majority of exterior building improvements could be done without costly and extensive investment.
Despite the absence of any independently registered local, state or federal properties, the District contains many historic buildings in need of restoration. The District is included as part of the Fauborg Marigny Historic District.

Contributing structures to the Historic District are scattered throughout and include features such as angled corners and decorative brackets and ironwork. Several of these buildings are clustered in blocks, such as the intact group of double shotguns, Greek Revival, and Art Deco styles between Mandeville Street and Spain Street or the row of shotgun houses from St. Ferdinand Street to Press Street. With relatively inexpensive façade improvements and restorative repairs, these clusters allow for relatively easy and impactful urban design solutions.

As discussed earlier, the District once had a higher concentration of residential use, as evidenced by the number of businesses that occupy former residences. In some cases, adjacent buildings have added large facades to combine multiple buildings into a single use, such as the Universal Furniture building. These out of character and non-contributing additions serve as business signs and signify non-residential use, but also detract from the District’s historic character and should be removed to restore the historic facades of the original buildings.

The use of color, window displays, and security devices on the street would contribute to an attractive, cohesive district image. Currently, most buildings in the District are in need of a fresh paint job. New paint indicates investment in the District and encourages customers to visit. Color choice is also important for a District’s attractiveness; loud choices, such as the striped Imperial Furniture façade, overwhelm and distract visitors from the rest of the District.

Although absent at this time, a cohesive design strategy among business owners would assist owners to choose complementary and historically appropriate paint colors. Window displays are infrequent or consist of storage space for spare parts, salvaged materials, and furniture, allowing potential customers to question whether these are active businesses. Security gratings and protective bars are common elements of many first floor windows and doors, which convey a sense of insecurity and discourage visitors.
Currently, the most active storefronts are those that display salvaged furniture and appliances on the sidewalk. Whereas this strategy demonstrates activity, it detracts from the District’s aesthetic cohesion. Main Street Districts often institute design guidelines, developed by the business owners, that specify a range of appropriate color options, requirements for window displays, and appropriate security measures. This is a strategy that may help to bring aesthetic cohesion and new customers to the District.
First floor occupancy is a vital component of a healthy commercial corridor. Based on our assessment of the District’s first floor occupancy, we noted 22 buildings, many which could support a range of uses. Potential uses identified by this assessment, and discussed further in the economic development section, include laundromats, restaurants and financial services.

Vacant first floors are concentrated on the river side of St. Claude Avenue around St. Roch and Marigny Streets. This may suggest that the continued absence of former anchor businesses like Robert’s and St. Roch Market may prevent these areas from redeveloping. This may also suggest that although the support of all surrounding neighborhoods is critical to the revitalization of the District, the Marigny neighborhood can play a larger role in supporting any river side businesses to fill the river side vacancies.

The largest vacant footprints belong to the former Robert’s Grocery Store and the Universal Furniture building, indicating important development opportunities for uses that require large space. The Universal Furniture building, as discussed, is one of the most prominent buildings in the District; its occupancy should be a priority in the revitalization of the District.

Fortunately, redevelopment is already in the works for some of these spaces. Though movement has been slow, a local developer plans to redevelop the Universal Furniture building as the Healing Center, including space for a food co-op and meeting spaces and educational classrooms for a business incubator tenants. The City of New Orleans has also contracted architectural plans for the St. Roch Market restoration. The legal issues with the redevelopment of the Robert’s site may be settled. Finally, the building on the northern corner of St. Claude Avenue and Press Street has been acquired by Preservation Resource Center.

Apart from recognizing how vacant buildings can detract from the District, it is also important to be aware of the impact of a negative street wall, which accounts for about half of the District. A street wall is the wall formed by building fronts that face the street and sidewalk. Ideally, street walls are continuous and not separated by parking lots or large setbacks. They refer to physical gestures that engage passersby on the street and bring interest, such as signage, open windows and lighting. This concentration of inactive space in the District creates the impression of little commercial activity, little appeal for pedestrians to walk the District, and damages perceptions of safety.

Active street walls are important for attracting visitors to a District, encouraging them to stay and explore, and for ensuring their return. Even an occupied building can lack life if its street-facing wall has no window or if windows are shuttered, boarded up or barred. A street wall can also feel inactive if it contains breaks, such as for parking lots, gas stations, and drive-through restaurants. St. Claude Avenue’s street wall around Franklin Avenue feels very broken with the gas station and the McDonald’s. Whenever possible, these breaks should be avoided and existing vacant lots should, at the very least, be maintained. Design guidelines should require that new development adhere to street wall requirements.
green space

The District lacks landscaping and communal green spaces. Although its geography and the scarcity of available land would imply that the opportunities to improve or introduce green space are few, this is not the case. The District is very linear and the neutral ground, which runs its length, emphasizes this characteristic. The neutral ground has the most significant presence of green space in the District, however it is minimally landscaped and underutilized. It is currently landscaped with a few trees and grass that is patchy in some places, but frequently mowed. Utility poles are anchored every 120 feet in the center of the neutral ground, generally 290 feet long and 35 feet wide. Perhaps due to its location in the center of a busy thoroughfare, it is generally not used for more than a transitional waiting place when crossing from one side of street to the other. Some informal uses of the neutral ground have been discouraged. Patrons of Henry’ Deli previously parked on the neutral ground when no on-street parking was available. The City of New Orleans put a 120-foot fence around the neutral ground in front of the Deli and the Colton School – to prevent this from happening.

As it currently exists, the neutral ground presents opportunities and challenges for the District. With a combination of efforts for additional landscaping, streetscaping, signage or art, the neutral ground could serve to unify and enhance the image of the District. Furthermore recent talks about bringing Regional Transit Authority back a streetcar to St. Claude Avenue has allayed fears that significant improvements to the neutral ground would deter its development. It has been confirmed that if a streetcar line were added, the rails would not be placed on the neutral ground, but in the adjacent street lanes instead. The streetcar is historically significant because the Desire Streetcar Line (made famous in the film “A Streetcar Named Desire”) traveled along St. Claude Avenue’s neutral ground between 1926 and 1946.

A significant challenge for the neutral ground is that it currently acts as a dividing line between the St. Roch and Marigny neighborhoods. These communities have little interaction and the neutral ground represents a physical manifestation of the tensions that divide them. A logistical challenge for the District is...
maintenance of the neutral ground. The District does not have the physical or funding resources to maintain cost-intensive streetscape improvements. Enhancements that require costly maintenance could work against improving the District if they are not adequately maintained.

Although the neutral ground has the most significant presence of green space, there are other opportunities to introduce landscaping into the District, including one which already exists. An attractive pocket park with landscaping and a sculpture made of driftwood is located opposite the Colton School at Spain Street. This park serves as an example of how the streetscape of the entire District could be enhanced through landscaping underutilized lots. Unattractive cement and surface parking fragment street walls throughout the District. Parking lots at Rally’s, McDonald’s and Scooter’s serve as examples, but fast-food parking lots are not the only sources of this problem. The parking lots for Whitney National Bank, Ace Cash Express, Hank’s and Robert’s are additional examples. The negative impact of these parking lots on the District street walls can be mitigated with some landscaping.

Adjacent spaces in the District that also provide space for gathering and socializing are the St. Roch Art Walk (behind St. Roch Market) and the lot behind the Colton School. The St. Roch Art Walk is a large-scale civic art project that will incorporate the St. Roch community’s history, culture and art into the Art Walk design. The existing large oak trees on the St. Roch neutral ground combined with the art project will make the St. Roch Art Walk an asset to the District. The lot behind the Colton School, which is approximately 2,900 square feet, is currently covered with gravel and is used to old cars, as well as an actively used trailer and auto-oriented art projects. If landscaped, this large lot could be activated as a space for organized events such as artisan markets or outdoor movies, or for more passive recreation, and would serve as an additional place that patrons of the District could enjoy.
St. Claude Avenue’s wide vehicle and bicycle lanes offer great potential to attract and accommodate visitors. The District’s character and use as a major transportation conduit are shaped by its role as a segment of a regionally significant route, Louisiana State Highway 46. Although the majority of users are automobiles and trucks, the street is also used by local transit, cyclists, and pedestrians. Speeding automobile traffic makes the street less attractive because high volume does not provide exposure to potential customers for businesses. Slower traffic, made possible by traffic-calming measures or congestion, make it possible for drivers to take more notice of the businesses that they are passing by.

The District spans approximately half a mile of the State Highway and serves as a primary thoroughfare for local and through-traffic. Neighborhoods to the east of the District must pass through St. Claude Avenue to access the Central Business District. The street is also used by trucks heading to and from the warehouse area along the Mississippi River. Local traffic is composed of residents from St. Roch on the lakeside and Marginy and Bywater on the riverside. Other neighborhoods with easy access to the District include the French Quarter and Central Business District from the west and Holy Cross and the Lower Ninth Ward neighborhoods from the east.

Measuring at 105 feet, the street is wider than typical New Orleans commercial districts. Each direction provides two 11-foot wide traffic lanes, one 4-foot wide bike lane, and an 8-foot wide parking lane. Traffic in each direction is separated by a 35-foot wide grassy median (neutral ground). Overall, our traffic counts indicate that the street is not used at capacity and could accommodate many more visitors on foot, bike, and car.

**Automobiles and Commercial Trucks**

Although the posted speed limit on St. Claude Avenue is 30 mph (20 mph in school zones), estimates from our traffic observations indicate the average traffic speed is approximately 40 mph. The ample width of traffic lanes and low level of pedestrian activity may encourage speeding. Traffic traveling at high velocities discourages foot and bicycle traffic on St. Claude Avenue. Moreover, the significant amount of truck traffic on the street makes it particularly hazardous for pedestrians to cross the street. Traffic calming measures, marked crosswalks and timed signals could make for safer, more predictable and amenable pedestrian conditions.

Westbound traffic counts at 8:00 a.m., 2:00 p.m., and 4:00 p.m. reveal traditional morning and afternoon peak traffic patterns. Further revealing were the percentages of utilization for St. Claude Avenue. Using a conservative estimate of 760 vehicles per hour per lane, our traffic counts...
revealed that even during the peak period in the afternoon, only 57% of roadway capacity is being used. In off-peak periods, it’s around 25%, as seen in the table below. This presents a tremendous opportunity to use underutilized road space for other activities during off-peak periods, such as weekends. For example, one way to minimally impact traffic would be to close traffic in front of the St. Roch Market on Saturday mornings for vendors to set-up in the street. Traffic would be impacted, but not significantly.

St. Claude Avenue Traffic Analysis
Counts are for both directions, expressed as vehicles per hour

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Cars</th>
<th>Trucks</th>
<th>Total Vehicles</th>
<th>Utilization**</th>
</tr>
</thead>
<tbody>
<tr>
<td>AM (8:00am)</td>
<td>728</td>
<td>19</td>
<td>766</td>
<td>25%</td>
</tr>
<tr>
<td>Midday (2:00pm)</td>
<td>612</td>
<td>50</td>
<td>712</td>
<td>23%</td>
</tr>
<tr>
<td>PM Peak (4:00pm)</td>
<td>1,548</td>
<td>88</td>
<td>1,724</td>
<td>57%</td>
</tr>
</tbody>
</table>

*Have assumed that a truck is equal to two cars  
**Have assumed a conservative capacity estimate of 760 vehicles/hr/lane

Comparison with Louisiana Department of Transportation and Development Estimates
AADT is Annual Average Daily Traffic

<table>
<thead>
<tr>
<th>Source</th>
<th>AADT</th>
<th>% of 1998 Peak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Team Estimate*</td>
<td>12,808</td>
<td>37%</td>
</tr>
<tr>
<td>LA DOTD, 2008</td>
<td>12,564</td>
<td>36%</td>
</tr>
<tr>
<td>LA DOTD, 2004</td>
<td>28,396</td>
<td>81%</td>
</tr>
<tr>
<td>LA DOTD, 1998 (Peak)</td>
<td>34,956</td>
<td></td>
</tr>
</tbody>
</table>

*Estimate based on average of three time period total vehicle counts

Parking
Parking in the District comprises a mix of on-street parking and suburban style, surface lots, which collectively provide approximately 245 spaces. Parking is generally accommodated through on-street spaces along the lakeside and the riverside of the District; approximately 115 on-street parking spaces are along St. Claude Avenue and approximately 20 of these spaces are metered. Most, if not all, of the meters are broken, presenting a significant incentive for business owners and their employees to remain parked in a space for long intervals of time. Consequently, on-street parking remains occupied during business hours. The current parking patterns will potentially create challenges for the District as the businesses and customer bases increase.

Parking fees as well as penalties for failure to pay parking fees promote parking turnover. Without adequate turnover encouraged by working meters and enforcement, potential visitors might opt not to visit to the District if they believe parking will be difficult, causing the City to lose revenue. Furthermore, no turnover might signal that there is not enough customer traffic. The issue is best illustrated by the demand for parking at Henry’s Deli. In the past, Henry’s customers would park on the neutral ground in front of the restaurant when nearby on-street parking was not available.

Some businesses – mainly the fast food franchises – have surface parking lots. There are seven formal parking lots, including the parking lot of the currently closed Robert’s, that are attached to businesses – Whitney National Bank, Rally’s, Hank’s, McDonald’s, Scooters, and Ace Express Cash. Together these lots provide the District with approximately 130 parking spaces. The Shell Gas Station also has a significant amount of paved surface that might be used for parking. Two vacant lots – one next to Frankie and Johnnie’s and the other next to Gerken’s Bike Shop – are used as informal parking lots. The largest lots, such as those at Robert’s and McDonald’s, could present an opportunity to alleviate any potential parking scarcity through shared parking scenarios. These lots could accommodate visitor parking for the district parking between weekday and weekend extensive uses. This is already happening at the Robert’s parking lot, where Hi-Ho’s patrons park in the evenings.
Public Transit
The District benefits from frequent public transit service provided by three New Orleans Regional Transit Authority bus routes: 88, 57 and 55. The District gets frequent 57 and 55 service from lakeside and University of New Orleans. Route 55 travels north-south on Elysian Fields Avenue and then veers west to provide access to the French Quarter. Route 88 runs between the French Quarter to the west and St. Bernard Parish to the east. Although signs at bus stops do not provide accurate or adequate schedule information, residents note that on average, a bus travels down St. Claude every 10-12 minutes in each direction. Information from the Regional Transit Authority indicates that route 88 provides service in 20-minute headways, Route 57 in 35-minute headways, and Route 55 in 30-minute headways. On weekends, service is reduced to headways of one hour or more. The drastic reduction in access to the district during weekends presents a challenge to attracting visitors on these days. Saturdays and Sundays are days in which most businesses conduct the bulk of their sales.

Bicycle
A regional transportation official that we interviewed noted that New Orleans’ climate and grade make it ideal for bicycling. More bicycle lanes and bicycle-friendly changes, this official said, could lead New Orleans to join the ranks of celebrated bicycle-friendly cities such as Portland, Oregon. In 2008, Louisiana State Highway 46 became the first state highway in Louisiana to include a bicycle route. The four-foot wide lanes along the District stretch 1.5 miles on lakeside and riverside, connecting Elysian Fields Avenue to the St. Claude Avenue Bridge. The route is visibly striped and well marked. From talking to local residents, it seems that there are mixed feelings about the safety of riding a bicycle on St. Claude. Some residents use the bicycle lane for local trips but others are more cautious, citing several bicycle collisions involving automobiles as the reason why they do not utilize the lane.

Although the bicycle lane is a great step toward making this street bicycle-friendly and one part of a growing network of bike improvements in New Orleans, bicycle parking and awareness on part of automobile drivers would make this street even more amenable to bicycle travel. In areas where motorists are not used to sharing the road with cyclists, right-hand turns and opening doors of parked cars to block cyclists lead to cyclist injuries. With time, however, the presence of cyclists on a street often has traffic-calming effects. If the volume of bicycle traffic increases enough to slow down traffic, St. Claude would gain much from this benefit.
The District possesses a number of challenges that prevent it from offering a favorable pedestrian experience. Vacant properties and dim or boarded business window displays create a fragmented street wall devoid of visual interest. Furthermore, some displays are blocked by iron bars or are filled with garbage. These conditions create the pedestrian illusion that the street is longer, emphasizing the long nature of the District. The state of the displays conceals the activity inside, making businesses appear to be closed. Some of the sidewalks in the District add to the challenges to a pedestrian-friendly experience. The sidewalks are not leveled on some blocks, and are almost impassable on others due to large merchandise, such as refrigerators, that are placed on the sidewalk during business hours.

The District also lacks street furniture, such as benches, to encourage pedestrians to stop or bike racks to accommodate the significant number of bikers that currently frequent St. Claude Avenue. The absence of bike racks is particularly of note given that 1.5-mile bike lanes were added to the lakeside and riverside of St. Claude Avenue. St. Claude Avenue is also a source of challenges to the pedestrian experience. A combination of high traffic volume and speed, and a dearth of traffic signals and crosswalks, act as physical and psychological barriers and discourage pedestrians from crossing the street. Furthermore, the tall streetlights are not historically appropriate, pedestrian-scale or street-oriented, leaving sidewalks dark and consequently threatening the area’s sense of security.

Despite these many challenges, the District also exhibits opportunities to support more pedestrian activity. The buildings throughout the district typically do not have setbacks. This is an attractive characteristic because it brings pedestrians in close contact with store displays, therefore presenting an opportunity to increase visual interest. Furthermore, most blocks generally have complete-or-near complete street walls within a few vacant lots. There is an opportunity to make more immediate improvements, such as improving window displays, that could improve the pedestrian experience. The sidewalks are generally wide enough to allow two people to walk together, if the sidewalks are clear of obstacles such as merchandise.
St. Claude Avenue is a mix of assets and liabilities that present challenges and opportunities. Currently, the District is in a state of physical deterioration, with the majority of the buildings in various stages of disrepair. Vacant first floors and buildings throughout the corridor confirm this. The District also lacks any significant landscaping and green space, which could easily improve its image with a minimal expense. The District’s buildings front a wide noisy thoroughfare and the already intimidating street lacks crosswalks and traffic signals at many intersections. The streetlights on St. Claude Avenue are also very tall and oriented on the street, leaving the sidewalks dark at night. All these factors combine to make the pedestrian experience unpleasant and even frightening.

To the contrary, the District abounds with assets that would support commercial and physical revitalization. Many of the buildings along St. Claude Avenue have vacant first floors or are completely vacant, but they are in buildings, which form strong streetwalls. The presence of the vacant first floors and building presents development opportunities since there is space to support many types of additional businesses. Furthermore, many of these buildings require modest low-cost enhancements, such as paint jobs or other minor façade improvements.

The District is serviced by three bus routes making it accessible to many New Orleans residents and boasts the first bike lane on a state highway in Louisiana. The bike lane supports a pedestrian audience and the presence of the audience is confirmed by the existence of businesses such as Gerken’s Bike Shop, yet the District currently does not have bike racks. Drivers would also be a natural target market for St. Claude Avenue since many drivers pass through the District to go to points West and back and makes use of the Shell gas station and the McDonald’s drive through on Franklin Avenue. At this point, however, there are few attractions for these drivers on St. Claude Avenue. Furthermore, parking will be a significant issue for visitors. More than half of the estimated 245 parking spaces in the District are provided by parking lots attached mainly to fast-food businesses. The other half of the parking spaces are on-street, but there is no mechanism right now that encourages turnover. This will surely be an issue that must be addressed in the plan. There could be sufficient parking for the District if parking infrastructure is repaired, parking rules enforce and opportunities for shared parking lots are explored.

Aggressively addressing these issues and providing well thought-out and applicable solutions would make the revitalization of the St. Claude Avenue Main Streets District a reality. A plan for the District that includes a mix of improvement strategies that range from the short-term to long-term, and from small budget to capital-intensive, will produce more results in the way of a pedestrian-accessible, safe and engaging District.
Building uses along St. Claude Avenue
A thorough economic and market analysis of the District was conducted to understand the current business mix, identify key business clusters, assess the market support for new businesses and draw implications for future commercial opportunities. This chapter presents this analysis, including a discussion of the square footage occupied by current businesses, a spatial analysis of business activity and vacancies, a sales gap analysis comparing the supply and demand for different retail store types and an analysis of food-related activities. A key goal of this analysis is to determine what types of new businesses and locations are feasible from a market perspective based on existing vacancies and the presence of complimentary business clusters along the District.

### Business Mix Analysis

The District’s nine-block stretch between Elysian Fields and Press Street is host to a variety of retail and service enterprises, as well as considerable vacant commercial space. Business activity along the District has considerable diversity with a strong convenience orientation and an emerging cluster of arts-related businesses, but lacks a major retail anchor or destination.

The chart to the right categorizes the major types of businesses represented in the District along with the number of stores and occupied space for each category.

<table>
<thead>
<tr>
<th>Business Type</th>
<th>Number of Businesses</th>
<th>Total Occupied Square Footage</th>
<th>% of Total Occupied Square Footage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts</td>
<td>5</td>
<td>64,791</td>
<td>34%</td>
</tr>
<tr>
<td>Furniture</td>
<td>4</td>
<td>18,673</td>
<td>10%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>4</td>
<td>14,671</td>
<td>8%</td>
</tr>
<tr>
<td>Beauty Services</td>
<td>5</td>
<td>13,573</td>
<td>7%</td>
</tr>
<tr>
<td>Bars and Restaurants</td>
<td>5</td>
<td>11,849</td>
<td>6%</td>
</tr>
<tr>
<td>Other Retail</td>
<td>6</td>
<td>11,698</td>
<td>6%</td>
</tr>
<tr>
<td>Beauty Supplies</td>
<td>1</td>
<td>8,979</td>
<td>5%</td>
</tr>
<tr>
<td>Auto Repair and Parts</td>
<td>2</td>
<td>8,695</td>
<td>5%</td>
</tr>
<tr>
<td>Fast Food</td>
<td>3</td>
<td>8,298</td>
<td>4%</td>
</tr>
<tr>
<td>Discount Retail</td>
<td>1</td>
<td>7,187</td>
<td>4%</td>
</tr>
<tr>
<td>Health Services</td>
<td>1</td>
<td>5,154</td>
<td>3%</td>
</tr>
<tr>
<td>Other Services</td>
<td>2</td>
<td>8,060</td>
<td>4%</td>
</tr>
<tr>
<td>Plant and Garden Supplies</td>
<td>1</td>
<td>2,191</td>
<td>1%</td>
</tr>
<tr>
<td>Convenience Stores</td>
<td>1</td>
<td>4,369</td>
<td>2%</td>
</tr>
<tr>
<td>Gas Station</td>
<td>1</td>
<td>1,620</td>
<td>1%</td>
</tr>
<tr>
<td>Appliance Repair</td>
<td>1</td>
<td>1,605</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total Business</strong></td>
<td><strong>44</strong></td>
<td><strong>191,414</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td><strong>Total Vacant (First Floor)</strong></td>
<td><strong>30</strong></td>
<td><strong>123,010</strong></td>
<td></td>
</tr>
</tbody>
</table>
spatial analysis

As of April 2009 there were a total of 104 buildings in the District: 44 operating businesses, 30 vacant first-floor units, and 29 occupied units that were used as residences or other non-business purposes. The businesses occupy approximately 191,414 square feet, while the vacant units occupy a total of approximately 123,010 square feet of first-floor space. The average square footage of unoccupied buildings is approximately 4,100 square feet; a close analysis of buildings with vacant first-floor units, however, illustrates that the available space is shared between several large vacant units – such as the former site of Robert’s and vacant space in the Universal Furniture Building and several smaller buildings. When these two larger properties are excluded, the average space in vacant units is 2,585 square feet. The variation in size of vacant retail spaces along the District advantageous for it provides an opportunity to attract new businesses that suit a range of store sizes.

The retail categories that occupy the most significant share of first floor square footage are:
- The Arts (67,491 square feet): A large portion of this area comes from the Colton School, which is approximately 54,334 square feet. This highlights the importance of the Colton School studios as an anchor for the arts cluster along the District.
- Furniture and Housewares (18,673 square feet): This includes five separate stores.
- Personal Services and Bars/Restaurants (13,573 and 11,848 square feet, respectively): As of January 2009 there were five beauty-related businesses and five restaurants/bars.

Although there are a wide variety of businesses represented in the District, gaps in retail activity persist: there is one shoe store that serves a narrow clientele, no clothing stores and little comparison-based shopping exists beyond furniture. Businesses that meet basic service needs are also missing: for example, there are no laundry or dry-cleaning services, no child-care or youth-focus activity/
recreation centers beyond the Colton School, and no doctor or dentist offices. The one health-related service that does exist is the Kidney Dialysis Center, which also serves a limited clientele. Importantly, while there is significant demand for a supermarket and discount department store, neither exists (see supply-demand analysis below).

As of April 2009, no single, active, anchor site in the District exists. One significant destination site is The Green Project, which operates behind St. Claude Avenue on Press Street and serves as a destination site for home/building users. Two potential anchor or destination sites, however, are the St. Roch Market – especially given its central location and historical significance to the neighborhood and City – and the space of the former Robert’s Fresh Market. We hope to draw on the active asset of the District to develop a home and garden cluster (see Spatial Analysis below and the Plan chapter).

In interviews with residents, business owners and community organizations, we heard many ideas about the types of businesses that would make the District a more desirable place to live, work and visit. To test the market feasibility of these desired businesses, an analysis of local spending power and the current business mix was conducted, which revealed market potential for a range of desired businesses.

We used published survey data on consumer spending to estimate the amount of money households in the primary and secondary-market areas spend on various types of goods. We approximated how much people in these markets would spend locally given the competition from shopping centers and other retailers outside the St. Claude Avenue Main Streets District, and then compared this to estimated sales for the different types of businesses on the street, based on industry data for average sales per square foot. Afterwards, local consumer demand was compared to the current estimated sales (supply) to identify unmet needs in light of competition from the surrounding area. The findings from this analysis serve as the basis for our recommendations.

We began by determining the Primary and Secondary Market Areas (PMA and SMA) for the St. Claude Avenue Main Street District between Elysian Fields and Press Street. In keeping with the standard procedure for conducting market analysis, we found the PMA to include the St. Roch, St. Claude, Marigny, Bywater, Holy Cross and Lower Ninth Ward neighborhoods and the SMA to include the French Quarter, Treme/Lafitte and the Seventh Ward.

In order to collect data for each set of neighborhoods, we looked for up-to-date demographic information for individual block groups, which we would then aggregate by neighborhood and market area. Due to data constraints, we were not able to find reliable information at the block group and neighborhood level. As a result, we use the 70117 and 70116 zip codes as proxy for the respective PMA and SMAs, as they correspond well with the neighborhoods that should be included in each market area. Our analysis relies on data collected from Greater New Orleans, Inc. (GNO, Inc.) and from the Greater New Orleans Community Data Center.
**Primary Market Area**
The 70017 zip code is bounded by Elysian Fields Avenue on the west, Florida Avenue on the north, the Mississippi River on the south, and Delery Street on the east. It encompasses the Bywater, St. Claude, Florida Area, Holy Cross and Lower Ninth Ward neighborhoods in their entirety. It also includes the St. Roch neighborhood south of Florida Avenue and the Marigny east of Elysian Fields Avenue. Average household income for the area is $31,931 and over 21,400 people live in the area.

**Secondary Market Area**
The 70016 zip code is bounded by Elysian Fields Avenue on the east, North Galvez Street on the north, Orleans Avenue and St. Peter Street on the west and the Mississippi River to the south. The area encompasses parts of the Marginy, the French Quarter, Treme/Lafitte and the Seventh Ward. Average household income for the area is $37,675 and approximately 13,700 people live in the area (Using boundaries from http://maps.huge.info/zip.htm.).

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**data sources**

We identified Primary Market Areas (PMAs) and Secondary Market Areas (SMAs) and their demographics using 2008 population data from GNO, Inc. Consumer expenditure estimates are based on spending patterns observed by the Bureau of Labor Statistics Consumer Expenditure Survey. We measured existing square footage using base maps of the District, and used data collected by the Urban Land Institute and Euromonitor International to estimate the median gross leasing area, sales per square foot and share of spending by type of store. More details on our sources can be found in Appendix 1 of this report.

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**current levels of demand**

Based on data from GNO, Inc. and the Consumer Expenditure Survey, residents of the Primary Market Areas (PMAs) and Secondary Market Areas (SMAs) spend an estimated $488 million on goods and services each year. About half of this is devoted to housing and transportation. The remaining $244 million is likely spent throughout the metropolitan area, since few of the goods and services that residents want can be purchased in the District.

For example, households in the market areas buy over $39 million of groceries and purchase over $25 million of food away from home each year. Nearly $14 million is spent on clothing and over $5 million on garden supplies and hardware. Although the average income is somewhat lower in the PMA than the SMA, households in the PMA spend approximately $13 million more each year on goods and services than the SMA due to a larger population (55 percent) in the PMA. The PMA spends about $1 million more than the SMA on groceries each year. For smaller annual expenditures, the difference is smaller. The PMA, for example, purchases $1.54 million worth of housewares and small appliances each year, whereas the SMA purchases $1.46 million.

Given the limited range of stores and services on the St. Claude Avenue Main Streets District, residents of the Marigny, Bywater St. Claude and St. Roch neighborhoods must currently leave the area to buy most convenience and comparison items. (Convenience goods are inexpensive, homogenous products that are purchased frequently, such as milk or batteries. Comparison goods are more expensive, differentiated and purchased less often, such as furniture or appliances.)

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**Total Annual Spending on Goods and Services in the Primary and Secondary Market Areas**

<table>
<thead>
<tr>
<th>Market Areas</th>
<th>Primary Market Area</th>
<th>Secondary Market Area</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>$70,379,303</td>
<td>$66,678,712</td>
<td>$137,058,015</td>
</tr>
<tr>
<td>Transportation</td>
<td>$53,134,780</td>
<td>$50,340,917</td>
<td>$103,475,697</td>
</tr>
<tr>
<td>Food (home)</td>
<td>$20,210,048</td>
<td>$19,147,389</td>
<td>$39,357,437</td>
</tr>
<tr>
<td>Food (away from home)</td>
<td>$13,055,720</td>
<td>$12,369,242</td>
<td>$25,424,962</td>
</tr>
<tr>
<td>Clothing</td>
<td>$7,169,155</td>
<td>$6,792,196</td>
<td>$13,961,351</td>
</tr>
<tr>
<td>Hardware and Garden Supplies</td>
<td>$3,024,835</td>
<td>$2,865,787</td>
<td>$5,890,622</td>
</tr>
<tr>
<td>Housewares and Small Appliances</td>
<td>$1,542,073</td>
<td>$1,460,989</td>
<td>$3,003,062</td>
</tr>
</tbody>
</table>
Through our market analysis, we assessed unmet market demand – in other words, consumer demand for goods that is not fulfilled by existing retail on St. Claude Avenue. At the top of this unmet market demand list is food (see Supportable New Businesses Chart on the following page). Together, the Primary Market Areas (PMAs) and Secondary Market Areas (SMAs) have the potential to support over 37,000 square feet of supermarket space and 21,000 square feet of restaurants and bars. There is considerable demand for general merchandise (an assortment of clothing, housewares, jewelry and other goods that can be found in a department store). However, these types of stores tend to be very large – over 88,000 square feet on average – and require four times the amount of market demand. To meet local demand for these types of goods, the District could try to attract a smaller general merchandise store. Alternatively, new and existing stores could expand the types of goods they offer in this area.

Other areas of unmet demand include clothing, automobile repair and parts, and plant and garden supplies. The supply of furniture and personal care services (e.g., hair and nail salons) was found to be greater than local demand. This indicates that people are already visiting the District for some of their home and beauty needs. This analysis does not include estimates of spending by drive-through traffic or visitors from around the city, so one can presume that as stores open and the area becomes more attractive, demand for many goods and services will increase.

In the Average Size of Potential New Businesses Compared to the First-Floor Size of Vacant Buildings Table on page 56, we divided local demand by the average store size of each type of business to estimate the total number of stores that could be supported in the District. We then subtracted the number of existing stores from the total to produce an estimate of “unmet demand” – the number...
of additional retail stores that the District can support. Once again, restaurants and bars were found to be in short supply.

Before accounting for competition from outside of the District, we estimate that St. Claude Avenue can support over nine additional restaurants and bars. We also found support for at least one new plant and garden supply store, one new clothing store, an additional automobile repair and parts shop, and a supermarket.

**Supportable New Businesses**

<table>
<thead>
<tr>
<th>Business Type</th>
<th>Average Store Size (in sq. ft.)</th>
<th>Total Number of Supportable Stores</th>
<th>Existing Stores</th>
<th>Unmet Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants and Bars</td>
<td>2,001</td>
<td>16.58</td>
<td>7</td>
<td>9.58</td>
</tr>
<tr>
<td>Plant and Garden Supplies</td>
<td>1,424</td>
<td>3.71</td>
<td>2</td>
<td>1.71</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>2,737</td>
<td>1.62</td>
<td>0</td>
<td>1.62</td>
</tr>
<tr>
<td>Automobile Repair and Parts Shop</td>
<td>4,032</td>
<td>3.01</td>
<td>2</td>
<td>1.01</td>
</tr>
<tr>
<td>Supermarket</td>
<td>37,895</td>
<td>0.99</td>
<td>0</td>
<td>0.99</td>
</tr>
<tr>
<td>Housewares and Home Appliances</td>
<td>2,648</td>
<td>0.76</td>
<td>0</td>
<td>0.76</td>
</tr>
<tr>
<td>Wine and Liquor Shop</td>
<td>3,196</td>
<td>0.64</td>
<td>0</td>
<td>0.64</td>
</tr>
<tr>
<td>Pet Store</td>
<td>3,174</td>
<td>0.50</td>
<td>0</td>
<td>0.50</td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>2,950</td>
<td>0.41</td>
<td>1</td>
<td>0.00</td>
</tr>
<tr>
<td>Cosmetic/Beauty Supplies</td>
<td>1,625</td>
<td>0.11</td>
<td>1</td>
<td>0.00</td>
</tr>
<tr>
<td>General Merchandise</td>
<td>88,026</td>
<td>0.33</td>
<td>1</td>
<td>0.00</td>
</tr>
<tr>
<td>Furniture Store</td>
<td>7,696</td>
<td>1.86</td>
<td>4</td>
<td>0.00</td>
</tr>
</tbody>
</table>

In order to refine the findings from our market analysis, we conducted a rough “on the ground” survey and online search of local competition. With only two large-scale grocery stores in a one-mile radius (Mardi Gras Zone and Save-A-Lot), there is little competition for this type of store, furthering strengthening the feasibility of opening a major grocery store or supermarket in the District. A new convenience store in the area seems less viable given the large number of existing competitors in the market.

**Local competition**

Local competition for furniture and hardware is more intense than food, but niche markets may still be viable, particularly if they appeal to local shoppers at the Green Project on Press Street. While we found support for close to two plant and garden supply stores, Harold’s on Press Street may meet some of this demand and decrease the number of additional plant and garden supply stores that is supportable in the District. An entrepreneur considering opening another plant store would need to assess whether to sell similar goods or complementary ones.

<table>
<thead>
<tr>
<th>Type of Business</th>
<th>Number</th>
<th>Mile Radius</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supermarket</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Convenience Store</td>
<td>31</td>
<td>1</td>
</tr>
<tr>
<td>Plant and Garden Supply</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Restaurants</td>
<td>70</td>
<td>1</td>
</tr>
<tr>
<td>Furniture</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Hardware</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Clothing</td>
<td>40</td>
<td>1</td>
</tr>
</tbody>
</table>
While there are many clothing stores in the French Quarter, the small size of most commercial spaces would likely preclude large format retailers from locating on St. Claude Avenue. A thrift store or independent clothing store may be more successful in this market. Like clothing, there are many restaurants in the surrounding area, particularly in the French Quarter. Given the number of art galleries and bars that draw local residents and visitors in the area, competition from restaurants outside of the District should not be a great issue. St. Claude Avenue was once known for its great seafood. The reopening of St. Roch Market, plus the presence of a new supermarket and food co-op, should help the District reclaim its regional historic reputation as a place for good food. In terms of discount general merchandise stores, the market seems to be saturated by the numerous Walgreen's and Family Dollar locations in the area. 

As noted earlier in this chapter, there are a large number of first-floor commercial vacancies that need to be filled in order to physically and economically revitalize St. Claude Avenue. The market analysis shows that there is demand for many different types of businesses to locate in the District. Comparing the average size of potential new businesses with the size of current vacancies, we find that new business attraction based only on current demand could fill most of the properties that are currently vacant. For example, there are eight buildings with first-floor vacancies of between 1,000 and 2,000 square feet. The findings from the market analysis and the comparison of the District to a neighborhood shopping center show that these vacancies could be filled by many different types of businesses, including small restaurants, a hardware store, a plant and garden store, a dry cleaner, a mailing/office supply store, a cell phone store and doctors' offices. Many of the larger spaces already have uses proposed for them, including a supermarket at the corner of Elysian Fields Avenue, St. Roch Market and the Healing Center.

The Plan chapter on Common Clusters explains how we propose St. Claude Avenue Main Street market the street to potential new businesses and customers.
st. claude in common
The Project Team identified challenges, opportunities and shared goals for St. Claude Avenue Main Street through physical and economic analyses, focus groups, community meetings and interviews with over 70 business owners, residents and community organizations. Key findings from this planning process are discussed in detail in the Community Analysis + Demographics, Physical Analysis and Economic Analysis chapters. These findings illustrate the pathway to realizing the common vision of St. Claude in Common.

District Does Not Have Strong, Positive Image
Currently, the District is not viewed as a destination, but as a place through which people pass. This perspective is supported by the width of St. Claude Avenue and the high number of cars that travel through the corridor. Many buildings are deteriorated, some with security bars and cluttered window displays. Although St. Claude Avenue Main Street is part of the Faubourg Marigny Historic District, the historic characteristics of its buildings are hidden. A closer analysis of the buildings reveals that many structures in the District have characteristic elements of New Orleans architecture. Many are traditional Creole cottages and shotgun houses, but much of the rich detail has been covered in the last 50 years by attempts at modernization. Removing these façades would enhance the historical character of the District. Also, the street seems unsafe due to poor lighting on the sidewalks, deteriorated building conditions and the prevalence of security bars. It is also indistinguishable from St. Claude Avenue on either side of the official commercial area boundaries; one cannot tell when he or she has entered or left the District.

Many Vacancies in the District
The District has many vacant first-floor units. As of April 2009, there were 104 buildings in the District; 30 of these buildings had first floor vacancies. These vacancies diminish visual interest for pedestrians and discourage people from walking through the District, but also represent development opportunities. The vacant units comprise 123,310 square feet of first floor space. The abundance of space, in a variety of sizes, presents opportunities to attract many types of new businesses with differing requirements; in effect, the District can accommodate a variety of needs.

Extreme Traffic Conditions
St. Claude Avenue is a state thruway. Vehicles travel the thoroughfare, which is wider than I-10, at high speeds; the high volumes of cars and trucks make it very noisy. Despite the heavy traffic, the District has few traffic lights and signals and some intersections lack pedestrian crosswalks. These factors combine to make crossing the street in the District unsafe and contribute to physical and psychological barriers for pedestrians.

Demand for a Variety of Businesses
There are many types of businesses in the District, but the current business mix fails to meet many of the adjacent communities’ needs. One common theme in stakeholder interviews was the need for a supermarket. Neither St. Roch Market nor Robert’s Fresh Market has reopened since Hurricane Katrina. Currently, local
residents must either buy food at local convenience stores such as Hank’s Market or drive out of the area to a supermarket. Fresh produce is sold from a truck that makes travels through the neighborhoods on a daily basis. The Project Team’s market analysis confirmed that the District could support a supermarket or grocery store (as large as 30,000 square feet), as well as a number of businesses that are currently not available, but much needed. These businesses include restaurants, hardware, auto parts, and plant/garden supplies.

Many Families with Children
Walking in the District, it is not readily apparent that the surrounding neighborhoods are home to a large number of youth and children, but in fact the largest age group in the primary market area is 14-24 years of age. Community members confirmed a need for youth development activities in the area. Businesses and programming proposed for the District need to address this youth market.

Community Capacity Must Increase
Greater local participation and organizational capacity are necessary to implement the plan. At this time however, the organization’s capacity is low, with one staffperson and a relatively inactive Board. Partnerships with community organizations are minimal and businesses are not organized to improve the District and advocate for change.
The goals of St. Claude in Common address the opportunities and challenges for St. Claude Avenue Main Street identified in the Key Findings. Specifically, St. Claude in Common is focused on achieving the following six goals:

1. **Improve the St. Claude Avenue Main Street District Image**
The plan strives to improve the image of the District and to make it a destination for local and regional communities. Highlighting the historic architectural detail of many buildings, improving the building façades and implementing traffic-calming enhancements will make the District more attractive. Increasing the perception of safety is also critical to improving its image and can be partly achieved through simple enhancements such as lighting. Efforts to make the District distinct and unique will signal that there is a reason for people to stop and enjoy all that it has to offer.

2. **Improve the Pedestrian Experience**
Improvements that compensate for the street’s large width and heavy traffic can improve the pedestrian experience, encourage visitors to come to the District and spend time walking in it, generate more business activity for local shops, creating opportunities for social interaction and helping to build a stronger sense of community. Suggestion include: Increasing visual interest by improving existing business frontages and displays; adding trees, landscaping, bike racks, unique artistic signs and other streetscape elements; filling vacancies; and implementing traffic-calming improvements and traffic signals.

3. **Provide Basic Needs and Services**
The plan also aims to create a District in which the residents from several neighborhoods can meet their basic needs and access services. Addressing the needs of neighborhood residents through businesses and services will allow the District to become a local destination and will build a sense of ownership for the District among residents.

4. **Attract More Businesses, People and Jobs**
The plan seeks to attract new businesses that appeal to both local residents and a regional audience. These businesses can provide jobs for residents, attract people to visit and shop, develop relationships in the community and support existing businesses while providing greater incentive for others to locate in the District. Achieving this goal will serve to make St. Claude Avenue Main Street a place where people can live, work and play.

5. **Incorporate Businesses and Programming for Families and Youth**
Another objective of the plan is incorporate new businesses, activities, events and programming that serve the many families and children who live in the neighborhoods surrounding the District. Family restaurants, teen centers that offer activities on evenings and weekends, bike races and mural painting are examples of the many opportunities to incorporate businesses and activities that cater to families and youth.

6. **Increase Community Capacity to Implement Plan**
The last goal is to organize and build on community members’ skills, knowledge base, and manpower in order to implement the plan. Long-term capacity, many partnerships and new sources of funding will be needed to shape and manage St. Claude Avenue Main Street so that it is consistent with the neighborhood’s vision.
St. Claude in Common

Conceptual image of Common Threads, Common Clusters and Common Action
overview

St. Claude Avenue is a seam that runs along the edge of multiple neighborhoods as well as a major traffic artery that connects different parts of the city. To some it is a dividing line, but it can also be seen as a common space that brings together neighborhoods with shared interest in having a safe, lively and beautiful corridor. The plan’s concept, *St. Claude in Common*, comes from this shared vision of the District. As shown in the market and physical analyses, building vacancies are sufficient to meet the demand for a mix of businesses and services.

*St. Claude in Common* has three elements:

1. **Common Threads**
   The Common Threads element uses physical improvements and programming to bring together the diverse mix of businesses and activities currently on the street and to create a cohesive image for the District. Consistent landscaping, signage and street furniture along the entire length of the Main Street can highlight its rich cultural and historic identity. Traffic calming measures can also improve safety for those crossing the street, on bicycle and boarding buses. Together, these enhancements can make walking or sitting along this section of St. Claude Avenue safer and more enjoyable. Programs and street activities can help build community by bringing together different businesses and neighborhoods. By helping to create a district-wide image, Common Threads supports marketing the District as a destination and encouraging movement up and down the street.

2. **Common Clusters**
   Identifying and encouraging Common Clusters is an economic development strategy that makes visible and enhances the current business concentrations in the District; these business clusters are assets that can attract future development around specific themes. For instance, a commercial area with a recycled materials store, garden supply and home rehabilitation center is an optimal location for a Homeownership Center, given the overlapping customer base. Business clusters can use events, activities, promotions and specialized marketing designed to attract neighborhood residents and visitors.

   However, Common Clusters does not mean all similar businesses should be funneled to one particular section of the street. With more development in the District, these clusters will spread along the street and become interspersed and some sites may be part of two or more clusters. For example, the Marigny Theater might be considered a member of an Arts & Culture Cluster as well as an Entertainment Cluster; businesses that relate to more than one cluster create strong synergies along the street. Given the large amount of available property, services that meet the needs of residents in nearby neighborhoods can also locate within and among these clusters.

3. **Common Action**
   The revitalization of St. Claude Avenue described above cannot be achieved without the collective work of many people. Common Action focuses on building the capacity of the St. Claude Avenue Main Street organization to develop partnerships that enable implementation of the plan. Increasing the organization’s capacity will also allow it to become a long-term leader in shaping the future of the District. Common Action recognizes the need for collaboration among many different stakeholders (some of whom may not yet be involved) in order to implement the vision of *St. Claude in Common*. Specific recommended actions for St. Claude Avenue Main Street include the rebuilding of an active Board of Directors, working more closely with businesses in the District, forming partnerships with key organizations and supporting new and existing businesses along the corridor.

   Each of these elements of *St. Claude in Common* is described below.
Threads plan

- Short Street Lamps
- Proposed Benches
- Existing Bus Stops
- Proposed Bus Shelters
- Proposed Trash Can
- Informational Signage
- Sidewalk Signage
- Building Signage
- Gateway Signage
- Traffic Signage
- Pedestrian Countdowns
- Proposed Trees
- Existing Utility Poles
- Existing Tall Street Lamps
- Bus Bumpouts
- Bike Racks
- Mosaic Walk
- Art Walk

st. claude in common
The goal of the Common Threads element of the plan is to create a sense of unity within the District through physical improvements and interactive programming that builds cohesion and new relationships and trust. From artist-designed bike racks to improved pedestrian crossings and intersections, thread elements will create visual and physical continuity and improve quality of life and safety in the District. At the same time, variations in elements distributed evenly throughout the street, such as benches and trash cans, will add lively details to the District and increase utility for all who use the street.

Tree-lined streets will provide cover from the summer sun and create a feeling of enclosure, a key feature of pedestrian-friendly streets. These visible patterns will define the District by adding character that stands out within the area and draw people to St. Claude Avenue. By engaging local residents in these projects, from the planning and design stages through implementation, these physical improvements will transform the District into a fun and inviting place for visitors while retaining a sense of ownership and connection to the local community.

For example, streetscape elements that are designed and created by local artists and signage that highlights local history will add character and color to the street while asserting the District’s identity. Improved lighting and slower vehicle speeds will make the street more attractive for visitors while providing a safer environment for all. The implementation of the improvements recommended in this chapter will also overcome the current perception of high crime in the District by demonstrating the community’s commitment to a safe and well-maintained street.
With relatively low-cost improvements, St. Claude Avenue could become a local model for complete streets. Complete streets are streets that safely accommodate all users: cyclists, pedestrians and motorists. The District’s ample street width, designated bicycle lane and continuous sidewalk provide an ideal foundation for a safe and attractive multi-modal road. Visible signage, traffic calming treatments, and visibility treatments for bicycle and pedestrian safety will capitalize on efforts to date. If the street works to accommodate pedestrians, its viability as a shopping district will also increase. Eventually, St. Claude will transition from an average corridor that meets only some needs into a corridor that offers a wider range of goods and services.

**Curb Extensions**

Curb extensions at intersections present a medium-to-high cost alternative for effective traffic calming. As their name suggests, curb extensions extend the sidewalk outward at intersections toward the street and produce multiple benefits. Although they do not actually narrow the width of the vehicle lane itself, the decrease in road pavement and increase in sidewalk creates a narrowing visual effect that results in speed decreases. The sidewalk extensions also dramatically increase visibility for pedestrians crossing the street, since they are able to move out beyond the area where visibility is blocked by parked cars and onto the extended sidewalk. They also allow pedestrians to look down the street toward approaching traffic. Additionally, curb extensions may provide room for street furniture such as bike racks and bus shelters to support efficient transit boarding.

**Improved Street Crossings**

Ensuring that shoppers can safely and easily travel through the District is critical to establishing continuity and supporting business clusters. The District’s wide streets and fast-moving traffic require crossings that are visible to motorists from a distance and which add predictability for pedestrians. Brightly colored striped crossings are a permanent reminder of pedestrians’ right of way and alert drivers to yield to pedestrians when approaching these intersections. Highly visible crosswalks also serve as a cue for pedestrians and highlight the safest places for people to cross.

A number of cities throughout the country have begun to create customized pavement markings to mark crosswalks. These markings make use of colors and patterns with significance to the area’s identity. The St. Claude Avenue Main Street District would make an excellent location to implement this innovative technique – the patterns could employ the traditional New Orleans color scheme (green, yellow and purple) or one specifically identified for the District. Similarly, patterns such as *fleur de lis*, the unofficial symbol of New Orleans, or an icon designed by a local artist, may also be used. Adding pedestrian countdown signals to existing traffic lights are another low-cost way to maximize pedestrian benefits and to provide crossings that are safe for children and seniors.
Colored Bike Lane
A popular treatment in bike-friendly cities is to paint the bike lane asphalt with a bright color. Colored pavement helps visually elevate the prominence of the bike lane, further defines the cyclists’ space and is a constant and bold visual reminder of the presence of motorists and cyclists. In areas like New Orleans, where motorists are not accustomed to sharing the road with non-motorized vehicles, these visual reminders can go a long way in protecting cyclists and pedestrians. Interviews with residents indicated that many perceive the avenue as too dangerous to ride on bicycle. Yet, the bicycle lane is a great asset to the community and offers residents a healthy and affordable alternative way to make local trips. Painting the bike lane will celebrate this asset and add user value through improved safety. A painted bike lane will also physically thread vibrant color through the District to create a narrowing visual effect that will mitigate St. Claude’s substantial width.

A Note on the French Quarter Loop Streetcar Project
The Regional Transit Authority is in the process of planning a new streetcar route in the City of New Orleans. The route will travel between Canal Street and Press Street along North Rampart Street/ St. Claude Avenue. Although current plans do not include the St. Claude Avenue Main Street District, many in the community have expressed optimism and support for the extension of the planned route to traverse the District. This is a long-term goal for the community, which could contribute to St. Claude’s visibility within the City and add to the multi-modality of the District.

streetscape improvements
Streetscapes are public spaces where people interact. Improvements to these spaces, including addition of street furniture, appropriate lighting and signage can make them more comfortable, creative and inviting. These improvements can also help create and sustain a strong positive image for the District and assist with business recruitment. Variations of evenly distributed elements, such as trash cans that uniform in style and color, but include unique designs on each of the receptacles, are a great way to reinforce the District’s identity in an interesting manner. The addition of these new elements to St. Claude Avenue presents a fantastic opportunity for the district to express its history and character. Involving local youth and artists in the design and creation of streetscape components will strengthen the connection of the community with the changing District, foster a sense of ownership and support local talent. When possible, streetscape elements of different types (trash can and benches, for instance) should be concentrated to minimize clutter and maximize utility and visual impact.

Bike Racks
Bike lanes can be great assets to commercial districts. Cyclists slow traffic down, instill a calmer feel to the street, and are potential customers for businesses along the route. Installing streetscape elements that accommodate and appeal to cyclists such as bicycle racks or water fountains are critical to capitalize on this asset. Bicycle racks are also...
a great medium for art, taking on new and surprising forms. A recent project by the City of New York’s Transportation Department installed a number of artistic bike racks by artist David Byrne. Locally designed bike racks could take shapes that reflect the identity of different Common Clusters. For example, a guitar or heel-shaped rack could be installed in the entertainment district and tree-shaped racks could be installed in the home and garden cluster. Engaging local youth through design or skills-building programs to conceive new shapes and designs for these racks is another way to connect the community to changes on the street. By promoting one of New Orleans’ first dedicated bike lanes, the District is a logical priority for installing more bike racks.

**Benches and Shelters**

Strategically-placed benches and sitting areas are an effective place-making strategy. Appropriate locations for benches are places that will attract people – waiting for the bus, waiting for friends, near food stops or where they can people-watch. Installing these in a shaded area sun will also increase the chance that they will be utilized. Involving residents and business-owners in the process of selecting a design and placement scheme will also ensure that people feel a sense of pride and ownership over the benches. A number of cities have worked with youth programs to paint teens’ favorite quotes or visions for the future of the area on benches. Other possibilities include holding an art contest for teens in which the selected teen artist has the privilege of designing and painting her or his work on a public bench.

Places where people sit to spend time and people-watch tend to be safer and feel calmer. Moreover, when people have the option to sit and rest, take a phone call, or feed a baby, they are more likely to linger and invest in local businesses. Benches also add “eyes on the street” to reduce opportunities for crime and increase the sense of safety.

Bus shelters make a important difference for people waiting for the bus. Seniors, people with children and the disabled – a large proportion of public transit users – are especially vulnerable to weather elements such as intense sun and rain. Like benches, bus shelters can incorporate local art and creativity as well as provide information about the area.

**Trash Receptacles**

Giving people an alternative to littering is essential to keep the street free of garbage. At the same time, when investing in trash receptacles, it is important to go beyond a trash can’s obvious purpose and aim to contribute to the streetscape. A popular example at one of our focus groups was the re-creation of New Orleans’ iconic street-name tiles to put on trash receptacles at corners. These would have a triple purpose: emphasizing the District’s history, trash collection, and reinforcing the District’s identity.

**Signage**

Signage plays a key role in a District’s identity, image and success. Signage can achieve different objectives depending on the form and content. Four types of signage are needed in the St. Claude Avenue Main Street District: wayfinding, informational, educational and identity.

**Navigation** — Wayfinding signage includes maps and directional signage that make locating District destinations easier. In the District, maps located at the main gateways at Press Street, Elysian Fields Avenue and Franklin Avenue will help visitors find their location in relation to points of interest. These could highlight local shops and activity
areas as well as situate the District within the region. Maps can also highlight the different Common Clusters of businesses and activities.

**Informational** – Kiosks and bulletin boards could serve local residents and visitors alike. Placed in side-streets linking adjacent neighborhoods to the district, bulletin boards could play a role in drawing residents to take part in activities, exhibits and festivals. Placed within the district, these could help to inform people of upcoming events and promotions.

**Educational** – St. Claude Avenue’s rich history as a commercial district could be the focus of an educational and interpretive signage series that runs throughout the District. These signs may focus on a specific aspect of the corridor’s history, such as a market destination, architecture or important community members who have lived in the area throughout New Orleans’ history. Educational and interpretive signage is a great way to introduce the District to visitors and re-introduce the District to residents.

**Identity** – Welcoming signage at entrances to the District will attract visitors, establish identity and improve visibility of the street as a distinct commercial area. This gateway signage should be supplemented by landscape and lighting elements that will be discussed in upcoming sections of this plan. Signs or banners identifying the District should be distributed evenly throughout. In addition, identity icons for each of the Common Clusters strengthen the District’s marketability.

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**Lighting**

The current lighting on St. Claude Avenue is placed high on very tall poles, primarily intended to illuminate the road. This leaves sidewalks and side streets dark and lighting levels unpredictable. The addition of pedestrian-scale lighting will supplement this existing lighting to create a well-lit District that remains safe and attractive after dark. Adequate lighting is key to transforming the corridor into a 24/7 district, a viable concept in a lively city such as New Orleans. The needed pedestrian-scale lighting can be provided through a combination of different strategies at varying costs:

**Retail**

Many shopping districts have arrangements to keep certain lights on in businesses after hours. This provides ambient light for the street and also allows for window-shopping. Even low-cost solutions, such as Christmas lights arranged on the inside of a display window, can make a significant difference.

**Lighting on Landscape and Art**

Art installations that reflect light in the evening are a great way to incorporate two critical elements of art and lighting into one. Sidewalk art or public art on the neutral ground at the edges of the District could serve as an attractive gateway display that encourages pedestrians to enter St. Claude. The Union Square Main Streets District in Somerville, Massachusetts found a creative, low-cost and energy-saving strategy to light the District at night by running angled strips of reflective pavement tape down the sides of selected buildings. Reflective street pavement tape is applied to building walls and street fixtures, capturing the variety of light sources distributed throughout the area—fixed (streetlights, signage) and moving (headlights). The material is used in various
arrangements, accumulating and changing to highlight points of interest (http://www.somervillearts council.org/programs/artsunion/street_arch_lightcycle.htm).

Street Lamps
As the commercial district builds an cohesive image and attracts more businesses and shoppers, it may be possible to leverage funds for new sidewalk lighting. Although this is a more expensive and long-term project, the results will pay off in the benefits it will have for shoppers, businesses, and residents.

Neutral grounds play an important role in New Orleans as a gathering place for leisure, recreation, and interaction. The landscape plan should consider the historical role of neutral grounds, their current physical challenges and future opportunities for connecting the neutral ground to the Common Clusters identity. Implementation and maintenance requirements will also be central to any future landscaping efforts. Through interviews conducted during the initial stage of this plan, a number of residents expressed concern that landscaping on the neutral ground would weaken the case for bringing the French Quarter Loop Streetcar Project through the District. Although the currently planned route does not include the St. Claude Avenue Main Street District, planned segments of the project place the tracks adjacent to the neutral ground. A detailed implementation strategy can be found in the Implementation chapter, as well as in the Implementation Chart in Appendix 6.
The City of New Orleans Department of Parks and Parkways has contracted with Brown+Danos landDESIGN, Inc. to provide restoration services for the neutral grounds throughout the city. As of May 2009, this landscape architecture firm is in the design phase of developing a neighborhood by neighborhood Greenspace Restoration plan for the neutral grounds and other green spaces. The plan for the St. Claude Avenue Main Street District, while still in its infancy, is proposed to consist primarily of “turf and trees” that would provide the District's neutral ground with a shaded area for pedestrian activity and to provide shade through the District.

The goals of the St. Claude Avenue landscaping agenda are to create a plan that:
- Supports, enhances and informs the Department of Parks and Parkway's plans for the neutral grounds and sidewalks
- Encourages stakeholder ownership of maintenance in the long-run
- Calms traffic
- Beautifies the corridor

The cross-section above and aerial view diagram to the right represent what this plan might look like.
In later phases, the client should engage local artists in designing art installations – temporary or otherwise – that:

- Complement and build on the identity of the Common Clusters themes (see diagram below)
- Inform residents and visitors of the historical importance of the area
- Respect the City’s tree and turf maintenance needs.

Considering the City’s pre-existing plans, and given the level and speed of traffic through the District, the limited width of the neutral ground (35 feet) and the plethora of telephone and electrical lines, key landscaping recommendations include the following:

- Plant trees 25-feet apart (as required by city maintenance) on the north and south sides of the neutral ground to create two rows of trees
- Plant trees along the sidewalk, capitalizing on pre-existing cut out squares in the medium term and considering additional placements in the long-term
- Use low-maintenance yet attractive native trees such as Silver Bells or Red Buds (other types of native trees that are being considered for the District include American Hollys, Fringe and Japanese Magnolias)

The diagram below and the implementation matrix in the Appendix 6 both contain suggestions on potential partners for the landscaping improvements to the District. The importance of these collaborations among key stakeholders and local organizations cannot be overstated. The success of landscape projects and displays in public spaces often depend on the ownership and engagement of local residents and businesses. Thus, any elements added to the landscape must be maintained by local communities in the medium to long term, and taking part in the planning and designing of such displays in conjunction with formal agreements will ensure that local stakeholders are willing to care for these improvements.

In recent years, artists have flocked to St. Claude Avenue to establish a growing number of collectives and galleries. This in-migration of artists has garnered the attention of local and national press. Nevertheless, it is important to remember that this neighborhood has always been a home for artists of all types: culinary artists, musicians, sculptors and many more. St. Claude Avenue has enough room to showcase both the District’s artistic history and a sample of contemporary artists from all of the adjacent neighborhoods. Art displays that complement streetscape and landscape improvements should be chosen to thread throughout the district in different mediums. The following section identifies a number of potential projects to engage artists to create Common Threads on St. Claude Avenue, but the possibilities are endless and will undoubtedly evolve as more ideas emerge from artists, residents and other stakeholders.

**Murals**

Murals are great ways of making art accessible to communities. They may depict transformations over time, chronicle a specific period of local history or simply add color and beauty through thought-provoking images to a blank wall. In the past, mural projects throughout the country that involve youth have demonstrated the powerful impact community-based art can have on young people. There are several elongated walls at the gateways to the District that could host a mural, such as the site of Robert’s or the side wall of Beauty
The plan

Plus. A short-term solution for the number of abandoned homes with boarded-up windows on St. Claude would be to paint murals on the plywood covering the windows. These would add color and mitigate the negative effect and security concerns that these abandoned properties have on the District.

Tile Mosaics
A tile mosaic along the corridor would provide a continuous sense of identity. These could be made through a project with neighborhood children, which would also help establish a connection and sense of ownership for the local youth – the future of St. Claude.

Streetscape and Signage
Working with local artists to produce streetscape improvement elements and signage would yield with many benefits. Local artists would be showcased, advancing the District’s prominence within the New Orleans art scene. The funds for these projects would also be invested directly into the community and would multiply many times over when these artists re-invested in other community-based businesses. Lastly, art produced for a community is best when produced by someone who knows and identifies with the community.
st. claude in common
An inventory of the District shows a wide variety of businesses with no one type of business dominating. However, five areas exist where certain activities and business types are concentrated. Identifying and naming these concentrations is useful for creating an image (or series of images) for the District and for recruiting new businesses.

While distinct in nature and use, the five identified business types overlap in reach. We call these concentrations “clusters;” the Common Clusters strategy builds on each concentration by attracting additional business types and activities that fit within the image of each one. These business and activity clusters can make the District a destination for people from surrounding neighborhoods and for others throughout the city.

The Common Clusters approach focuses on five distinct business/activity clusters:

- Food
- Convenience
- Home & Garden
- Arts & Culture
- Entertainment

Though we identified clusters by business activity, there is also benefit to businesses that provide basic services locating throughout the district. Using events, signage and marketing, St. Claude can attract related activities to each cluster and expand the range of uses currently available in the District.

Zoning
St. Claude’s economic and physical revitalization depends in part on good zoning principles. Remaining friendly and open to new businesses is desirable, but St. Claude Avenue Main Street should continue to support zoning that prohibits more car-oriented businesses (such as drive-thru restaurants), while advocating for enforcement of current zoning standards. Economic incentives can attract new businesses, but the physical cohesion and appearance of the corridor are equally important for maintaining a vibrant district. The following is a description of each cluster. They are ordered from basic to more specialized in what they offer.

Why Clusters?
A restaurant in a district with six diverse eateries may see more customers than if it was the only such restaurant in the District; in addition to attracting its own loyal customers, it receives extra patronage from people visiting the district because the area is known as the place for dinner.
Existing and Possible Uses along St. Claude Avenue

Existing Uses

1. Bar & Restaurant
2. Bar & Restaurant
3. Restaurant
4. Art Gallery
5. Fast Food
6. Art Gallery
7. Barber
8. Gas Station
9. Fast Food
10. Fast Food
11. Bicycle Shop
12. Hydroponics Shop
13. Non-profit Residential Construction
14. Recycled Building Materials
15. Seafood Restaurant & Market
16. Art Gallery
17. Fast Food
18. Furniture Store
19. Furniture Store
20. Catering Company
21. Art Installation
22. Art Gallery
23. Arts Education & Studio Space
24. Furniture Store
25. Restaurant
26. Bar & Restaurant
27. Bar
28. Theater
What's a neighborhood without good food? Access to affordable, quality fresh food is a priority for the District. Food offerings are currently spread over the length of the corridor and covers a range of options. Fast food restaurants, casual dining restaurants (with a barbecue restaurant scheduled to open soon), a catering service and stores selling prepared food can all be found in the corridor. The market analysis revealed strong market support for grocery stores and restaurants, and from interviews, it is clear that residents desire access to fresh produce and a return of a seafood market to the area. The Food Cluster has great potential to be both a destination for visitors while serving the everyday needs of the neighborhood.

St. Roch Market is a symbolic center of the District and can anchor the Food Cluster, but several of the buildings surrounding it also have great potential. In particular, four wooden structures (one next to Whitney Bank and three riverside of St. Claude) currently sit vacant, but could be attractive if restored to their original historic appearance. The Universal Furniture building also has a façade that masks an appealing architectural design from the early 1900s. Though this cluster’s main draw will be food, the area can also provide a rich visual experience.

**Recommendations for Possible Uses**

*St. Roch Market* – The iconic St. Roch Market is scheduled to reopen in 12-18 months once the City has decided on its use; it will likely be a seafood market given its long history as one and given community support for that use. Since the building is small by today’s standards for a market, it is important to consider the open spaces and adjacent areas as part of the market as well. Outdoor seating and food vendors in front of and around the building can provide expanded floor space. In addition, public art, wider sidewalks, temporary uses (such as the occasional live performance) and refurbished façades with food-related murals can all help to make the experience of shopping for and eating food more enjoyable. Management of the market and related jobs can also provide social and economic benefits to the community; this should not be overlooked in the planning for the market.
Supermarket – While Robert’s Grocery Store (at the corner of St. Claude Avenue and Elysian Fields Avenue) is entangled in a legal battle, it is important to not lose sight of the critical need for a supermarket in the community. Both the market analysis and stakeholder interviews indicate that the District needs and can support a supermarket. Even with a new Save-a-Lot on Franklin & Almonaster Avenues, demand for reopening Robert’s remains strong.

Food Coop – The New Orleans Food Cooperative plans to open in the new Healing Center around June 2010. The Food Coop intends to bring a health food store to the neighborhood and has a growing membership. Members will pay a fee of $100, but low-income individuals will only pay a $25 fee. While anyone (including non-members) can shop there, only members will have voting rights and receive year-end rebates. Given the diversity of surrounding neighborhoods, it will be important that the Food Coop maintain an image as “accessible and diverse,” rather than as “pricy and specialized,” which has characterized other healthy food grocers.

Specialty Grocers and Restaurants – The Primary Market Area can support many more restaurants than currently exist; the challenge is to attract these uses to the street. Catalysts like a supermarket and St. Roch Market lower barriers for small businesses to start up by making new ventures less risky. There are three buildings of suitable size for small restaurants near St. Roch Market. Since the beginning of this planning process, a new barbecue restaurant has begun construction and should be open for business in the summer of 2009.

Events and Programming
The revitalization of St. Claude Avenue will depend on more than just new uses and major additions such as the supermarket or the renovated St. Roch Market. Special events and active programming will also be needed to recruit new businesses and promote businesses to customers. Ideas include:

Restaurant Weeks – As more restaurants locate on the street, bar/restaurant establishments can coordinate special food promotions that offer discounted meals for a short period of time or samples of new dishes.
Community Gardens – KK Projects has an urban farming initiative underway, which gives community members the opportunity to grow small personal gardens. While obtaining the land will be a challenge, this initiative could foster community and social vitality, promote healthy living, and encourage environmental stewardship.

Cooking Classes – Despite a strong food culture, New Orleans does not have a culinary institute. St. Claude Avenue Main Street can help organize and promote cooking classes and food workshops sponsored by retailers and can support a culinary incubator to teach food preparation. This program, together with a growing number of restaurants, could create opportunities for long-term synergies within the District and establish bonds to businesses and organizations throughout the city. Both the Healing Center and Colton School are possible locations and partners for this program.

Block Parties and Outdoor Vendors – Food and culture block parties – which can take place in front of St. Roch Market and on the St. Roch Art Walk – can celebrate the history of the market and other food venues on St. Claude Avenue. As the City reviews its zoning, St. Claude Avenue Main Street should advocate for outdoor vendors, which make projects like the market and special events more viable and also foster a more active, everyday streetscape.

Fridays at the Roch – This monthly event takes place behind St. Roch Market and includes live music and space for local vendors. It is just one example of ways to take advantage of the cultural and historic significance of the market.

Long-term Vision
New restaurants and specialty grocers have added to the culinary experience and local residents once again have a variety of food options in their own neighborhood. St. Roch Market, the anchor of the food cluster, attracts people from across the city; they are greeted by public art accentuating the culinary and cultural history of St. Roch as they enter the District. Everyone eats. Everyone talks. Locals have additional places to shop and dine. Food provides added motivation for Home & Garden shoppers and art patrons to shop in the District. Tourists have a wide range of dining options as they stroll in and out of galleries. The specialty restaurants have begun to attract more tourists, while business patrons and employees continue to eat at landmarks like Henry’s Bakery & Deli.

From Farm to Fork
Growing one’s own food illustrates the links of food travelling “From Farm to Fork.” Appendix 7 is an analysis of food systems in New Orleans. This analysis can provide additional resources to pursue strengthening other food-related uses and activities of the District.
The intersection of Franklin and St. Claude Avenue is a center of activity. This part of the District, labeled "Convenience," is characterized more by its constant movement and bustle, than by any one concentration of business type.

Businesses that serve car and public transit commuters currently dominate the Convenience Cluster. Buildings here are situated on larger parcels of land and tend to be younger than buildings in other clusters. There is a high concentration of buildings intended for commercial use with architectural styles atypical of New Orleans. Commuters make short stops in this cluster to purchase gas, connect to bus transit and patronize fast food restaurants. With the addition of the proposed uses, the character of the cluster can change from that of a commuter hub to one of a services mix—including basic services (such as a dry cleaner or hardware store), health services and social services—and will be easily accessible to surrounding communities and commuters on the 57 and 88 bus routes.

Since this cluster is centered at the intersection of two major avenues served by two bus routes, the large amount of vehicular traffic and public transit commuters will entice businesses to locate here. Commuters can continue to use the car-oriented businesses, but much-needed everyday services like a print shop, cellular store, or dry cleaner will attract residents and commuters alike. It is also anticipated that the existing fast food restaurants will yield more customers for other businesses on the street. The strategy of this cluster is to group enough businesses together in a way that draws customers from their automobiles to the benefit of other shops on the street.

Residents and frequent visitors expressed a need for more basic services along the corridor and while these services should be interspersed throughout the District, several of these businesses and activities can call the Convenience Cluster home. Currently, the cluster features Whitney Bank, Shell Gas Station, McDonald’s, Scooter’s Chicken, Hank’s Seafood and a barbecue restaurant (in construction). The building housing Frankie & Johnnie’s Furniture store is for sale and presents a substantial development opportunity for an anchor and catalyst for the cluster.

### Recommendations for Possible Uses

**Multi-use Center** – Frankie & Johnnie’s is a 30,000 square foot building; several uses could potentially occupy this space. Since provision of health services is a concern citywide, a medical or community health center would be a good tenant for the building. Frederick Douglas Clinic, currently operating in the Bywater and considering expansion, could be a potential match. Public transportation access makes this an attractive location, while the abundance of space in the building allows for other uses like medical specialists or private practice physicians. With so many immigrants in New Orleans, ESL classes, citizenship classes and adult education (general and tailored to immigrant populations) are other possible activities for the center. All uses need not be service-related; the windows traditionally used for attractive displays of furniture can be converted into retail storefronts to ensure that street-level businesses remain highly visible and that pedestrians experience an active street.

**Print Shop** – As more businesses come to St. Claude Avenue, shops that provide small business services can be a tremendous asset. At a print shop, business owners can make copies, send faxes or pick up shipping supplies. Local residents also need these services. This business does not require a large building and adds to the convenience niche.
Small Appliance Store – Currently, no one sells gadgets, computer and phone accessories or general electronics on St. Claude Avenue. A Radio Shack or a similar store in one of the vacant shotgun buildings on the street could meet this need while helping to restore and retain architectural integrity in the District.

Cellular Phone Store – Stakeholders have expressed a strong interest in a cell phone shop in the District. Because there is a lack of stores citywide, there is great opportunity to attract community residents and a wider customer base. Similar to small appliance stores, their space and layout requirements are flexible.

Dry Cleaner – Residents can drop off their dry cleaning before they catch the bus in the morning and pick it up on their way home with a dry cleaning service located in this section of St. Claude Avenue. This serves local residents while presenting an opportunity for a locally owned business.

Day Care Center – The demographic analysis showed a concentration of children in the neighborhoods surrounding the District. With so many commuters passing by daily, this is a logical location for parents to drop off their kids in the morning. Whether in the Multi-use Center or in a stand-alone, this business can fit in well with the cluster.

Programming
While virtually nothing excites people as much as food, Convenience can try. This cluster has plenty of potential for engagement and enthusiasm.

Neighborhood Health Drive – Partnering with the medical center and local health conscious businesses, St. Claude Avenue Main Street can promote “Get Fit!” campaigns, where people are encouraged to eat healthier, exercise (perhaps biking or working out at the fitness center), and get regular check-ups. Restaurants can alter their menus for the week to include healthy (or healthier) options while the medical center can offer free mammograms, immunizations, and blood pressure readings. Gerken’s Bike Shop can offer bike rentals for group bike rides. Local health providers or the city can help sponsor and staff the event with medical professionals giving talks on preventive health care and wellness programs, CPR and first-aid certification. This event offers great possibilities for serving not only local residents, but also people citywide.

Education and Training – This can be anything from citizenship classes to field-specific training. One example, based on the Women Entrepreneurs of Baltimore model, aims to help predominantly low-income and unemployed women gain financial stability through intensive business training and support. Technology training for children and support for early childhood literacy are possibilities as well.

Long-term Vision
People drop off their kids at the day care center in the morning. The Medical Center sees a steady stream of patients throughout midday and early afternoon. McDonald’s parking lot is full at lunchtime, but some of the patients and workers from the Multi-use Center have begun having lunch at the new array of restaurants and diners near the Food Cluster. Later in the afternoon, people stop to pick up their kids – and while they’re at it, the dry cleaning, too. Whitney Bank closes at the end of the day while the adult education classes begin in the Multi-use Center. Shell and Radio Shack have seen a steady stream of customers the whole day. At night, a few of the restaurants remain open late. Closed businesses, now with better outdoor lighting, still have visible displays in their windows, inviting potential customers to return another day. The increased activity on the street provides a sense of security and safety.
home + garden cluster

This cluster strives to offer home and garden-related goods and services at a variety of prices. It caters to individuals, families and companies interested in environmental principles of sustainability, lowering their cost of living by using energy-efficient goods and people who want to renovate or furnish their homes at affordable prices with authentic or historic/recycled materials. Appropriately, this cluster is more residential than the others and many homes actually have lush gardens in their front yards. Some of the best examples of traditional New Orleans-style architecture can be found here.

Home & Garden has the potential to offer one-stop shopping for everything from buying a first home to putting the finishing touches on the best garden on the block. While three furniture stores help maintain the District’s image as a home furnishing center, Urban Organics, the Green Project and Gerken’s Bike Shop contribute to the theme of sustainable living practices. With Preservation Resource Center (and Rebuilding Together) now placing its warehouse, retail, and offices in the District, the Home & Garden image is strongest near the intersection of Press Street and St. Claude Avenue.

Many people and families are still in the process of rebuilding and several organizations, such as Rebuilding Together, are committed to helping New Orleanians return to their homes. Home & Garden represents an opportunity for a unique complement of businesses to meet a substantial need in the community and contribute to a sustainable future for the city. Consequently, this cluster offers great short-term promise to enhance the image of St. Claude Avenue Main Street and make it a citywide destination.

Recommendations for Possible Uses
Plant and Garden Supply Store – The market analysis suggests the area can support a new plant and garden business; this would be a good complement to the home furnishing outlets. Since landscaping and streetscaping are two Common Threads in the District, the plant and garden store could lead the way with attractive and inviting greenery and displays. While there is another plant store just east of Press St., the two could specialize in different types of plants and provide even more incentive for people to come to St. Claude for their gardening needs.

Homeownership Center – Several interviewees told us that enabling residents to have a more permanent stake in the neighborhood was a priority and homeownership is vital to reducing residents’ risk of displacement, which can occur with gentrification. This center could provide regular first-time homebuyer classes, credit counseling, help in finding a suitable home, obtaining home purchase financing and programming aimed at bringing displaced residents back home. Many cities and non-profit organizations have established such centers as a source of one-stop help for prospective first-time homebuyers. This center could be fittingly located in a reused house.

Pet Store – This store could address another basic goods and service need by selling pet food and pet supplies.

Green Building Materials/ Technologies – Similar to the food incubator, this
business will provide training or specific knowledge on new greening ideas. Alternatively, this could be a service-oriented business where customers find people who can service new forms of heating and cooling systems. This idea builds on the proximity to the Green Project and may be an expansion of that model.

**Events and Programming**

Home & Garden is teeming with potential for engaging its neighboring communities:

- **“Kids Get Dirty” Workshops** – These workshops can teach youth how to grow plants and food and have fun doing it. This could be part of the Saturday programming currently being offered by the Green Project.

- **Adult gardening classes** – The plant and garden store can organize classes on gardening or sustainability, simultaneously cultivating its customer base and planting educational seeds.

- **“Earn-A-Bike”** – Young people learn about bike mechanics and safety, rebuild a bike of their choice and then get to keep it. This model, based on an afterschool program in Boston, could be very successful with many youth in the area.

- **Bicycle Races and Rodeos** – These events are more about fun, bike safety and community building than they are about winning. Partnering with Gerken’s Bicycle Shop, St. Claude Avenue Main Street can bring attention to the entertainment, economic and environmental benefits of biking.

- **Homeownership Training** – The Preservation Resource Center office could serve as a resource for information on tax incentives for business in the District while the Homeownership Center, in addition to its other operations, could perform the same function for homeowners.

**Green/ Sustainable Living Festival** – This festival can bring lots of attention and customers to the District. The festival, featuring goods and services related to sustainability, would be a showcase to the cluster and a regional catalyst for supporting sustainable initiatives. Though it might be difficult to close St. Claude Avenue for the festival, businesses throughout the street can participate to make it a district-wide event. Restaurants can have special menus on the day of the festival; artists and sculptors can create environmentally-inspired pieces; groups maintaining community gardens can set up demonstrations on urban farming. In order for these events to be profitable for businesses, beneficial to the community and useful to St. Claude Avenue Main Street, promotion and creative methods for fundraising are vital.

**Long-term Vision**

St. Claude has once again become the place to furnish your home, only now, the materials are sustainable.

Around noon, contractors search for inexpensive pieces to use in their projects, while the number of homeowners gets larger every day, thanks to the Homeownership Center. After lunch, a group of students visit the neutral ground: Given the cluster’s garden theme and its placement as a gateway, special neutral ground landscaping (using native plants and trees) highlights the garden shops while demonstrating climate-change mitigation strategies and sustainability. While the City of New Orleans has provided restoration for the neutral ground in the form of trees and turf, this one special area has become a unique demonstration project in collaboration with City Parks and Parkways; teachers especially like bringing students here as an opportunity to teach them about important environmental issues. In the evening, urban farmers and gardeners visit the street in search of supplies and consider a stop at the diners and restaurants for dinner; with so many people out on the street, all the shops stay open later. At sunset, Home & Garden settles down.
The corridor has a reputation as a center for arts and creativity. As part of a cultural district, St. Claude Avenue Main Street is a magnet for arts and culture and many art organizations already operate in the vicinity of St. Claude Avenue. There is a concentration of art activities near St. Claude Avenue and Spain Street, including Creative Alliance of New Orleans (CANO), Barrister’s Gallery, Universal Garden, and The Skull Club. Promoting an arts image for this section of St. Claude Avenue will help recognize the other studios, galleries and performance spaces in the area. Bands, dancers, painters, sculptors, film producers and a host of other creative people frequent this cluster. The area already draws art patrons from across the city and could begin to attract tourists as well. Much of the strategy in this cluster involves highlighting what already exists through better signage, the placement of public art and special programming and services.

**Current Assets**

Though not on the street, organizations like New Orleans Center for Creative Arts, Faubourg St. Roch Project, KK Projects and Good Children Social Aid and Pleasure Club contribute to the District’s role as an Arts & Culture destination. The plan’s programming for Arts & Culture builds on these assets. Ongoing programs include Second Saturday Art Openings, organized by St. Claude Art District (SCADNOLA), in which participating galleries coordinate the openings of new shows so that visitors to the District can see all the new work at once. In 2008, several venues on St. Claude Avenue also participated in the Fringe Festival, “the festival of the wild, weird, fresh and original.”

**Recommendations for Possible Uses**

**Art Supply Store** – With so many artists and craftsmen in the District, obvious synergies exist for an art supply store. Local artists and inspired visitors can purchase their supplies without having to travel outside of the District.

**Art Installation** – A neutral ground sculpture, resulting from collaboration between City Parks and Parkways, St. Claude Avenue Main Street and local artists, can celebrate the history of St. Claude Avenue and visually lead visitors to art in other parts of the District and beyond. The sculpture should be moveable to accommodate any streetcar related construction. Careful collaboration with City Parks and Parkways will be necessary to ensure that any public art installed on the neutral ground meet installation and maintenance standards for the City of New Orleans.

**Events and Programming**

**Arts Walking Map** – A walking map, complete with location, hours and short descriptions of each cultural space, increases the visibility of the Arts & Culture Cluster and encourages visitors to tour the neighborhood more frequently and stay longer.

**Art District Kit/ Scavenger Hunter** – Children and youth could use the Art Walking Map for an arts and history scavenger hunt beginning at Colton School.
common clusters | the plan

openings more inclusive of families.

Colton School – No single structure embodies all the diverse expression in St. Claude, but as the largest structure in the district, The Studio at Colton School presents an impressive anchor for Arts & Culture; the challenge will be bringing the activity and energy from inside the school out onto the street. One way is to have artists design new Colton Studio signage; currently, the building’s sign does not reflect the artistic talent inside. In addition, the school is one of the few buildings on the street that is set back from the sidewalk, which provides public open space for exhibits, gatherings and events. Public space planning for the District should incorporate use of this area.

Art Insignias – Each art location can be identified by these insignias, which are all of a similar design, but vary by location because different artists create each one. The insignias help further the “art-friendly” image of the District. Signage and icons are discussed more thoroughly in the section on Common Threads.

Long-term Vision

Once a well-kept secret, the art in the District is now apparent on every corner. But it isn’t just the artists’ studios; murals adorn buildings, kids color on sidewalks, creative signs guide people toward historical and beautiful landmarks throughout the neighborhoods. Instead of monthly or yearly events, the performing arts now bring a more constant flow of patrons. Bands, dancers, painters, sculptors, film producers and a host of other creative people frequent this cluster. In addition to attracting arts patrons from across the city, the area now attracts tourists as well. Through murals and creatively designed bike racks and trash cans along the corridor, Arts & Culture has helped other clusters craft unique images.
entertainment cluster

This cluster, just a few blocks from nighttime hot spots Frenchman Street and the French Quarter, will be the first image many tourists and visitors see when they come to the District. While keeping in mind the attraction potential, Entertainment can also be neighborhood-serving and sensitive to the fact that the area’s primary grocery store will one day be housed here. This can be where neighbors and visitors go to spend their leisure time. Currently, three bars, a theater and hotel reside in or near the cluster and attract clientele from outside the immediate vicinity. With more varied uses, targeted promotion and improvements in signage and physical appearance, the Entertainment Cluster can be active around the clock, instead of just at night and on weekends.

This cluster overlaps with Food and Arts & Culture with its live music venues and restaurants, but is distinct for its nighttime activity. Three bars attract customers every night of the week, many of whom arrive by bicycle. The nighttime uses in this cluster differ greatly from the rest of the District, where businesses are closed and buildings are dark. Increased activity here can benefit the image of the entire street and foster a sense that St. Claude is “safe at night.”

With live music and performance as a central piece of the cluster, this area will continue to see musicians, their fans and locals just looking to unwind. The image should reflect live music, but with a hotel one block away, we can expect tourists to frequent these businesses as well. The addition of a fitness center and coffee house could transform the cluster’s image from “after-hours” to “round-the-clock.”

Recommendations for Possible Uses

There are approximately six to eight vacant buildings that could be transformed into uses that capitalize on the existing businesses. These new uses would include: small fitness center, coffee house with live entertainment, family restaurant, reception hall, restaurant/bar and small clothing stores.

Family Restaurant – A sit-down restaurant would provide a leisure activity for the whole family. With the Olde Town Inn just one block away from the cluster, this restaurant would likely serve tourists as well. As the cluster becomes more entertainment-oriented in the evenings, live bands could perform a few nights a week at the restaurant.

Reception Hall – People live in small homes so a venue to host family events and parties adds another flexible business to the district. With a caterer down the street and so much home-grown entertainment potential, local businesses can create mutually beneficial relationships and use this space for a variety of purposes.

Bar/ Restaurant – One or two more bars can bolster St. Claude’s image as an entertainment destination. Live acts draw well in the District and new venues can add to the diverse music scene. Stakeholder interviews indicate that bar patrons get along well with business owners and neighbors. In fact, some food businesses stay open late to take advantage of customer spillover from these entertainment venues. This crossover benefit should be fostered throughout the District.

Coffee House – This venue can provide a quiet coffee counter by day and
a gathering spot for book clubs and poetry readings by night. The initial investment for this type of business can be lower than for a full restaurant and supports the existence of several coffee shops already in the neighborhoods. With music, poetry readings and other events, a coffee house can add to the entertainment aspect of this cluster.

**Fitness Center** – Currently no gym operates in or around the District. This business would help promote health and wellness in the surrounding neighborhoods and help make the corridor a daytime and evening destination for people across the city. Planning and investment costs make this a more challenging project to get off the ground.

**Small Clothing Stores** – Given building sizes, these will be relatively small and would serve children and adults. Though not related to performance, shopping is a valued pastime for many people. These stores would also provide basic needs for local residents.

**Event Programming**

*Bar Crawls* – These have been difficult to organize in the past, but with more establishments in close proximity, there is a greater chance for success. To manage the differing styles of music, bar owners could coordinate genre nights. For example, on Wednesday everyone invites a blue grass band and on Thursday each venue has a blues band. Coordination and collaboration will encourage patrons to visit multiple venues.

*Movie Night* – Movies in the backyard of Colton School would be an excellent way to bring local residents into the District. Two movies (the earlier one geared toward families and children) could be shown one night a week in the warmer months. The event would be free to all, with food offerings provided by local businesses. Sponsoring businesses could use the event to advertise and encourage people to visit their stores on St. Claude Avenue afterwards. For example, with a ticket stub, kids’ meals could be half off at the family restaurant. Alternatively, funding can come from selling tables to local businesses for the concessions, with volunteers providing cleanup and setup.

**Music Festival** – An annual music or entertainment festival that extends performances, including street performances throughout the District is a natural for this cluster. The Fringe Festival could be this event, since most of the venues in the 2008 festival were on St. Claude Avenue.

**Long-term Vision**

Mid-afternoon, the fitness center is busy while the family restaurant gears up for the dinner rush. Tourists wander into the clothing stores and antique shop after a daytime bike ride. Some teenagers are on their way to the Studios at Colton School for a ceramics class. Bike racks are starting to fill up outside a few of the bars as the after-work crowd filters in.

Later in the evening, Robert’s parking lot empties as it and the fitness center close for the day. Shoppers leaving the grocery store notice establishments still open. Most of the businesses have improved their lighting and customers of the coffee house sit at tables outside on the sidewalk and continue their conversations. Some shoppers visit a bar or two where tonight, several bands can be heard. They are joined by local regulars and a few visitors from across town who like the music.

In the early hours of the morning, the bars close and some patrons have breakfast at one of the all-night diners. Even in the dark, the murals on the walls and the kids’ sidewalk drawings make for an interesting walk home after the meal. In a few hours, it all begins again …
Main Streets Board and Program Committee Structure

St. Claude Main Streets Board

Program Manager

Business Advisory Committee
Design Committee
Public Safety Committee
Promotion & Partnership Management
Physical improvement and economic development are important end goals for St. Claude Avenue Main Street, but without adequate organizational capacity to implement revitalization projects, the organization’s effectiveness is greatly reduced. The current structure of the Board of Directors is not conducive to the needs of an organization tasked with revitalizing a commercial corridor such as this. Under the current operating structure, the number of active Board members does not appear to be more than four or five. As stated in the organization’s own Bylaws, the Board must have between seven and eleven directors, but even this number is too few to accomplish many of the goals of the organization and of this plan. With such a small Board, it has been extremely difficult to create a set of active committees. This combination of a small Board and inactive committees has contributed to the lack of organizational direction at St. Claude Avenue Main Street and has made progress towards visible improvements along the corridor very difficult.

The lack of visible progress was of substantial concern to many stakeholders; together with perceptions of previous Board disagreements, this has contributed to a level of distrust in the community. The situation makes partnership building and volunteer recruitment difficult and unfortunately, it tends to be self-reinforcing: Without strong partnerships, visible progress is difficult, and without visible progress, potential partners are unwilling to work with St. Claude Avenue Main Street. To break this cycle, it is essential that the organization devote significant efforts to broadening community and stakeholder participation on the Board and to committing to short-term, visible projects such as the planned façade painting. It is also essential that St. Claude Avenue Main Street make every effort to work with other organizations in the community on these projects and on all future efforts.

The lack of organizational capacity and the lack of partnerships have been major barriers to progress within St. Claude Avenue Main Street. Implementation of other parts of the plan and the revitalization of the District rely on addressing these issues. Ultimately, to improve St. Claude Avenue Main Street’s capacity to effectively implement projects, the structure of the organization needs to be updated and a plan for engaging and maintaining partnerships with critical stakeholders needs to be created.

What is Common Action?
The concept of Common Action grew out of concerns and priorities voiced by a variety of community stakeholders. A strong desire exists for ‘action,’ ‘change’ and ‘improvement’ in the District. Stakeholders want some visible improvement that will energize the community and facilitate further improvement projects. As was described earlier, visible progress requires partnerships with stakeholders in the community. The organization cannot single-handedly implement projects or revitalize the corridor; progress requires a broad range of stakeholders working together towards a common vision. It requires “Common Action” with the community.

There are several important objectives of Common Action. The ultimate aim however, is successful implementation of projects and shaping the District to reflect shared community goals.
**goals of common action**

1. Coordinate among a broad range of stakeholders within the neighborhoods and within New Orleans in a way that enables the organization to organize project-specific implementation teams based on core skills and interests.
2. Encourage community members to get involved with St. Claude Avenue Main Street projects and to share in the group’s successes.
3. Provide community members with a unified voice when seeking out project funding and when responding to development proposals and to public improvement plans. With scarce resources in New Orleans, it is critical that requests for funding have backing from multiple partner organizations and that public and private investments advance community goals the District.
4. Facilitate information dissemination to the community, particularly information relevant to business start-up and expansion.

**Proposed Initiatives**

With these goals in mind, two important Common Action initiatives have been identified:

1. Strengthen the St. Claude Avenue Main Street organization by expanding the Board of Directors and updating the committee structure.
2. Develop partnerships with key organizations and stakeholders both within and outside the community.

**strengthening the main streets organization**

Main Street organizations encourage not only physical changes to a corridor, but also changes in public perception of the corridor. This involves the creation of an image or vision of the place and the marketing of that vision to businesses and residents. It is important that the Board of Directors, as a representative body from the community, work together to develop both a shared vision for this district and an action plan for how to get there. The first step to developing this shared vision is the establishment of a large, active Board of Directors. Development of the Board should be the organization's primary focus at this time.

**Board Composition and Responsibilities**

The most important first step to strengthening the Main Street organization is to expand and balance the composition of the Board of Directors. A strong, effective Board will provide guidance to the Manager and can contribute important additional capacity for specific projects. An enlarged Board that is representative of the community will determine the organization’s direction and set priorities for the Manager and committees.

The St. Claude Avenue Main Street Board should have approximately twenty members:

- Four members should be representatives from the adjacent neighborhood associations (St. Roch, Marigny, Bywater and Bunny Friends). These representatives can be the Executive Directors of their associations, but don't have to be.
- Five of the members should be businesspeople from the District. Preference should be given to business representatives that show a strong commitment to working with St. Claude Avenue Main Street. In the event that a large number of businesses show interest in the Board, it may be helpful to select one from each of the Common Clusters that have been outlined in this report. Business representatives that are not selected for the Board should be encouraged to participate in the Business Advisory Committee (discussed later in this chapter).
- Five members should be residents from the neighborhoods. They should reflect the racial, socioeconomic and age diversity of the area.
- The final five members should be chosen based on desired skills. For example, the Board may agree that the arts are a unique aspect of the District that needs to be included in revitalization efforts, so they may recommend representation from the Creative Alliance of New Orleans or from SCAD-NOLA. Some of the key areas of expertise that would be desirable to have on the Board are discussed later in this section.

**Challenges and Benefits of a Large Board**

Establishing a Board with twenty members poses some particular challenges for St. Claude Avenue Main Street. As mentioned earlier, previous organizational disagreements have made some key stakeholders distrustful and unwilling to
work with the organization. Currently, there are also a large number of competing priorities in the city, which may make it difficult to identify twenty members who have the time and energy to contribute. Large Boards also have the added difficulty of reaching consensus on a vision for the organization. In these situations, a strong and adept Board President works to guide the Board to a consensus decision.

On the positive side, large Boards can provide added capacity for implementation of the vision. The needs of St. Claude Avenue Main Street are many and it is critical that the Board be expanded and reconfigured. Individuals that show an exceptionally strong commitment to the revitalization of St. Claude Avenue should be encouraged to participate.

**Board Member Responsibilities**

St. Claude Avenue Main Street should provide Board members with an honest assessment of the level of effort required to fulfill their duties. An active Board usually meets for four to ten hours a month to set goals, evaluate progress, review the organization’s finances and coordinate the work happening within the various program committees. For St. Claude Avenue Main Street, Board members should be encouraged to devote more than the minimum amount of time if they can afford to do so. With scarce funding and likely only one full-time employee (the Manager), the organization may rely in large part on Board contributions to specific implementation projects.

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**Recommended Areas of Expertise for Board Members**

Board expertise is essential to a Main Street organization’s ability to fundraise, market itself and build partnerships. It is recommended that the St. Claude Avenue Main Street Board have some expertise in all of the following areas:

- Historic Preservation
- Arts
- Real Estate Development
- Landscaping
- Food Industry
- Business Management or Technical Assistance
- Transportation
- Urban Design
- Youth Outreach
- Safety/ Crime Prevention
- Public Relations/ Marketing
- Fund Raising

**Networks**

In addition to thinking through types of expertise that would be valuable to have on the Board, it is also worthwhile to consider the social and professional networks that different members may bring. Different networks are particularly important for building relationships and connecting with other organizations and stakeholders with which St. Claude Main Street would want to partner. Community members with strong networks in the following areas may be important for the Board:

- Neighborhood Associations
- Business Owners
- Property Owners and Developers
- Arts Community
- Residents
- Historic Preservationists
- Other Nonprofit Leaders (including leaders of faith-based organizations)
- Elected/ Government Officials
- Youth Representatives
Appointing/ Electing New Members
The Board will have to decide whether to appoint or vote on new Board members. During a working session held with community members in April, meeting attendees were asked to recommend community members to sit on the Board; over 30 candidates were recommended. The Board should reach out to businesses and organizations that were unable to attend the community workshop to request additional recommendations.

To screen candidates appropriately, the Board may want to create a brief description of the roles and responsibilities expected of Board members. If candidates cannot commit to the responsibilities outlined in the document, the organization should encourage them to join a committee or volunteer.

Board Member Training
Once a Board has been selected, member training and development should begin. This reinforces the commitment that Board members have made to the organization and ensures that all members have a base level of training. Louisiana Main Street has confirmed its willingness and commitment to offer the Board training course to St. Claude Avenue Main Street when additional Board members have been recruited and the full Board has been selected.
Board Committee Structure

As a first order of business, the new Board should assess the current program committees and decide whether to keep the traditional four Main Street committees (Organization, Promotion, Economic Restructuring and Design) or create a custom committee structure. Many urban Main Street organizations have changed their committee structure to better meet the needs of their communities. For example, some have replaced the Organization Committee with a Short-Term Projects or a Public Safety Committee.

We recommend that the committee structure be customized to reflect District needs. Stakeholder feedback and concerns suggest that interest is strongest in four initial committee areas: (1) Business Advisory (2) Design (3) Promotion & Partnership Management, and (4) Public Safety.

Business Advisory Committee (BAC) – Rather than operate as a separate business association, the business advisory committee would operate in conjunction with the Board to allow better information and resource sharing. This structure of integrating business interests with a Main Street program is very similar to what the OC Haley Main Street program has done in New Orleans.

The primary goals of the BAC will be to attract new business to the corridor, provide tools and resources for existing businesses and provide a business perspective for Board decisions on revitalization priorities. Some tools that the committee may consider developing to promote the corridor include a business directory, a listing of technical assistance providers, information on grants and tax incentives for businesses and/ or critical information on permitting and historic designation compliance. The committee may look to partner with the St. Roch Community Church, which is currently in the process of creating a local business directory for St. Roch residents. A sample framework for the roles and responsibilities of the Business Advisory Committee can be found in Appendix 9.

To build this Committee, the Board should identify active business owners with visible, successful businesses on the street and who show an interest in leading the effort. The Board and Manager should quickly put the committee in touch with other City officials, local police, technical assistance providers and other resources. Committee membership may include business owners, property owners, technical assistance providers, and a commercial real estate broker or developer.

Design Committee – The Design Committee will be responsible for issues including design review of streetscape improvements, landscaping, signage and placement of art along the corridor. The committee may also wish to involve itself in code enforcement since blighted properties in the District have a negative effect on business recruitment. The committee should be an advocate for good design and preservation of the area’s historic character (e.g., opposing further development of drive-thru businesses in the District). High visibility and promotion of this committee may also help influence City and State decisions that affect design and the character of the District. These decisions include zoning variances, roadway improvements and transportation enhancements such as a Desire Streetcar or crosswalk installations. Committee membership may include historic preservation advocates, architecture professionals, landscaping professionals, and City and State transportation representatives.

Promotion & Partnership Management Committee – This Committee will have three related functions: Performing outreach for the purposes of developing and maintaining partnerships, promoting the corridor primarily to stakeholders in the District and in the City and planning and organizing fundraising events. This Committee will interact closely with the Business Advisory Committee to help create promotional materials specific to business recruitment. Specific activities that the Committee may undertake include the redevelopment of the St. Claude Avenue Main Street website, the creation of newsletters and flyers, planning and organizing of fundraising activities and interacting with stakeholders throughout the District and City. Committee membership may include representatives of the arts communities, local businesses, neighborhood associations and individuals with marketing, public relations and fundraising experience.
Public Safety Committee – The public safety committee will be responsible for issues related to roadway, pedestrian and cyclist safety and addressing issues of personal safety and perceptions of crime along the corridor. Specific activities of this committee would include working with the Police and neighborhood associations and other groups to develop strategies that reduce crime, educate business owners about good crime prevention practices and advocacy for road and cyclist safety improvements, such as crosswalk improvements. Committee members may include a representative from the local police department, the Regional Planning Commission, business owners, neighborhood associations and youth representatives.

It will be important for St. Claude Avenue Main Street to develop key partnerships with a variety of stakeholders both within and outside of the District. This will help develop financial, political and social capacity as well as build legitimacy for the organization to carry its vision forward. St. Claude Avenue Main Street cannot single-handedly take on the amount of work needed to revitalize the District. Strong relationships and partnerships with many organizations will help build recognition of St. Claude Avenue Main Street as the coordinating vehicle and community voice for revitalizing the District.

Neighborhood Groups
The surrounding neighborhoods have active groups working on many projects that can potentially benefit the District. It will be important to establish and maintain relationships with neighborhood groups to coordinate projects, build support and buy-in for activity along the corridor and create a strong, unified call for greater City investment in the District. For example, the St. Roch Community Church, Crescent City Peace Alliance, St. Roch Improvement Association and St. Roch Project are working to bring back the St. Roch Market and planning a community center in the adjacent firehouse. The Lower Ninth Ward Center for Sustainable Engagement and Development has created a St. Claude “Get it Done Initiative” to bring businesses back to the eastern end of St. Claude Avenue.

In a similar vein, St. Claude Avenue Main Street should partner with appropriate nonprofit and project-specific groups relevant to the projects it will pursue. St. Claude Avenue Main Street should recognize the momentum and community activism already generated around projects in the community and build on that to create a revitalized corridor from which all communities can benefit. St. Claude Avenue Main Street should especially reach out to family- and youth-related institutions, such as nearby schools and churches, to ensure that the District remains a place that meets the basic needs of families and youth in the area. Strong relationships will not only accelerate implementation, but will provide long-term networks of support to generate, fund, and lobby for projects that will help revitalize the District.

Financial Organizations
Financial resources are difficult to obtain in New Orleans, so it will be critical for St. Claude Avenue Main Street to establish relationships with community development financial institutions such as Seedco Financial Services, Good Work Network, Newcorp Business Assistance Center and Idea Village. This will help bring appropriate financial and technical resources to existing businesses...
as well as attract new businesses to the District. St. Claude Avenue Main Street should build relationships with local businesses in the area through the Business Advisory Committee to determine their current financial and technical assistance needs and then match them with appropriate resources.

**City Agencies**
Partnerships with City agencies will be critical to implementing projects in the District. The restoration of the neutral ground is a common goal for all stakeholders in the District and will have a dramatic impact on the identity of the District. Since streetscape improvements will require support from the Department of Parks and Parkways, St. Claude Avenue Main Street should be actively engaged with this effort. The City is currently in the design stage of restoration of the neutral ground in the District, so the organization should be actively engaged with the City Parks and Parkways Department and the project’s landscape design consultant as they work on design and move towards construction. Elements of the reopening of St. Roch Market and redevelopment of the former Robert’s building also fall within the City’s purview; coalition building and active engagement of City officials are critical to the restoration and renovation of these buildings. Changing the perception of crime in the District will require cooperation between the organization and the local Police Department. St. Claude Avenue Main Street must build positive relationships with relevant municipal agencies to articulate the urgent revitalization needs of the District.

**Property Owners**
Following the release of this plan, St. Claude Avenue Main Street should convene a meeting with property owners in the District to share the vision for a revitalized corridor. The organization can offer to help market vacant properties and prepare materials on the benefits of locating in the District, provided that property owners agree to lease to types of businesses that have been supported in the planning process. Other Main Street communities have worked with property owners to include covenants in new leases that cover guidelines on signage, window displays and sidewalk maintenance that are consistent with their Districts’ design goals.

A preliminary list of key stakeholders and organizations has been included in Appendix 2. St. Claude Avenue Main Street should review this list and add any additional partners that will work with the organization on revitalization projects in the District.
The plan includes a variety of feasible projects with timelines ranging from immediate to long-term. Proper implementation can make or break any of the projects, particularly in New Orleans where the public is knowledgeable, involved and cares deeply about their communities. A few key elements to successful implementation include community involvement and buy-in, mutual trust and follow-through on actions and efforts. During implementation, these elements translate into frequent communication, accountability, establishing and meeting deadlines and producing results.

The number of projects may seem daunting, but with proper organization, relationship management and delegation, each project can be broken down into manageable, trackable tasks. For example, all projects can be phased, scaled up or scaled back to suit organizational capacity. The hardest part is simply taking the first step.

Throughout the process of developing the plan, the Project Team conducted interviews with stakeholder representatives, both locally and statewide. This contact list should serve as a resource for the St. Claude Avenue Main Street organization. Such community members can be called on for technical assistance and partnerships, but Main Street representatives must also make an effort to establish mutually beneficial partnerships. A strong, communicative network based on mutual respect and consideration makes every task easier.

Because the implementation list may seem overwhelming, it is useful to assess and outline the necessary components to successfully complete a project or initiative. To this end, four implementation plans have been outlined for projects that are critical to reinvigorate the District as a historic commercial district:

- Main Street Board and Organizational Development
- New Business Recruitment
- Artistic Bicycle Rack Installation
- District Greening: Sidewalk Trees

These outlines should be useful both for the specific projects listed, as well as for thinking through other future projects. In addition, in response to overwhelming stakeholder desire to see positive change on the street, over the course of this planning process, the planning team developed extensive proposals for three short-term catalyst projects, including facade painting, street lighting, and bike rack installation, which are included as Appendix 6. Finally, the team developed a flow chart to illustrate the implementation of projects (Appendix 8).

An expanded Main Street Board is essential to the revitalization of St. Claude Avenue. Board Members sit on the Program Committees and attend regular Board meetings to maintain communication among the different projects and with other community members and stakeholders. The Board gives direction to the Manager and evaluates the progress of organization initiatives. Program Committees expand the capacity of St. Claude Avenue Main Street with their specific skills and relationships. The Committees take on the logistics of projects and help recruit volunteers. Initially, the new Board should meet monthly for the first six months, and then re-evaluate whether less frequent meetings (perhaps every other month or quarterly) would be more effective. The Program Manager should maintain monthly contact local businesses and check in regularly with key partners as they become involved, regardless of whether they are engaged in a current project.

In Managing a Nonprofit Organization, Thomas Wolf recommends including the following in a manual for all Board Members:

- Articles of Incorporation
- Bylaws
- List of current Board Members with contact information, affiliation and term expiration dates
- List of committees and their members
- List of staff members with titles and responsibilities
<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Task</th>
<th>Lead</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>June - September 2009</td>
<td>Write a &quot;job description&quot; for new Board members</td>
<td>Board and Program Manager</td>
<td></td>
</tr>
<tr>
<td>June - September 2009</td>
<td>Change bylaws to expand the Board to 20 members</td>
<td>Board</td>
<td>Stakeholder organizations and committed individuals</td>
</tr>
<tr>
<td>June - September 2009</td>
<td>Identify key potential board members based upon their relevant networks and skills</td>
<td>Board and Program Manager</td>
<td></td>
</tr>
<tr>
<td>June - September 2009</td>
<td>Reach out to Board candidates, describe expectations for Board members and vet for proper fit</td>
<td>Board</td>
<td></td>
</tr>
<tr>
<td>September 2009</td>
<td>Form Board and hold orientation</td>
<td>Board and Program Manager</td>
<td>Louisiana Main Street</td>
</tr>
<tr>
<td>September 2009</td>
<td>Elect Executive Committee</td>
<td>Board</td>
<td></td>
</tr>
<tr>
<td>September 2009</td>
<td>Re-establish and set goals for Program Committees and Program Manager</td>
<td>Board</td>
<td></td>
</tr>
<tr>
<td>September - December 2009</td>
<td>Identify key partners based on goals. Introduce Program Manager to key partners</td>
<td>Board</td>
<td></td>
</tr>
<tr>
<td>September - December 2009</td>
<td>Recruit stakeholders to join Program Committees</td>
<td>Board and Program Manager</td>
<td></td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Develop a manual for Board Members</td>
<td>Program Manager</td>
<td>Board, Louisiana Main Street</td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Prioritize projects, break projects down into tasks, set regular meeting time and assign tasks to volunteers</td>
<td>Program Committees</td>
<td>Program Manager</td>
</tr>
<tr>
<td>October 2009</td>
<td>Convene first Business Advisory Committee meeting. Determine what resources are needed and set future meeting schedule</td>
<td>Board Members from the Business Community and Program Manager</td>
<td></td>
</tr>
<tr>
<td>November 2009 - ongoing</td>
<td>Reach out to organizations for volunteers for specific projects</td>
<td>Program Committees and Program Manager</td>
<td></td>
</tr>
<tr>
<td>December 2009 - March 2010</td>
<td>Board, Program Committees and volunteers attend state Main Streets’ “workplan” training</td>
<td>Board and Program Manager</td>
<td>Louisiana Main Streets</td>
</tr>
<tr>
<td>December 2009</td>
<td>Board Meeting to review progress on Program Committee Projects, SCMS Finances</td>
<td>Board</td>
<td>Program Manager</td>
</tr>
<tr>
<td>January 2010</td>
<td>Annual Report to Board</td>
<td>Program Manager</td>
<td></td>
</tr>
<tr>
<td>January 2010</td>
<td>Board Meeting to review Annual Report, evaluate progress and adjust goals for 2010</td>
<td>Board</td>
<td>Program Manager</td>
</tr>
<tr>
<td>February 2010</td>
<td>Board Meeting to review progress on Program Committee Projects, SCMS Finances</td>
<td>Board</td>
<td>Program Manager</td>
</tr>
<tr>
<td>March 2010</td>
<td>Board Meeting to review progress on Program Committee Projects, SCMS Finances</td>
<td>Board</td>
<td>Program Manager</td>
</tr>
<tr>
<td>April 2010</td>
<td>Quarterly Report to Board</td>
<td>Program Manager</td>
<td></td>
</tr>
<tr>
<td>April 2010 onward</td>
<td>Board begins meeting quarterly to review Quarterly Reports prepared by the Program Manager</td>
<td>Board</td>
<td></td>
</tr>
</tbody>
</table>
- Brief history of the organization
- Description of roles, responsibilities and requirements of Board Members
- Minutes of current fiscal year meetings
- Specific planning documents
- Annual report from the last completed fiscal year

Current trustees can use this for their records, and it can be given to new Board Members in the future as part of their orientation.

Filling vacancies is critical for creating an active street front, attracting a critical mass of customers, and improving the District’s image. Business recruitment to fill these vacancies is central to advancing the Common Clusters strategy of the plan. Attracting businesses requires some investigation, strong relationships with property owners and extensive promotion and networking. The market analysis presented in the Economic Analysis chapter along with the recommendations made in the Common Clusters chapter of this plan should serve as a starting point for these discussions.

Although the District faces negative image issues, it is also known for its rich history and as an up-and-coming area. There is also sound market support for expanded businesses along the corridor. Through coordinated efforts with District property owners and businesses, development of key partnerships and keen promotional efforts by St. Claude Avenue Main Street staff, the Business Advisory Committee (BAC) and the Promotion and Partnership Management Committee, the history and hype can be harnessed to make the St. Claude Avenue Main Street District a desirable location for new business development.

**Property Owners**

Property owners have a clear stake in new business recruitment and should be formally included on the Business Advisory Committee (BAC). Collaboration with property owners is essential for successful business recruitment as they ultimately decide on new tenants to occupy their buildings. The Program Manager should meet with property owners early on to present the market analysis and Cluster recommendations. Provided the property owner’s vision is in line with the community’s interest, the Program Manager should work with him or her to jointly develop a recruitment strategy. The discussion should also include leasing targets, renovation incentives, timelines during which property owners will give priority for target businesses and potential prioritization of small businesses and local entrepreneurs. Similar meetings should also be held with commercial real estate agents.

**Existing Business Owners**

Business-to-business outreach can be very persuasive. St. Claude Avenue Main Street can help build a supportive environment for new and existing businesses by sharing information and coordinating events with the Business Advisory Committee. Regular contact between business owners and Main Street staff can help spread the word about vacancies and incentives.

**Technical Assistance**

In order to attract new businesses and retain current ones, St. Claude Avenue Main Street should become a clearinghouse for information on business incentives and technical assistance. The Program Manager should establish close relationships with business assistance organizations, including Seedco Financial Services, NewCorp Business Assistance Center and the Good Work Network. In addition to providing technical assistance to existing businesses in the District, these organizations may know of new or expanding businesses in need of a location. Main Street could help these organizations reach out to local businesses regarding upcoming trainings and business incentives. Relationships with community development finance institutions (CDFIs) could help spread awareness of less conventional loan products for small businesses.

Enhancing the visibility of businesses in the District can help attract new businesses by projecting an image of success and investment. The Main Street Design Committee should provide guidance on physical improvements, such as façade improvements and window displays. The Promotion and Partnership Management Committee can provide assistance with visibility to the public through advertising and promotion.
Recruitment Strategies
The Program Manager should promote St. Claude’s business location availability, business incentives and revitalization efforts with a recruitment packet sent to local entrepreneurs, owners of businesses elsewhere in New Orleans, developers, commercial realtors, city agencies and small business assistance organizations. Components of the package can include the *St. Claude in Common* market analysis, a list of financial incentives, such as loan programs and tax credits and enticing promotional materials about other projects and revitalization initiatives. The promotional materials should be personalized with business profiles, testimonials, and photos.

Depending on the type of business desired, a variety of recruitment strategies may be employed. Word of mouth and local advertising is appropriate for recruiting local entrepreneurs. The relatively small building footprints along the District are assets for small businesses, such as dry cleaners and restaurants. Local entrepreneurs are desirable for community building and may prefer the small building sizes as starter locations. The St. Claude Avenue Main Street Program Manager can reach out to local entrepreneurs by advertising the range of businesses in demand at neighborhood association meetings, on the St. Claude Avenue Main Street website and in newsletters and mailings. In order to encourage community members to start businesses, the Program Manager could compile information on micro-entrepreneur programs, CDFIs, and other incentives and sources of funding and present this information at neighborhood association and other community meetings.

The small building footprints may also be desirable for business satellite locations. Successful businesses elsewhere in New Orleans may wish to address a market need by opening satellite or drop-off locations. For example, the Douglass Clinic in Bywater has been in touch with the Project Team seeking a location on St. Claude Avenue for a satellite clinic. Similarly, a dry cleaning service may wish to initiate service in the District as a drop-off/ pickup location; after building a client base in the new area, the business may then invest in the equipment to expand the drop-off location to a full-service location. To identify existing businesses looking to expand, the Program Manager could do targeted outreach to specific business types through mailings, cold calling, personal visits to the businesses and networking with small business development associations.

Regional and National Chains
In other cases, the Program Manager may wish to target regional or national chains. There may be a regional restaurant chain that would be desirable as a family restaurant. Some services, such as cellular phone companies and shipping and packaging services, are best provided by national chains. The Program Manager should use the plan’s market analysis (included in Appendix 1) to develop proposals for regional and national chains. Commercial real estate brokers and the real estate trade press are also valuable contacts to identify regional and national chains that are seeking new locations in New Orleans.

Local Coordination
Local coordination can also facilitate the recruitment process. The Program Manager should coordinate efforts with the Lower Ninth Ward Center for Sustainable Engagement and Development’s “Get it Done Initiative” in a cohesive effort to bring businesses back to the District. The Urban Conservancy produces Stay Local! maps for commercial districts, which can be a useful marketing tool. St. Roch Community Church has developed a guide to local business services for residents of St. Roch. Key partnerships with the Urban Conservancy and St. Roch Community Church could help spread the word throughout the city about new businesses on St. Claude. Partnerships with local residents are often mutually beneficial. For example, engaging local youth to maintain business websites or create advertisements benefits the businesses and also provides critical skill-building and work experience for youth.

Funding for New Business Recruitment
Funding that goes towards promotional materials and advertising can come from business contributions and the Main Street budget. Business training workshops may be partially funded or reimbursed through the Collaborative for
Enterprise Development, Small Business Employee Training Program and the Micro-enterprise Development Program. Funds for community events can be raised by the community, such as through Movie Night revenues and concession sales. The remainder of the work requires commitment and persistence, but the financial returns that will result from increased foot traffic and improved District image are substantial.

**Timeline**

Key implementation tasks and a proposed timeline for business recruitment are presented below. This timeline assumes work to implement business recruitment will begin in fall 2009, after the changes to the Main Street organization and formation of the Business Advisory Committee have occurred.

<table>
<thead>
<tr>
<th>Timeframe: Task</th>
<th>Lead</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2009</td>
<td>The Board designates the business recruitment project to the BAC</td>
<td>Board</td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Program Manager convenes the BAC to evaluate needs</td>
<td>Program Manager</td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Consult Main Street Plan for market analysis and key partners for technical assistance</td>
<td>Program Manager</td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Create and maintain an active District space inventory spreadsheet (provided in the plan)</td>
<td>Program Manager</td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Convene property owners to discuss the market analysis and develop a recruitment strategy. List desirable businesses elsewhere in New Orleans to recruit to the District</td>
<td>Program Manager</td>
</tr>
<tr>
<td>January - March 2010</td>
<td>Establish leasing targets and procedures/timelines with District property owners</td>
<td>Program Manager</td>
</tr>
<tr>
<td>January - March 2010</td>
<td>Research and compile information on business incentives and promotional information from existing businesses (success stories, photos, quotes) to include in a business recruitment packet</td>
<td>Program Manager</td>
</tr>
<tr>
<td>April - September 2010</td>
<td>Design and produce a business recruitment packet, including promotional material, market analysis, and incentive information. Include references to city agencies, brokers, building owners and business assistance partners</td>
<td>Program Manager</td>
</tr>
<tr>
<td>July - September 2010</td>
<td>Distribute packet to city agencies, brokers, building owners and business assistance partners. Also identify and distribute recruitment packet to entrepreneurs or existing businesses about locating in the District</td>
<td>Program Manager</td>
</tr>
<tr>
<td>October - December 2010</td>
<td>Conduct a publicity campaign marketing <em>St. Claude in Common</em> as safe and quickly rebounding. (See Common Actions chapter). Identify potential financing opportunities and technical assistance (tax credits, non-profits, stimulus).</td>
<td>PPMC</td>
</tr>
<tr>
<td>January - March 2011</td>
<td>Provide guidance on and facilitate permitting processes with city official relationships</td>
<td>Program Manager</td>
</tr>
<tr>
<td>January - March 2011</td>
<td>Encourage entertainment events (Good Children Carnival and Movie Nights at Colton) in the District and promote heavily to show activity to potential investors</td>
<td>PPMC</td>
</tr>
<tr>
<td>January - March 2011</td>
<td>Commence business growth and retention efforts (business workshops, counseling, loan programs)</td>
<td>PPMC</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Celebrate new business openings and provide a welcome package</td>
<td>Program Manager</td>
</tr>
</tbody>
</table>
Artistic Bicycle Rack Installation

As explained in the Common Threads chapter, engaging artists and youth to create painted or sculpted bike racks could be a worthwhile project for a variety of reasons:

- St. Claude Avenue has one of the first dedicated bike lanes in New Orleans. Bike racks would complement this city investment.
- There is strong community interest in cycling activities. The project has the potential to engage different groups within the community.
- It provides improved access options for customers visiting the District.
- It is a visible improvement to the corridor and also can highlight the strong presence of arts and culture in the District.
- It supports the “Green/ Sustainable” image of businesses along the corridor.
- Stylized bike racks could be used to highlight themes from different Clusters (e.g., plants, vegetables, musical instruments).
- It provides extra security for bicycle storage and improves the pedestrian experience by clearing the sidewalk of bicycles locked to sign posts and other structures.

There are a number of stakeholders that are likely to support the installation of bike racks along the corridor:

Bicycle Shop Owners
- Gerken’s Bike Shop (on St. Claude Avenue): The owner has expressed an

### Artistic Bicycle Rack Installation Implementation Plan

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Task</th>
<th>Lead</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2009</td>
<td>Board designates bike rack project as a priority for the Design Committee (DC)</td>
<td>Board</td>
<td>BAC, LA Recovery Authority, New Orleans Regional Planning Commission, City Planning Commission, NOLA Department of Public Works Traffic Division, Regional Transit Authority, Arts Council of New Orleans, SCAD NOLA, CANO, Metal One</td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Explore the cost and feasibility of installing artistic bike racks</td>
<td>DC and Program Manager</td>
<td>Louisiana Main Streets, Regional Transit Authority, Regional Planning Commission, LA Dept. of Transportation and Development, City of New Orleans, Greater New Orleans Foundation, New Orleans Metro Bicycle Coalition, other stakeholders mentioned above</td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Investigate potential funding sources</td>
<td>DC and Program Manager</td>
<td></td>
</tr>
<tr>
<td>December - March 2009</td>
<td>Select bike rack project options, present to Board including BOC</td>
<td>DC</td>
<td></td>
</tr>
<tr>
<td>April - September 2010</td>
<td>Distribute a call for entries. Select artists and/or schools to work with. Begin design phase and then construction or decoration of bike racks</td>
<td>DC and Program Manager</td>
<td>CANO, Arts Council of New Orleans, SCAD NOLA</td>
</tr>
<tr>
<td>April - June 2010</td>
<td>Select sites for future bike racks</td>
<td>DC and Program Manager</td>
<td>Department of Public Works, Regional Transit Authority, Business Owners</td>
</tr>
<tr>
<td>April - September 2010</td>
<td>Organize a community celebration with a fundraising element</td>
<td>PPCM and Program Manager</td>
<td>Bicycle and “green” corner businesses, restaurants, arts organizations, youth organizations</td>
</tr>
<tr>
<td>July - September 2010</td>
<td>Write a press release and flyer to celebrate the unveiling of bike racks,</td>
<td>PPCM and Program Manager</td>
<td></td>
</tr>
<tr>
<td>September - October 2010</td>
<td>Install bike racks</td>
<td>Design Committee and Program Manager</td>
<td></td>
</tr>
<tr>
<td>September - October 2010</td>
<td>Celebrate the installation of the bike racks with a community event</td>
<td>PPCM and Program Manager</td>
<td>BOC, City Council members, and all other partners involved in the process should be invited</td>
</tr>
</tbody>
</table>
implementation

- Metal One on Royal Street: May be interested in this project or may be able to refer other local metalworkers.
- Members of the Business Advisory Committee: The identification of local businesses that can help in the construction and installation of the bike racks could provide benefits for all. For instance, it may be possible that some of the local auto shops have the equipment and expertise to collaborate with artists and others on prototypical designs for the racks.
- Billy Fields, Director, University of New Orleans Center for Urban and Public Affairs (CUPA): One of CUPA's major projects is a three-year effort, called the Pedestrian/Bicycle Resource Initiative, to institutionalize walking and bicycling planning in the Metropolitan New Orleans.

There are at least three ways artistic bike racks could be created for the St. Claude Avenue Main Street District. The first would be to commission the design and construction of bike racks. At approximately $2,000 per rack, this is a rather expensive option without apparent funding from the City or other organizations. A less expensive alternative would be to purchase bike racks and have children paint them before they are installed. This is estimated to cost approximately $250 per rack plus the cost of paint and supplies. A third option would be to explore whether artists could use materials from The Green Project or Habitat ReStore to create lower-cost bike racks from reused materials. Local businesses such as auto body and repair shops might collaborate with artists to produce one-of-a-kind racks from business materials or recycled components. Artist-designed bike racks could also be painted by children before installation to encourage youth participation and ownership, as well as enhance the artistic elements in the District.

Potential sources of funding for this project include Louisiana Main Street, the City of New Orleans and the Greater New Orleans Foundation. The Department of Transportation and Development's Transportation Enhancement Program and the Regional Planning Commission's Transportation Improvement Plan may have funding available for bicycle related projects. Local organizations that advocate on behalf of bicycle riders may know of additional sources of funds for bike rack projects.
Trees along the neutral ground and sidewalks are a key component of the plan’s Common Threads element and will provide a beautiful and unifying theme to the District. The addition of trees and landscaping along sidewalks provides several benefits to residents, visitors and businesses. Trees and plantings beautify an area while also contributing to community participation and pride. Tree-lined sidewalks are more attractive for shoppers and will attract drivers to stop. Trees also provide critical shade and contribute to a softer, more pedestrian friendly experience along the street. Stakeholders reacted strongly and positively at the St. Claude in Common April 2009 planning workshop to illustrations depicting St. Claude Avenue lined with trees.

Planting tall trees can also provide height to the street with the effect of making St. Claude Avenue appear narrower. The planting of fast-growing trees will reap benefits quickly and will provide height within just a few years. Trees are also relatively inexpensive ways to make a substantial aesthetic difference. Phasing is easy and the payoffs are great. The scope of the tree planting program can start small and grow as interest and resources increase.

The District has the benefit of both citywide landscape partners that deal with parks, neutral ground and the environment and also local plant specialists. The Design Committee (DC), under which landscape improvement falls, should consult governmental and non-governmental organizations to receive technical assistance and guidance on the selection of tree species, placement, regulations and maintenance. Such organizations will include the Department of Parks and Parkways (DPP), Neutral Ground Initiative and Parkway Partners. Parkway Partners offers training to residents, or Tree Troopers, on proper tree maintenance, which is critical for the survival of the trees. Tree Trooper Training happens periodically throughout the year (including a youth element) and the Main Street Program Manager should stay abreast of upcoming training sessions. Parkway Partners also runs an Adopt-a-Neutral Ground Program. Residents can adopt a portion of the neutral ground and pledge to maintain it by caring for the trees and picking up garbage.

The design firm Brown+Danos landDESIGN, Inc. has been commissioned by the City to develop landscape and restoration plans for all neutral grounds. The intent of the project, entitled the Greenspace Restoration Project, is to restore the trees and turf of neutral grounds and facilitate their use for recreation and pedestrian movement wherever possible. Brown+Danos has completed the initial mapping and survey work and the design firm is moving into the conceptual design phase in May 2009. The District’s neutral ground design will be created in the coming months of the spring of 2009 and will include plans for two types of native trees and for turf restoration. Because the width of the District’s neutral ground is limited, this strip is not seen as a likely place for active recreation. However, the restoration of the neutral ground and the addition of trees will have a dramatically positive effect on the District and the DC should initiate conversations with Brown+Danos and the
### District Greening Sidewalk Trees Implementation Plan

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Task</th>
<th>Lead</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2009</td>
<td>The Board designates the project to the DC</td>
<td>Board</td>
<td></td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Draw up action plan and implementation timeline (samples provided as appendices), appoint a sidewalk trees Team Leader and designate responsibilities</td>
<td>DC</td>
<td>Parkway Partners for guidance on project approach</td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Consult Main Street plan, Brown+Danos neutral ground plan and the DPP Street Tree Planting Guide to identify street-appropriate tree species for sidewalks</td>
<td>DC</td>
<td>Brown+Danos; DPP</td>
</tr>
<tr>
<td>October - December 2009</td>
<td>Assess community needs, particularly businesses and residences that front the sidewalk, and stir up excitement about the re-greening initiative.</td>
<td>DC</td>
<td>Businesses; residents</td>
</tr>
<tr>
<td>January - March 2010</td>
<td>Identify suitable locations for new street trees, estimate costs, and work with interested parties to develop a phasing strategy and budget</td>
<td>DC</td>
<td>Businesses; residents, Parkway Partners</td>
</tr>
<tr>
<td>April - June 2010</td>
<td>Pair with the PPMC to develop funding and promotional strategies</td>
<td>DC</td>
<td>PPMC</td>
</tr>
<tr>
<td>April - June 2010</td>
<td>Pair applicant businesses and residents with landscape-related partners to develop maintenance plans</td>
<td>DC</td>
<td>Businesses; residents, Parkway Partners</td>
</tr>
<tr>
<td>April - June 2010</td>
<td>Arrange a Tree Trooper Training with Parkway Partners and organize excursions to the Second Saturday Program presentations</td>
<td>DC</td>
<td>Parkway Partners; businesses; residents</td>
</tr>
<tr>
<td>April - June 2010</td>
<td>Apply for permits with the DPP. DC matches area youth with applicants to help sketch proposed tree plantings for submission</td>
<td>DC</td>
<td>Businesses; residents, DC Youth</td>
</tr>
<tr>
<td>July - September 2010</td>
<td>Procure trees; provide tools and recruits volunteer labor</td>
<td>Businesses; residents DC</td>
<td>Volunteers</td>
</tr>
</tbody>
</table>

City immediately to coordinate efforts and ensure that any sidewalk landscape improvements work well with the City’s plans and that local efforts benefit from the knowledge and expertise of the City and landscape design experts.

Local partners might include the garden-related businesses for plants and materials, art-related organizations to design planting arrangements, salvage centers for recycled materials for use as planters and local residents and businesses for participation in tree plantings and maintenance. Such partners may include the Urban Organics, CANO, SCAD, KK Projects, The Green Project, Shoestring & Oddities and local gardening clubs.

Funding for sidewalk trees often comes from private donations, fundraising, partnerships and tree sponsorship programs. The Faubourg Marigny Improvement Association has started a successful tree-planting program called ReLeaf. The tree plantings are nearly cost-free through fundraising, volunteer labor, material contributions, tool sharing and trees provided by Parkway Partners and Hike for KaTREEna. A similar program could grow out of a Board initiative led by the BAC and the DC.

If the tree plantings are incorporated into more extensive sidewalk renovation projects, funds could be sought from the Transportation Enhancement Program, City and potentially, the federal stimulus package.

Festivals and competitions are also a great way to raise funds, garner enthusiasm and promote tree maintenance. The Main Street Program could reward businesses, residents or Tree Troopers who best maintain their designated trees. Awards could be expanded over time to reward storefront greening, such as with planters and small gardens. Awards might be cash, free advertising or business assistance grants to improve technical capacities, maintain or repair facades or for other business development activities.

### Additional Considerations

**Knowledge** – It is helpful to have a Main Street Board or Committee member with...
knowledge of gardening or horticulture, as landscaping is often a component of urban design interventions.

**Environment** – Street trees must be robust to withstand the surrounding urban environment, including traffic pollutants, poor soil and contaminated runoff. Trees will ideally be fast growing, native, able to withstand heat and rain and have high canopies for visibility by vehicles and pedestrians. Particularly in their first few years, as the trees develop their root systems, streets trees must be watered nearly every day. Tree types should match or coordinate with the trees proposed for the City’s Greenspace Restoration Project plan for St. Claude Avenue.

**Leverage** – Community support is very important for leveraging municipal funds and expedited permits.

**Phasing** – The DC should consider different planting strategies depending on resources and the focus of other Board Committees. For instance, one strategy would be to focus on planting trees at regular intervals along the entire length of the District (a strategy that will most likely be employed by the neutral ground restoration project spearheaded by the City). This approach would coordinate well with the Common Threads element. Other strategies might consider the demonstrated levels of interest among businesses and residents and focus trees in these areas. Also keep in mind that the planting season is from October to March.

**Maintenance** – Although the City is mandated to maintain trees on public spaces for one year after planting, it is overwhelmed with existing maintenance tasks. Community members who have been trained as Tree Troopers or local residents with interests in gardening can help to monitor tree health along the District. In addition, the Business Advisory Committee may encourage businesses to care for trees that front their business, as it is good for attracting customers and new businesses and also demonstrates renewed investment and interest in the District, a bonus for business recruitment.

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**Additional information**

- DPP tree planting application can be found at: [http://www.cityofno.com/Portals/ParksandParkways/Resources/Tree%20Planting%20Permit%20Application.pdf](http://www.cityofno.com/Portals/ParksandParkways/Resources/Tree%20Planting%20Permit%20Application.pdf)
- For permission to cut a planting hole if the area to the curb is paved, contact the Department of Public Works - Traffic Engineering at (504) 658-8050.
- To have the underground utility lines marked, call Louisiana One Call at (800) 272-3020.

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**Uses of Funding**

A key component of the District’s revitalization will be the identification of appropriate funding sources. However, before identifying them, it is important to understand the different uses for funding that will be needed in the District. Four key funding uses have been identified for the St. Claude Avenue Main Street’s revitalization efforts.

**Main Street Operating Funds** – The most critical budget need is to fund ongoing operations and management of the St. Claude Avenue Main Street organization. The point at which the State Main Street funding will be exhausted is quickly approaching and the success of the Main Street program will be tied closely to its ability to identify new funding sources. At the very minimum, the Main Street organization will need to raise sufficient funding for one full time staff person, and ideally enough for a second part-time employee and/or a summer intern. Fundraising and grants appear to be the most promising sources of funding for ongoing operations, but will require near-term demonstrated results in the commercial revitalization effort.

**Main Street Project Funds** – In addition to operating funds, St. Claude Avenue Main Street should begin to identify sources of funding for project implementation. This would include money for such things as landscaping and pedestrian improvements. To the degree possible, the organization should partner with other entities (organizations and public agencies) to share resources, or leverage
Main Street dollars with external sources of funding. These partnerships with other organizations will be critical to the revitalization of the corridor, as was outlined in the Common Action section. Fundraising and project-specific grants are the key sources of Main Street project funds.

**Small Business Funding** – One of the roles of a Main Street organization is to promote economic development along the corridor. Yet business start-ups and existing business expansion often require substantial sources of funding. While it is not necessarily the role of a Main Street organization to provide funding directly to businesses, providing information on, and referrals to, funding resources is important. Small business funding sources include guaranteed or low interest loans and a variety of federal, state and local tax credits.

**Small Business Technical Assistance** – Technical assistance and workforce training is nearly as important as funding is to the success of a small business. St. Claude Avenue Main Street should encourage local businesses to take advantage of technical services that are available to them. These services include reimbursement for job training, tax incentives for employers and comprehensive training and financial planning for entrepreneurs.

**Sources of Funding**

While there are many large funding sources in use in New Orleans such as Community Development Block Grant (CDBG) funding, these resources are often disbursed to government agencies who than fund smaller programs. The focus of this section is on identifying funding sources and programs that are available to community organizations and small businesses.

With this in mind, it is important to explore some of these larger programs as they may provide hints on what future grants may become available. By far the largest source of funding in New Orleans is federal CDBG money that is provided to the City of New Orleans Office of Recovery Management (ORDA). In ORDA’s 2009 Budget, $39 million is allocated for Neighborhood Corridor Enhancements, which includes façade grant funding and assistance for neighborhood associations.

The Healthy Communities Initiative, which provides grants and loans for fresh food retailers, community markets and urban gardens, has been allocated $9 million. While the specifics of how the funding is to be distributed are not yet known, both of these programs fund activities relevant to the District. St. Claude Avenue Main Street should work with ORDA to understand when those funding programs will become available and to partner with other neighborhood organizations to advocate for funding.

The variety of funding options and incentives offered in New Orleans since Katrina has increased substantially and is constantly changing. Several resources exist that track current incentives. St. Claude Avenue Main Street should check these sources frequently for new funding opportunities. They include Greater New Orleans Inc., the State of Louisiana Department of Economic Development and the New Orleans Master Plan (Ch. 11).
Internal Funding Sources – The first priority for funding should be those sources that the organization can generate internally.

- Fundraising Activities – Fundraising revenue is a key source of funding that could be used to cover organizational operating costs and to fund specific projects outlined in this plan. St. Claude Avenue Main Street should develop a fundraising plan. Festivals have been successful in other New Orleans Main Street districts (such as the Po Boy Festival on Oak Street) and are a good option to consider.

- Façade Grant Funding – The State Main Street office provides grant funding for façade improvements in the District. The use of the funds is somewhat flexible; if a non-façade painting project provides visible improvements to the corridor, the State Main Street office might consider funding it.

- Membership Programs – Once the St. Claude Avenue Main Street organization has demonstrated that it can effectively manage revitalization efforts within the District, it may be able to develop resident and business membership programs whereby members pay a small annual due to help fund further revitalization projects. As an example, the Faubourg St. Roch Improvement Association collects a small $20 annual membership.

- Dedicated City Funding for Main Streets – While no specific City funding is currently available for Main Street organizations, the New Orleans Master Plan recommends a dedicated source be provided. St. Claude Avenue Main Street should work with the other New Orleans Main Street programs to advocate for City funding.

Grant Funding – Since Hurricane Katrina, a large variety of grants have been made available for the redevelopment of New Orleans. Uses of grant funding are different for each grant, but may include operating funding for community organizations or funding for specific projects. Grants come from a variety of sources including large corporations, foundations and individual donors. Given the challenge of finding information on different types of grants, several organizations act as ‘clearinghouses’, providing one location for information on grants currently available. The Greater New Orleans Foundation and the Louisiana Association of Non-Profit Organizations are two groups that act as clearinghouses. Several New Orleans groups that provide grant funding that may be of interest to St. Claude Avenue Main Street include Parkways Partners and the Louisiana Disaster Recovery Foundation.

Corporate Sponsorship – St. Claude Avenue has a number of local branches of
implementation

larger corporations including McDonalds, H&R Block and Whitney Bank. The organization could seek out corporate sponsorships from these organizations in exchange for marketing in the District newsletter, advertisements on the Main Street website, or promotion at fundraising events.

Sample Main Street Annual Budget – St. Claude Avenue Main Street will need approximately $60,000 to $80,000 in funding to operate successfully. At a minimum, a sample budget for the organization may assume $35,000 in proceeds from one or two large fundraising events, several grants totaling $15,000 and State Main Street façade grant funding worth $8,000 and $5,000 in corporate sponsorship from one or more organizations.

Business Loans, Tax Incentives and Workforce Development Resources – In addition to funding sources for the Main Street organization itself, there are many resources available to small businesses in the District. A partial list of loans, tax incentives and workforce development resources are listed in Appendix 10.

Arts and Streetscape-related Funds – Funding for many arts and streetscape improvement projects can be obtained from the following sources.
- Traditional CDBG fund from City of New Orleans Department of Public Works
- Louisiana Recovery Authority – Obligated Recovery Funds
- D-CDBG Neighborhood Corridor Enhancements
- Commercial Rehab & Façade Grant/Loan Program
- Strategic Commercial & Cultural Assets Program
- Neighborhood Association Assistance Program
- Historic Structures Façade Improvements
- Louisiana Department of Transportation – Transportation Enhancement Program
- Clear Channel contract with the City
- Stimulus funding (See New Orleans Regional Planning Commission Transportation Improvement Plan, p. 58)
- Community Arts Grants Program – Arts Council for New Orleans
- Project Assistance Grants – Arts Council of New Orleans
- Louisiana Decentralized Arts Funding
- NORCE Community Fund

The Project Team has created a detailed implementation table for over 35 specific proposals that fall into the St. Claude in Common framework of Common Threads, Common Clusters and Common Action. For each proposal, the table describes the Timeframe (immediate, short-, medium- or long-term), the Implementing Partners, the Resources and Funding Required and Key Tasks to implement the proposal. The Implementation Table can be found in Appendix 6.
st. claude in common
market supply and demand methodology

Data Sources
Several data sources were used to create the market analysis; a summary of these sources is provided in Table 1.

Table 1: Data sources for market analysis

<table>
<thead>
<tr>
<th>Data Type</th>
<th>Source</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population/household income</td>
<td>Greater New Orleans Inc.</td>
<td>Site Intelligence Tool (using data from ESRI*)</td>
<td>2008</td>
</tr>
<tr>
<td>Retail Data</td>
<td>Urban Land Institute</td>
<td>Dollars &amp; Cents of Shopping Centers</td>
<td>2008</td>
</tr>
<tr>
<td>Retail Distribution</td>
<td>Euromonitor International</td>
<td>Retail Channel Distribution - US Nationwide</td>
<td>2003-06</td>
</tr>
</tbody>
</table>

*ESRI is a software developer that provides GIS (geographic information system) modeling and mapping software and technology.

- Greater New Orleans Inc. provides data on population, income and demographics at the zip code level in Orleans Parish. Nearly four years after Hurricane Katrina, it is still impossible to find publicly available data at the neighborhood level.
- The Bureau of Labor Statistics (BLS) surveys households across the nation regarding their income and annual expenditures on different types of goods and services. The market analysis is based on spending patterns in the Southern region from 2006 to 2007.
- The Urban Land Institute (ULI) Dollars and Cents of Shopping Centers is an industry-standard data set that estimates average sales per square foot and average gross leasing area for different types of stores across the United States. The market analysis incorporates data on stores found in Neighborhood Shopping Centers in 2008.
- Euromonitor International breaks down spending data by the type of stores where different goods are purchased (i.e., department, convenience, etc.) This data is from 2003-2006.

Methodology and Results
Combining the data sources described in the previous section with a set of input assumptions, a model was developed to predict supportable retail square footage for the St. Claude Main Street District. This model includes demand estimates for two different market segments – the Primary Market Area and the Secondary Market Area. The 70117 zip code encompasses the vast majority of neighborhoods adjacent to the District and so was determined to be the Primary Market Area. The 70116 zip code includes neighborhoods close to St. Claude Avenue, but are in close proximity to a wider choice of retail. This area was set as the Secondary Market Area.

The share of expenditures that would occur along St. Claude Avenue, assuming there is a reasonable level of supply, was estimated by expenditure category for both market segments. The market share factors are different for each market segment to reflect expected spatial shopping patterns. The expenditure share percentages for different product categories are shown in Table 2.

Combining the aforementioned data and assumptions, a retail demand model was constructed. The following steps outline this process:

- Household spending on various categories was estimated using BLS consumer expenditure data. Since average household income in the Primary Market Area is $31,931, and is $37,675 in the Secondary Market Area, the model uses average spending data for households in the $30,000-39,999 income range. Primary and Secondary Market Area expenditure estimates by category are shown in Table 3.
- The next step was to translate consumer expenditure data into physical supportable square footage. Three intermediate steps were needed:
  1. The expenditure categories were matched with categories in the Euromonitor and ULI data.
  2. Using Euromonitor data, ‘spending by type of store’ (e.g., spending on food at home occurs not only in supermarkets, but also in convenience stores, independent food markets, etc.) was estimated.
  3. Supportable square footage was determined by dividing ‘spending by type of store’ (calculated in the previous step) by the ULI’s ‘average sales per square foot’ by retail category.
As described in the previous section, Euromonitor provides data on where people buy certain goods and services. Table 4 is a compilation of their findings. Table 5 contains average sales per square foot data for different types of stores from ULI.

To determine supportable square footage, existing square footage by type of store (from the business inventory) is subtracted from supportable square footage found in the previous step. If the number is negative, there is a sales gap. Estimates of supportable square footage by retail category are shown in Table 6. This number can then be divided by the average square footage of that type of store to estimate the number of new businesses the District can support. Table 7 estimates the number of supportable stores by retail category and accounts for competition from existing businesses in the District.

Table 2. Estimated share of Market Area expenditures for St. Claude Avenue

<table>
<thead>
<tr>
<th>Primary Market Area</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Food at Home</td>
<td>70%</td>
</tr>
<tr>
<td>Food away from Home</td>
<td>55%</td>
</tr>
<tr>
<td>Alcohol</td>
<td>80%</td>
</tr>
<tr>
<td>Housekeeping Supplies</td>
<td>70%</td>
</tr>
<tr>
<td>Household Furnishings and Equipment</td>
<td>30%</td>
</tr>
<tr>
<td>Appliances</td>
<td>30%</td>
</tr>
<tr>
<td>Clothing and Related Products/Services</td>
<td>20%</td>
</tr>
<tr>
<td>Furniture</td>
<td>20%</td>
</tr>
<tr>
<td>Miscellaneous household equipment (plants, gardening equip)</td>
<td>30%</td>
</tr>
<tr>
<td>Footwear</td>
<td>20%</td>
</tr>
<tr>
<td>Drugs and Medical Supplies</td>
<td>70%</td>
</tr>
<tr>
<td>Pets and Toys</td>
<td>30%</td>
</tr>
<tr>
<td>Personal Care Services</td>
<td>60%</td>
</tr>
<tr>
<td>Personal Care Products</td>
<td>40%</td>
</tr>
<tr>
<td>Gasoline and Motor Oil</td>
<td>60%</td>
</tr>
<tr>
<td>Vehicle Maintenance and Repair</td>
<td>75%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Secondary Market Area</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Food at Home</td>
<td>30%</td>
</tr>
<tr>
<td>Food away from Home</td>
<td>30%</td>
</tr>
<tr>
<td>Alcohol</td>
<td>20%</td>
</tr>
<tr>
<td>Housekeeping Supplies</td>
<td>20%</td>
</tr>
<tr>
<td>Household Furnishings and Equipment</td>
<td>5%</td>
</tr>
<tr>
<td>Appliances</td>
<td>10%</td>
</tr>
<tr>
<td>Clothing and Related Products/Services</td>
<td>5%</td>
</tr>
<tr>
<td>Furniture</td>
<td>10%</td>
</tr>
<tr>
<td>Miscellaneous Household Equipment (plants, gardening equip)</td>
<td>10%</td>
</tr>
<tr>
<td>Footwear</td>
<td>5%</td>
</tr>
<tr>
<td>Drugs and Medical Supplies</td>
<td>25%</td>
</tr>
<tr>
<td>Pets and Toys</td>
<td>20%</td>
</tr>
<tr>
<td>Personal Care Services</td>
<td>30%</td>
</tr>
<tr>
<td>Personal Care Products</td>
<td>20%</td>
</tr>
<tr>
<td>Gasoline and Motor Oil</td>
<td>40%</td>
</tr>
<tr>
<td>Vehicle Maintenance and Repair</td>
<td>40%</td>
</tr>
</tbody>
</table>
### Table 3: Primary and Secondary Market Area expenditure estimates by category

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Primary Market Area (PMA)</th>
<th>Secondary Market Area (SMA)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of Income</td>
<td>Amount Spent per Household</td>
</tr>
<tr>
<td>Average annual expenditures</td>
<td>97.1%</td>
<td>$31,020</td>
</tr>
<tr>
<td>Food</td>
<td>13.3%</td>
<td>$4,119</td>
</tr>
<tr>
<td>Food at home</td>
<td>8.1%</td>
<td>$2,502</td>
</tr>
<tr>
<td>Food away from home</td>
<td>5.2%</td>
<td>$1,617</td>
</tr>
<tr>
<td>Alcoholic beverages</td>
<td>0.8%</td>
<td>$252</td>
</tr>
<tr>
<td>Housing</td>
<td>33.8%</td>
<td>$10,481</td>
</tr>
<tr>
<td>Shelter</td>
<td>18.5%</td>
<td>$5,747</td>
</tr>
<tr>
<td>Utilities, fuels, and public services</td>
<td>9.6%</td>
<td>$2,968</td>
</tr>
<tr>
<td>Housekeeping supplies</td>
<td>1.3%</td>
<td>$394</td>
</tr>
<tr>
<td>Household furnishings and equipment</td>
<td>2.8%</td>
<td>$877</td>
</tr>
<tr>
<td>Furniture</td>
<td>0.7%</td>
<td>$228</td>
</tr>
<tr>
<td>Small appliances</td>
<td>0.3%</td>
<td>$80</td>
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<tr>
<td>Major appliances</td>
<td>0.4%</td>
<td>$111</td>
</tr>
<tr>
<td>Miscellaneous household equipment</td>
<td>1.2%</td>
<td>$375</td>
</tr>
<tr>
<td>Apparel and services</td>
<td>3.5%</td>
<td>$1,072</td>
</tr>
<tr>
<td>Men and boys</td>
<td>0.8%</td>
<td>$248</td>
</tr>
<tr>
<td>Women and girls</td>
<td>1.4%</td>
<td>$447</td>
</tr>
<tr>
<td>Children under 2 years old</td>
<td>0.2%</td>
<td>$66</td>
</tr>
<tr>
<td>Footwear</td>
<td>0.6%</td>
<td>$185</td>
</tr>
<tr>
<td>Other apparel products and services</td>
<td>0.4%</td>
<td>$127</td>
</tr>
<tr>
<td>Transportation</td>
<td>21.2%</td>
<td>$6,579</td>
</tr>
<tr>
<td>Vehicle purchases (net outlay)</td>
<td>8.6%</td>
<td>$2,655</td>
</tr>
<tr>
<td>Gasoline and motor oil</td>
<td>6.5%</td>
<td>$2,007</td>
</tr>
<tr>
<td>Maintenance and repairs</td>
<td>1.7%</td>
<td>$515</td>
</tr>
<tr>
<td>Public transportation</td>
<td>0.6%</td>
<td>$184</td>
</tr>
<tr>
<td>Healthcare</td>
<td>7.3%</td>
<td>$2,256</td>
</tr>
<tr>
<td>Health insurance</td>
<td>4.0%</td>
<td>$1,226</td>
</tr>
<tr>
<td>Medical services</td>
<td>1.5%</td>
<td>$476</td>
</tr>
<tr>
<td>Drugs</td>
<td>1.5%</td>
<td>$468</td>
</tr>
<tr>
<td>Medical supplies</td>
<td>0.3%</td>
<td>$86</td>
</tr>
<tr>
<td>Entertainment</td>
<td>4.9%</td>
<td>$1,534</td>
</tr>
<tr>
<td>Fees and admissions</td>
<td>0.8%</td>
<td>$244</td>
</tr>
<tr>
<td>Audio and visual equipment and services</td>
<td>2.2%</td>
<td>$692</td>
</tr>
<tr>
<td>Pets, toys, hobbies, and playground equipment</td>
<td>1.3%</td>
<td>$401</td>
</tr>
<tr>
<td>Other entertainment supplies, equipment, and services</td>
<td>0.6%</td>
<td>$196</td>
</tr>
<tr>
<td>Personal care services</td>
<td>0.9%</td>
<td>$268</td>
</tr>
<tr>
<td>Personal care products</td>
<td>0.4%</td>
<td>$134</td>
</tr>
<tr>
<td>Reading</td>
<td>0.2%</td>
<td>$49</td>
</tr>
<tr>
<td>Education</td>
<td>0.7%</td>
<td>$231</td>
</tr>
<tr>
<td>Tobacco products and smoking supplies</td>
<td>1.2%</td>
<td>$365</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1.5%</td>
<td>$455</td>
</tr>
<tr>
<td>Cash contributions</td>
<td>3.0%</td>
<td>$937</td>
</tr>
<tr>
<td>Personal insurance and pensions</td>
<td>7.4%</td>
<td>$2,287</td>
</tr>
<tr>
<td>Life and other personal insurance</td>
<td>0.6%</td>
<td>$183</td>
</tr>
<tr>
<td>Pensions and Social Security</td>
<td>6.8%</td>
<td>$2,103</td>
</tr>
</tbody>
</table>
### Table 4: Share of expenditures by retail and product category

<table>
<thead>
<tr>
<th>Retail Category</th>
<th>Food at Home</th>
<th>Food away from Home</th>
<th>Alcohol</th>
<th>Housekeeping Supplies</th>
<th>HH Furnishings and Equipment</th>
<th>Clothing and Related Products/Services</th>
<th>Footwear</th>
<th>Drugs &amp; Medical Supplies</th>
<th>Pets and Toys</th>
<th>Personal Care Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Store</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.2%</td>
<td>12.3%</td>
<td>25.6%</td>
<td>20.6%</td>
<td>0.0%</td>
<td>1.9%</td>
<td>16.7%</td>
</tr>
<tr>
<td>Discount Department Store (e.g. Target)</td>
<td>10.0%</td>
<td>0.0%</td>
<td>4.0%</td>
<td>34.1%</td>
<td>17.9%</td>
<td>17.6%</td>
<td>16.7%</td>
<td>39.8%</td>
<td>31.6%</td>
<td>26.1%</td>
</tr>
<tr>
<td>Supermarket</td>
<td>60.1%</td>
<td>0.0%</td>
<td>31.2%</td>
<td>44.3%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>17.3%</td>
<td>18.8%</td>
<td>14.5%</td>
</tr>
<tr>
<td>Independent Food Market (a)</td>
<td>11.7%</td>
<td>0.0%</td>
<td>2.6%</td>
<td>2.4%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>2.9%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Convenience Store (Variety Store)</td>
<td>5.1%</td>
<td>0.0%</td>
<td>25.4%</td>
<td>0.8%</td>
<td>6.9%</td>
<td>15.6%</td>
<td>17.0%</td>
<td>34.6%</td>
<td>18.6%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Internet/ Direct and Other</td>
<td>13.1%</td>
<td>0.0%</td>
<td>11.1%</td>
<td>14.1%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Restaurant/ Carry Out</td>
<td>0.0%</td>
<td>100.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Liquor/ Wine Shop</td>
<td>0.0%</td>
<td>0.0%</td>
<td>25.7%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Drugstore/ Pharmacy</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>4.4%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>25.9%</td>
<td>0.0%</td>
<td>15.3%</td>
</tr>
<tr>
<td>Furniture Store</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>61.6%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>49.9%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Shoe Store</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>46.9%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Pet Store</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>10.1%</td>
</tr>
<tr>
<td>Cosmetics/ Beauty Supply</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>8.0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

### Chart 1: Estimated market supply and demand for several retail categories

<table>
<thead>
<tr>
<th>Retail Category</th>
<th>Average Sales PSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Store</td>
<td>$245</td>
</tr>
<tr>
<td>Discount Department Store</td>
<td>$245</td>
</tr>
<tr>
<td>General Merchandise</td>
<td>$245</td>
</tr>
<tr>
<td>Supermarket</td>
<td>$465</td>
</tr>
<tr>
<td>Restaurants and Bars</td>
<td>$246</td>
</tr>
<tr>
<td>Fast Food</td>
<td>$347</td>
</tr>
<tr>
<td>Liquor/ Wine Shop</td>
<td>$254</td>
</tr>
<tr>
<td>Furniture and Home Furnishings</td>
<td>$156</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>$200</td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>$142</td>
</tr>
<tr>
<td>Pet Store</td>
<td>$101</td>
</tr>
<tr>
<td>Plant and Garden Supplies</td>
<td>$226</td>
</tr>
<tr>
<td>Cosmetic/Beauty Supplies</td>
<td>$297</td>
</tr>
<tr>
<td>Personal Care Services</td>
<td>$175</td>
</tr>
<tr>
<td>Automobile Repair and Parts Shop</td>
<td>$387</td>
</tr>
<tr>
<td>Drugstore/ Pharmacy</td>
<td>$429</td>
</tr>
<tr>
<td>Convenience Store</td>
<td>$250</td>
</tr>
<tr>
<td>Small Appliances and Housewares</td>
<td>$302</td>
</tr>
<tr>
<td>Appliance Repair and Maintenance</td>
<td>$138</td>
</tr>
</tbody>
</table>

![Chart](chart.png)
Table 6: Estimated market supply and demand in square feet by retail category

<table>
<thead>
<tr>
<th>Retail Category</th>
<th>Estimated Annual Retail Expenditure</th>
<th>Average Sales PSF</th>
<th>Supportable Square Footage (Demand)</th>
<th>Existing Square Footage (Supply)</th>
<th>Demand-Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supermarket</td>
<td>$17,435,297</td>
<td>$465</td>
<td>37,465</td>
<td>0</td>
<td>37,465</td>
</tr>
<tr>
<td>General Merchandise</td>
<td>$7,156,348</td>
<td>$245</td>
<td>29,180</td>
<td>7,187</td>
<td>21,993</td>
</tr>
<tr>
<td>Restaurants and Bars</td>
<td>$8,168,564</td>
<td>$246</td>
<td>33,185</td>
<td>11,849</td>
<td>21,336</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>$864,947</td>
<td>$200</td>
<td>4,436</td>
<td>0</td>
<td>4,436</td>
</tr>
<tr>
<td>Automobile Repair and Parts</td>
<td>$4,695,544</td>
<td>$387</td>
<td>12,136</td>
<td>8,696</td>
<td>3,440</td>
</tr>
<tr>
<td>Plant and Garden Supplies</td>
<td>$1,194,029</td>
<td>$226</td>
<td>5,278</td>
<td>2,191</td>
<td>3,087</td>
</tr>
<tr>
<td>Liquor/Wine Store</td>
<td>$516,576</td>
<td>$254</td>
<td>2,033</td>
<td>0</td>
<td>2,033</td>
</tr>
<tr>
<td>Small Appliances and Housewares</td>
<td>$608,721</td>
<td>$302</td>
<td>1,804</td>
<td>0</td>
<td>1,804</td>
</tr>
<tr>
<td>Convenience Store</td>
<td>$1,544,163</td>
<td>$250</td>
<td>4,369</td>
<td>1,807</td>
<td>2,562</td>
</tr>
<tr>
<td>Fast Food</td>
<td>$2,722,855</td>
<td>$347</td>
<td>8,298</td>
<td>(458)</td>
<td>(458)</td>
</tr>
<tr>
<td>Appliance Repair and Maintenance</td>
<td>$119,403</td>
<td>$138</td>
<td>1,605</td>
<td>(739)</td>
<td>(739)</td>
</tr>
<tr>
<td>Shoe Store</td>
<td>$172,886</td>
<td>$142</td>
<td>1,222</td>
<td>(2,082)</td>
<td>(2,082)</td>
</tr>
<tr>
<td>Personal Care Services</td>
<td>$1,910,785</td>
<td>$175</td>
<td>13,573</td>
<td>(2,678)</td>
<td>(2,678)</td>
</tr>
<tr>
<td>Furniture and Home Furnishings</td>
<td>$2,240,805</td>
<td>$156</td>
<td>18,673</td>
<td>(4,346)</td>
<td>(4,346)</td>
</tr>
<tr>
<td>Personal Care Products</td>
<td>$50,878</td>
<td>$297</td>
<td>8,979</td>
<td>(8,808)</td>
<td>(8,808)</td>
</tr>
<tr>
<td>Drugstore/Pharmacy</td>
<td>$1,308,333</td>
<td>$429</td>
<td>14,840</td>
<td>(11,794)</td>
<td>(11,794)</td>
</tr>
</tbody>
</table>

Table 7: Estimated number of supportable new stores by retail category

<table>
<thead>
<tr>
<th>Retail Category</th>
<th>Average Store Size (in sq. ft.)</th>
<th>Total Number of Supportable Stores</th>
<th>Existing Stores</th>
<th>Unmet Demand (in stores)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants and Bars</td>
<td>2,001</td>
<td>16.58</td>
<td>7</td>
<td>9.58</td>
</tr>
<tr>
<td>Plant and Garden Supplies</td>
<td>1,424</td>
<td>3.71</td>
<td>2</td>
<td>1.71</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>2,737</td>
<td>1.62</td>
<td>0</td>
<td>1.62</td>
</tr>
<tr>
<td>Automobile Repair and Parts</td>
<td>4,032</td>
<td>3.01</td>
<td>2</td>
<td>1.01</td>
</tr>
<tr>
<td>Supermarket</td>
<td>37,895</td>
<td>0.99</td>
<td>0</td>
<td>0.99</td>
</tr>
<tr>
<td>Small Appliances and Housewares</td>
<td>2,648</td>
<td>0.76</td>
<td>0</td>
<td>0.76</td>
</tr>
<tr>
<td>Wine and Liquor Shop</td>
<td>3,196</td>
<td>0.64</td>
<td>0</td>
<td>0.64</td>
</tr>
<tr>
<td>Pet Store</td>
<td>3,174</td>
<td>0.50</td>
<td>0</td>
<td>0.50</td>
</tr>
<tr>
<td>Shoe Store</td>
<td>2,950</td>
<td>0.41</td>
<td>1</td>
<td>0.00</td>
</tr>
<tr>
<td>Cosmetic/Beauty Supplies</td>
<td>1,625</td>
<td>0.11</td>
<td>1</td>
<td>0.00</td>
</tr>
<tr>
<td>General Merchandise</td>
<td>88,026</td>
<td>0.33</td>
<td>1</td>
<td>0.00</td>
</tr>
<tr>
<td>Furniture and Home Furnishings</td>
<td>7,696</td>
<td>1.86</td>
<td>4</td>
<td>0.00</td>
</tr>
</tbody>
</table>
key stakeholders by category | appendix 2

Neighborhood Associations
Faubourg Marigny Improvement Association
Faubourg St. Roch Improvement Association
Bywater Neighborhood Association
Bunny Friends Neighborhood Association
Holy Cross Neighborhood Association
Lower Ninth Ward Neighborhood Empowerment Network Association

Faith-Based Organizations
St. Roch Community Church
First Pilgrims Baptist Church
Our Lady Star of the Sea Catholic Church

Financial Institutions
Seedco Financial Services
Newcorp Business Assistance Center
Good Work Network

Family and Youth Organizations
Colton School
Drew Elementary
Douglas High School

Businesses
St. Claude Avenue Businesses
Property Owners
Local Developers (HRI Properties)

Municipal Entities
New Orleans Police Department
New Orleans Office of Recovery Management (ORDA)
New Orleans Department of Parks and Parkways
City Council, District 3
Target Areas Implementation
New Orleans Regional Planning Commission

State Entities
Louisiana Main Street
Louisiana Transportation Enhancement Program
Louisiana Economic Development

Project-Based Entities
Parkway Partners
Neutral Ground Initiative
Creative Alliance of New Orleans (CANO)
SCAD New Orleans
St. Roch Project
KK Projects
New Orleans Art & Restoration Guild/Art Market
Renaissance Project (local markets)
Market Umbrella (local markets)
Mary Queen of Vietnam (urban farms)
Food Coop, Tulane University
AECOM Transportation
French Market Corporation
Latter & Blum
Preservation Resource Center of New Orleans
City-Works
Urban Conservancy
Crescent City Peace Alliance
st. claude in common
Andy Antippas, Barrister’s Gallery
Mike Aubrey, Shoestrings and Oddities
Robin Barnes, Seedco Financial Services
Sarah Benoit, Louisiana Main Streets
Robyn Blanpied, St. Claude Main Streets
Keith P. Bleichner, Department of Parks and Parkways
Dana Brown, Brown & Danos Land Design, Inc.
John Calhoun, Food Coop
James Carter, City Council, District 3
Eugene Cizek, Tulane University
Johnell M Colbert, First Pilgrims Baptist Church
Charlee Williamson, Ralph Brennan Restaurant Group
Louis Costa, AECOM Transportation
Chris Costello, Faubourg-Marigny Neighborhood Improvement Association
Barry Cromartie, Target Areas Implementation City of New Orleans
Dana Eness, Urban Conservancy
Jean Fahr, Parkway Partners
Ken Ferdinand, French Market Corporation
Duff Friend, Latter & Blum
Patricia Gay, Preservation Resource Center of New Orleans
John Gerken, Gerken’s Bike Shop
Gretta Gladney, Renaissance Project
Michael Gottwald, Creative Alliance of New Orleans
Robin Halverson, Latter & Blum
John Harsick, Hi-Ho Lounge
Dwight Henry, Henry’s Deli & Bakery
Jeffrey, Holmes, SCADNOLA
Sam Jernigan, Post’s Inc.
Jordan Jones, Good Work Network
Julie Jones, Bywater Neighborhood Association
Pres Kabacoff, HRI Properties
Kirsha Kaechele, KK Projects
Seth Knudsen, City-Works
Rich Krumm, Ralph Brennan Restaurant Group
Erin Laine, Food Coop
Reggie Lawson, Crescent City Peace Alliance
Geoffrey Leonard, Rebuilding Together
Belinda Littlewood, City of New Orleans
Michaela King, Frederick Douglass Clinic LSU HSC
Jim Livingston, City-Works
Ben McLeish, St. Roch Community Church
Jeanne Nathan, Creative Alliance of New Orleans
Katherine Prevost, Bunny Friend Neighborhood Organization
Lieutenant LaSalle Rattler, New Orleans Police Department, District 5
Tony Ricard, Our Lady Star of the Sea Catholic Church
Officer Spencer Smith, New Orleans Police Department, District 5
Ray Scribner, Louisiana Main Street
Rich Stone, Latter & Blum
Wanda Talton, Neighborhood Empowerment Network Association, 9th Ward
Jeff Thomas, Office of Recovery & Development Administration
Blake Von der Haar, New Orleans Art & Restoration Guild
J.B. Watkins, St. Roch Community Church
Terry Watson, St. Roch Community Church
David Weinberg, Creative Alliance of New Orleans
Charlee Williamson, Ralph Brennan Restaurant Group
Darlene Wolnick, Market Umbrella
Lavon Wright, City of New Orleans
Michael Wyatt, Louisiana Main Street
Walter, Royal Furniture Company
Justin, Mister T’s
Lonnie, Sports Barber Shop
A.J., AJ’s Produce Company
For each project, a detailed Action Plan should be developed with the St. Claude Avenue Main Street Board. The plan should be updated regularly to track finances and progress on tasks.

### St. Claude Avenue Main Street

**Committee:**

- **Project:**
- **Chair:**
- **Phone:**
- **Fax:**
- **Email:**
- **Target completion date:**

**Committee members:**

<table>
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<tr>
<th>Task</th>
<th>Person Responsible</th>
<th>Due Date</th>
<th>Cost</th>
<th>Revenue</th>
<th>Status*</th>
<th>Outcomes</th>
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</tbody>
</table>

| Total: | $  | $   |

*Not Started, Planning Phase, In Progress, Completed*
st. claude in common
This sample workplan can be used to schedule and track individual tasks within the implementation of a larger project. Each task should be listed on this chart, showing the months during which the work will occur and the deadline for completing the task. Each task listing should also show the name of the person responsible for completing the task.

At the start of a project, all committee members should receive a copy of the full workplan. Individual members’ tasks can be highlighted on the copy of the plan they receive. Members should receive updated workplans as tasks are completed or if timelines change. Workplans may be expanded for multi-year projects.

### St. Claude Avenue Main Street Committee:
Project: 
Date:

<table>
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<tr>
<th>Task</th>
<th>Jan</th>
<th>Feb</th>
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<th>Apr</th>
<th>May</th>
<th>Jun</th>
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</table>

Sample workplan | Appendix 5

**Appendix X: Sample Workplan**

This sample workplan can be used to schedule and track individual tasks within the implementation of a larger project. Each task should be listed on this chart, showing the months during which the work will occur and the deadline for completing the task. Each task listing should also show the name of the person responsible for completing the task.

At the start of a project, all committee members should receive a copy of the full workplan. Individual members’ tasks can be highlighted on the copy of the plan they receive. Members should receive updated workplans as tasks are completed or if timelines change. Workplans may be expanded for multi-year projects.
st. claude in common
This implementation table outlines the Timeframe, Implementing Parties, Funding Needs and Resources and Key Tasks for some of the projects and programs proposed in this plan. Using the St. Claude in Common framework, the projects and programs are grouped into Common Threads, Common Clusters and Common Action. Within these groups, the projects and programs are presented by timeframe: immediate, short-term, medium-term and long-term. Immediate strategies are those that can be started right away. Short-term strategies have a timeframe of 6 months to 2 years. Medium-term pertains to two to five years. Long-term is considered five years or longer. The suggested phasing will require review and validation by the St. Claude Avenue Main Street Board and Committees.

This list of projects, programs and key tasks is by no means exhaustive. The table should serve as a resource both for carrying out the projects listed and for developing implementation plans for future projects.

Common Threads: Create unifying themes for the District through urban design elements and programming

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Project or Program</th>
<th>Implementing Parties</th>
<th>Resources / Funding Required</th>
<th>Key Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate</td>
<td>Façade painting</td>
<td>SCMS DC; property owners; businesses</td>
<td>SCMS façade grants; volunteer labor</td>
<td>• Contact business owners and property owners to create interest for façade painting and provide information on available SCMS grants</td>
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<tr>
<td>(underway)</td>
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<td></td>
<td>• Organize a volunteer façade painting day</td>
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<td></td>
<td>• Recruit volunteer labor and materials</td>
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<td></td>
<td>• Contact media for coverage</td>
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<td></td>
<td>• Promote future façade painting events with photos of volunteers painting and with before/after shots of the buildings</td>
</tr>
<tr>
<td>Immediate</td>
<td>Landscaping the neutral ground and sidewalks</td>
<td>SCMS DC; DPP; SCMS PPMC; BAC; Parkway Partners; Neutral Ground Initiative</td>
<td>Transportation Enhancement Program; City funds</td>
<td>• Design firm Brown+Danos is planning for neutral ground</td>
</tr>
<tr>
<td>(underway)</td>
<td></td>
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<td>• For sidewalk trees, consult neutral ground design and DPP tree selection guide</td>
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<td>• Collaborate with Parkway Partners and Tree Trooper program</td>
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<td>• Engage businesses and residents to assume responsibility for trees in front of their property</td>
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<td></td>
<td>• Obtain permits</td>
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<td>• Procure trees and installation tools; Plant trees</td>
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<td>• Celebrate with tree planting &amp; blossom festivals</td>
</tr>
</tbody>
</table>

Note: **Bold type in Implementing Parties indicates lead organization**

SCMS = St. Claude Avenue Main Street, DC = Design Committee, PPMC = Promotion and Partnership Management Committee, PSC = Public Safety Committee, BAC = Business Advisory Committee, SCAD NOLA = St. Claude Arts District, CANO = Creative Alliance of New Orleans, NOCCA = New Orleans Center for Creative Arts, DPP = Department of Parks and Parkways, RTA = Regional Transit Authority, CDBG = Community Development Block Grant
**Common Threads: Create unifying themes for the District through urban design elements and programming**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Project or Program</th>
<th>Implementing Parties</th>
<th>Resources / Funding Required</th>
<th>Key Tasks</th>
</tr>
</thead>
</table>
| Short-term | Signage | **SCMS DC; Colton School NOLA Artists; City of New Orleans Dept. of Public Works** | CDBG Fund from City of New Orleans Dept. of Public Works; Louisiana Recovery Authority Obligated Recovery Funds: D-CDBG - Neighborhood Corridor Enhancements, Commercial Rehab & Façade Grant/Loan Program; Strategic Commercial and Cultural Assets Program; Historic Structures Façade Improvements; Louisiana Dept. of Transportation - Transportation Enhancement Program | • Assess quality and presence of current infrastructure signage (street signs, transportation signs)  
• Assess commercial business signage  
• Work with businesses and City of New Orleans Dept. of Public Works, RTA, and Historic Districts Landmarks Commission for more wayfinding and signage (including historic markers/signage)  
• Partner with local artists for banners along streetlamps and for creative designs for business signage  
• Design/implement a St. Claude Avenue Main Street logo  
• Contact media for coverage |
| Short-term | Bike racks | **SCMS DC; City of New Orleans Dept. of Public Works; Arts Council of New Orleans; SCAD NOLA artists; Colton School artists; RTA** | CDBG Fund from City of New Orleans Dept. of Public Works; Louisiana Recovery Authority Obligated Recovery Funds: D-CDBG - Neighborhood Corridor Enhancements, Strategic Commercial & Cultural Assets Program; Stimulus funds - NOLA’s RPC’s Transportation Improvement; Louisiana Dept. of Transportation - Transportation Enhancement Program; Community Arts Grants Program - Arts Council for New Orleans - Project Assistance Grants | • Assess RTA’s transportation plans for St. Claude Avenue  
• Plan for a minimum of one bike rack near transit stops and several at every Common Cluster (especially at Elysian Fields Avenue, St. Roch Avenue and Franklin Avenue)  
• Distribute a ‘Call for Entries’ to artists from SCAD NOLA and The Colton School; Work with Arts Council of New Orleans to outreach to visual artists citywide  
• Obtain permits to install  
• Hire local crew to install  
• Contact media for coverage |

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### Common Threads: Create unifying themes for the District through urban design elements and programing

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Project or Program</th>
<th>Implementing Parties</th>
<th>Resources / Funding Required</th>
<th>Key Tasks</th>
</tr>
</thead>
</table>
| Medium-term | Improve traffic safety for pedestrians | SCMS PSC; City of New Orleans Dept. of Public Works Traffic Division; LA Dept. of Transportation and Development | Louisiana Dept. of Transportation and Development - Transportation Enhancements Program; Louisiana Safe Routes to Schools; Federal funds | • Establish and maintain relationship with Dept. of Transportation  
• Identify current sources of funding  
• Attend state and local hearings on transportation appropriations |
| Medium-term | Fill in bicycle lane on St. Claude Ave with a vibrant color paint or pattern unique to St. Claude Avenue | SCMS PSC; City of New Orleans Dept. of Public Works Traffic Engineering Division; LA Dept. of Transportation; Development; Regional Transit Authority  
| | | | Louisiana Dept. of Transportation Development - Transportation Enhancements Program | • Document unsafe conditions on existing bike lane through anecdotes, photos, collision counts  
• Collaborate with DC to sketch proposed intervention  
• Appeal to the New Orleans Dept. of Public Works Traffic Engineering Division  
• Apply for funding  
• Hire City or city-approved paint crew  
• Contact media for coverage |
| Medium-term | Trash receptacles | SCMS DC; Keep Louisiana Beautiful; Katrina Krewe; City of New Orleans Dept. of Public Works; Arts Council of New Orleans; SCAD NOLA; Colton School | Keep Louisiana Beautiful; CDBG Fund from City of New Orleans Dept. of Public Works; Louisiana Recovery Authority – Obligated Recovery Funds; D-CDBG - Neighborhood Corridor Enhancements, Commercial Rehab & Façade Grant/Loan Program; Strategic Commercial & Cultural Assets Program; Stimulus funds; Community Arts Grants Program - Arts Council for New Orleans; Arts Council of New Orleans - Project Assistance Grants | • Assess feasibility for more trash receptacles along the District  
• Begin with Common Clusters and move District-wide  
• Distribute a ‘Call for Entries’ to artists from SCAD NOLA and The Colton School; work with Arts Council of New Orleans to outreach to visual artists citywide  
• Alternatively hand-select artists from the Colton School or SCAD NOLA to make create prototypes artistic trash receptacles with murals, mosaics, and other artistic features  
• Obtain permits from City  
• Hire installation crew and install |

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Common Threads: Create unifying themes for the District through urban design elements and programming

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<th>Key Tasks</th>
</tr>
</thead>
</table>
| Medium-term | Street mosaic | SCMS DC; Faubourg St. Roch Project, SCAD NOLA, Colton School, CANO, AORTA Projects, Youth organizations, City of New Orleans Dept. of Public Works, Arts Council of New Orleans | CDBG Fund from City of New Orleans Dept. of Public Works; Louisiana Recovery Authority Obligated Recovery Funds: D-CDBG - Neighborhood Corridor Enhancements, Commercial Rehab & Façade Grant/Loan Program; Strategic Commercial and Cultural Assets Program; Historic Structures Façade Improvements | • Contact the Faubourg St. Roch Project for assistance on creating a street mosaic  
• Contact the city regarding permitting process and requirements for art in the sidewalk  
• Form a committee with neighborhood organizations, youth, and artist groups to create a proposal for the mosaic design  
• Select artists  
• Artists work with neighborhood children to create mosaic sidewalk |
| Medium to Long-term | Neighborhood health drive | SCMS PPMC; Grocery store (future), Food Co-op (future), restaurant owners, Tulane Public Health, Healing Center (future), Medical clinic (future), and Fitness center (future), Neighborhood groups and Faith-based organizations | Health screening and disease prevention funds | • Ask City and/or Health provider to sponsor the event to provide education and organization  
• Include BAC in the planning process  
• Present the event to the business community and describe ways they can participate and increase customers at the same time  
• Market the drive through ads, flyers and announcements at other meetings  
• Follow-up with health providers and businesses to evaluate success |

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</table>
| Long-term | Benches                 | **SCMS DC; City of New Orleans Dept. of Public Works, Arts Council of New Orleans, SCAD NOLA, Colton School, RTA** | CDBD Fund from City of New Orleans Department of Public Works; Louisiana Recovery Authority – Obligated Recovery Funds; D-CDBG - Neighborhood Corridor Enhancements, Commercial Rehab & Façade Grant/Loan Program, Strategic Commercial & Cultural Assets Program; Stimulus funds; Community Arts Grants Program - Arts Council for New Orleans; Arts Council of New Orleans - Project Assistance Grants; Louisiana Dept. of Transportation - Transportation Enhancement Program | • Assess RTA’s transportation plans for St. Claude Avenue Main Street District, New Orleans, LA
  • Plan for a minimum of one bench / bus shelter near transit stops and several at every Common Cluster (especially at Elysian Fields Avenue, St. Roch Avenue and Franklin Avenue)
  • Distribute a ‘Call for Entries’ to artists from SCAD NOLA and The Colton School; Work with Arts Council of New Orleans to outreach to visual artists citywide
  • Obtain permits
  • Hire installation crew and install benches |
| Long-term | Lighting                | **SCMS DC; New Orleans Dept. of Public Works Traffic Engineering Division; LA Dept. of Transportation and Development** | CDBG Fund from City of New Orleans Department of Public Works; Louisiana Recovery Authority – Obligated Recovery Funds; D-CDBG - Neighborhood Corridor Enhancements, Commercial Rehab & Façade Grant/Loan Program, Strategic Commercial & Cultural Assets Program; Stimulus funds | • Establish a plan for large scale street lamps on the neutral ground and small scale, historically appropriate street lamps on the sidewalks near businesses; establish a larger concentration in Common Clusters
  • Work with City of New Orleans Dept. of Public Works to obtain permits, hire crew, install lights
  • Contact media for coverage |
| Long-term | Curb bump-outs at crosswalks | **SCMS PSC; New Orleans Dept. of Public Works Traffic Engineering Division, LA Dept. of Transportation and Development** | Louisiana Dept. of Transportation - Development Transportation Enhancements Program; Public and private funds | • Identify locations with community
  • Document the need through anecdotes, pictures of dangerous conditions, and collision counts to solicit support
  • Collaborate with DC to sketch proposed changes
  • Appeal to City departments |

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</tr>
</thead>
</table>
| Long-term    | Benches            | SCMS DC; City of New Orleans Dept. of Public Works, Arts Council of New Orleans, SCAD NOLA, Colton School, RTA | CDBBD Fund from City of New Orleans Department of Public Works; Louisiana Recovery Authority – Obligated Recovery Funds: D-CDBG - Neighborhood Corridor Enhancements, Commercial Rehab & Façade Grant/Loan Program, Strategic Commercial & Cultural Assets Program; Stimulus funds; Community Arts Grants Program - Arts Council for New Orleans; Arts Council of New Orleans - Project Assistance Grants; Louisiana Dept. of Transportation - Transportation Enhancement Program | • Assess RTA’s transportation plans for St. Claude
• Plan for a minimum of one bench / bus shelter near transit stops and several at every Common Cluster (especially at Elysian Fields Avenue, St. Roch Avenue and Franklin Avenue)
• Distribute a ‘Call for Entries’ to artists from SCAD NOLA and The Colton School; Work with Arts Council of New Orleans to outreach to visual artists citywide
• Obtain permits
• Hire installation crew and install benches |
| Long-term    | Lighting           | SCMS DC; New Orleans Dept. of Public Works Traffic Engineering Division; LA Dept. of Transportation and Development | CDBG Fund from City of New Orleans Department of Public Works; Louisiana Recovery Authority – Obligated Recovery Funds: D-CDBG - Neighborhood Corridor Enhancements, Commercial Rehab & Façade Grant/Loan Program, Strategic Commercial & Cultural Assets Program; Stimulus funds | • Establish a plan for large scale street lamps on the neutral ground and small scale, historically appropriate street lamps on the sidewalks near businesses; establish a larger concentration in Common Clusters
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• Contact media for coverage |
| Long-term    | Curb bump-outs at crosswalks | SCMS PSC; New Orleans Dept. of Public Works Traffic Engineering Division, LA Dept. of Transportation and Development | Louisiana Dept. of Transportation - Development Transportation Enhancements Program; Public and private funds | • Identify locations with community
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<th>Project or Program</th>
<th>Implementing Parties</th>
<th>Resources / Funding Required</th>
<th>Key Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate (underway)</td>
<td>Recognizable St. Claude Arts designation insignia</td>
<td>SCMS; SCAD NOLA; Studios at Colton; CANO; NOCCA; Arts Council of New Orleans</td>
<td>Donated design and paint</td>
<td>• SCMS DC member convenes representatives of St. Claude arts institutions</td>
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<td></td>
<td>• Propose project</td>
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<td>• Decide on an arts insignia</td>
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<td>• Develop promotional materials, such as an arts walking map</td>
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<td>• Distribute to locations for visitors to pick up</td>
</tr>
<tr>
<td>Short-term</td>
<td>Food Co-op accessibility</td>
<td>Food Co-op; Neighborhood associations; SCMS</td>
<td>No funding required</td>
<td>• Food Co-op attends community meetings, neighborhood association meetings, and visits restaurants to recruit members from all neighborhoods</td>
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<td>• Publicize discounted low-income membership fee</td>
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<td>• Publicize that non-members can shop at the Food Co-op</td>
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<tr>
<td>Short-term</td>
<td>Conduct Bar Crawls for residents and visitors</td>
<td>Bar owners; SCMS</td>
<td>Bar owners contribute for advertising</td>
<td>• Convene bar owners</td>
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<td></td>
<td>• Agreements to market their own bar as well as the other bars</td>
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<td></td>
<td>• Organize date</td>
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<td></td>
<td>• Develop advertising strategy</td>
</tr>
<tr>
<td>Short-term</td>
<td>Double-Feature Movie Night (showing a movie for kids, followed by a movie for adults)</td>
<td>Colton School; Neighborhood organizations; Local musicians</td>
<td>Concession receipts; local sponsors for equipment rental, food and snacks</td>
<td>• Obtain neighborhood clearance to show movies</td>
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<td></td>
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<td>• Obtain rights to publicly show films</td>
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<td>• Adapt Colton School parking lot for viewing on back wall</td>
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<td></td>
<td>• Set up equipment rental/storage agreements</td>
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<td>• Ensure dates do not conflict with Fridays at the Roch</td>
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<td>• Advertise on websites and at food establishments</td>
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<td>• Obtain volunteers for set-up/clean-up/concessions</td>
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</tbody>
</table>

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<th>Resources / Funding Required</th>
<th>Key Tasks</th>
</tr>
</thead>
</table>
| Medium-term | Bicycle programs and bicycle tool lending library | Gerkin’s; Plan B New Orleans Community Bike Project; Bicycle Michaels; SCMS            | No funding required                          | • Gerkin’s recruits volunteer instructors to teach bicycle repair and other cycling programming  
• Organize dates and locations  
• Conduct bike repair classes  
• Organize tool lending program  
• Expand to host speakers on alternative transportation and public health, youth “Earn-a-Bike” programs, and youth/family Saturday morning rides |
| Medium-term | Gardening Classes and Competitions               | Garden Clubs; Hydroponics; KK Projects; Neighborhood associations; Youth programs; Food Co-op; City of New Orleans | Contributions from participants to cover materials; Volunteer instructors | • Recruit local gardeners to teach classes  
• Request use of land off Press St.  
• Organize dates  
• Borrow tools  
• Hold classes  
• Expand to include workshops on home-grown food and herbs, “Kids get dirty” child gardening classes, and friendly gardening competitions |
| Medium-term | Homeownership/Returning Residents programs       | St. Roch Community Church homeownership program; Finding Our Folk                      | Volunteers; Community development grants      | • Conduct foreclosure/credit counseling  
• Link with Finding Our Folk to encourage displaced residents to return  
• Compile information on and refer residents to similar assistance programs in New Orleans |
| Medium-term | St. Roch Market                                  | Neighborhood associations; St. Roch Project; Mayor’s Office; French Market Corporation; ORDA; City Council members Clarkson and Carter; SCMS | FEMA; City funds; Private investment; Private donations | • Communicate regularly with Mayor’s office for updates and advocacy  
• Convene stakeholders to rally around the project  
• Organize community to campaign  
• Conduct food-related events at the St. Roch site, such as vegetable carts, barbecues, and block parties to demonstrate a demand  
• Acquire critical mass to lobby the Mayor on action and use |

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Common Threads: Create unifying themes for the District through urban design elements and programming

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<th>Implementing Parties</th>
<th>Resources / Funding Required</th>
<th>Key Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium-term</td>
<td>Recruit family restaurant</td>
<td><strong>Restaurateur</strong> interested in expanding; Entrepreneur; Property owner; SCMS</td>
<td>Small business loans; Tax exemptions; Tax credits; Tax abatement; Small business development programs help offset capital investment; Voluntary technical assistance; Volunteer labor (minor work)</td>
<td>• Identify entrepreneur(s) or existing businesses interested in expanding</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Identify potential financing opportunities and technical assistance</td>
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<td></td>
<td>• Market the District as safe and revitalizing</td>
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<td>• Emphasize the hotels and other restaurants in the area</td>
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<td></td>
<td>Recruit coffee house</td>
<td><strong>Entrepreneur; Café owner looking to expand</strong>; Property owner; SCMS</td>
<td>Small business loans; Tax exemptions; Tax credits; Tax abatement; Small business development programs help offset capital investment; Voluntary technical assistance; Volunteer labor (minor work)</td>
<td>• Identify entrepreneur(s) or existing businesses interested in expanding</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>• Identify potential financing opportunities and technical assistance</td>
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<td></td>
<td>• Market the district as safe and revitalizing</td>
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<td></td>
<td>• Emphasize the existing arts and performance network in the area</td>
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<td>Recruit fitness center</td>
<td>**Entrepreneur; CDFI; Large vacant property (B&amp;G or HRI property); SCMS</td>
<td>Small business loans; Tax exemptions; Tax credits; Tax abatement; Small business development programs help offset capital investment; Voluntary technical assistance; Volunteer labor (minor work)</td>
<td>• Identify gym operators (chains and local) interested in expanding</td>
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<td>• Identify leasing opportunities</td>
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<td></td>
<td>• Develop business plan with emphasis on finance and marketing</td>
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<td></td>
<td>• Market heavily to acquire a critical mass of members</td>
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<tr>
<td></td>
<td>Recruit specialty food stores and restaurants</td>
<td><strong>SCMS; Existing restaurants</strong></td>
<td>Small business loans; Tax exemptions; Tax credits; Tax abatement; Small business development programs</td>
<td>• Consult SCMS plan for appropriate business sizes</td>
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<td></td>
<td>• Identify restaurants and specialty food stores in New Orleans and invite to start a St. Claude location</td>
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<td>• Provide promotional information developed by SCMS on incentives and District marketing</td>
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</tbody>
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### Common Threads: Create unifying themes for the District through urban design elements and programming

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<th>Implementing Parties</th>
<th>Resources / Funding Required</th>
<th>Key Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium-term</td>
<td>Robert’s Neighborhood associations; Churches; City Council members Clarkson and Carter; SCMS</td>
<td>No funding required</td>
<td>• Convene community meetings about Robert’s</td>
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<td></td>
<td></td>
<td></td>
<td>• Organize community around need for supermarket</td>
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<td>• Conduct food-related events in the Robert’s parking lot, such as vegetable carts, barbeques, and block parties to demonstrate a demand</td>
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<td></td>
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<td></td>
<td>• Create public pressure on Robert’s and Schwegmann’s to reopen the store</td>
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<tr>
<td>Long-term</td>
<td>Youth and Adult Community Building Bicycle Rodeos</td>
<td>Gerkin’s; Plan B New Orleans Community Bike Project; Bicycle Michaels; SCMS; City of New Orleans; Safe Routes to Schools</td>
<td>Volunteer labor; Borrowed bikes; Donated snacks</td>
<td>• SCMS PPMC member organize a day and location for rodeos</td>
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<td>• Recruit neighborhood cyclists as instructors</td>
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<td>• Arrange for street closure</td>
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<td>• Set up obstacle courses for bicycle instruction</td>
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<td>• Families bring bikes or borrow bikes on site</td>
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<td>• Use themes and encourage costumes and bike decorations</td>
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<tr>
<td>Long-term</td>
<td>Green/Sustainable Living Festivals</td>
<td>SCMS; Hydroponics; Rebuilding Together; Green Project; Gerkin’s; Plan B New Orleans Community Bike Project; Bicycle Michaels; other New Orleans green organizations</td>
<td>Donations from participating businesses; SCMS operating budget</td>
<td>• Convene representatives of green organizations</td>
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<td>• Set a date and location of festival</td>
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<td>• Recruit volunteers for planning committees</td>
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<td></td>
<td>• Recruit energy efficiency professionals</td>
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<td>• Hold workshops and booths</td>
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</tr>
</tbody>
</table>

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### Implementation

**Common Action: Build community capacity to revitalize St. Claude Avenue Main Street**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Strategy Component</th>
<th>Implementing Parties</th>
<th>Resources/ Funding Required</th>
<th>Key Tasks</th>
</tr>
</thead>
</table>
| Short-term| Recruit and train new Board Members       | SCMS Board, Stakeholders from throughout New Orleans                                  | SCMS operating budget                | • Identify and vet new members for skills, networks, and willingness to commit to building the organization  
• Train Board members on responsibilities                                                                                                                                                             |
| Short-term| Reestablish Program Committees and recruit members | SCMS Board, Local stakeholders                                                      | SCMS operating budget                | • Set Program Committee goals  
• Break goals down into projects  
• Assign projects to individuals  
• Recruit volunteers for project tasks                                                                                                                                                                  |
| Short-term| Establish and maintain key partnerships  | SCMS Board and Program Manager                                                      | SCMS operating budget                | • Meet regularly with organizations that have access to resources throughout the city including the Department of Transportation and business development organizations |
| Short-term| Implement public safety partnership       | New Orleans Police 5th District; SCMS staff and volunteers; BAC; Neighborhood associations; City Council | Local Initiatives Support Coalition (LISC) Community Safety Initiative | • Attend New Orleans Neighborhood Police Anti-Crime Council (NONPACC) meetings  
• Form police-business committee  
• Define problems & solutions                                                                                                                                                                           |
| Ongoing   | New business recruitment                  | SCMS Program Manager, property owners, businesses, business assistance organizations, SCMS DC, SCMS PPCMC | SCMS operating budget, contributions by property owners and businesses, small business training grants | • Convene property owners to discuss St. Claude Avenue Main Street market analysis and strategize recruitment  
• Develop recruitment packet with business incentives and promotional material  
• Distribute packet, network, advertise                                                                                                                                                                 |
| Ongoing   | Maintain relationships with all stakeholders | SCMS                                                                                   | SCMS operating budget                | • Update business owners and neighborhood associations on activities in the District through one-on-one meetings and promotional materials  
• Solicit ideas for new projects                                                                                                            |

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analysis of food opportunities + key issues | appendix 7

Introduction
In 2008, the St. Claude Avenue Main Street organization expressed a particular interest in analyzing St. Claude Avenue’s potential to become a food activities niche district, with a concentration of food markets, restaurants, local produce distribution and more. The following is an analysis of the existing conditions and future opportunities for food-related activities on St. Claude to help guide decisions about the best way to incorporate food-related uses into future plans for the District. The information and analysis in this section is based on an inventory of food-related uses in the District and surrounding areas as well as interviews with businesses, economic development organizations and other stakeholders in New Orleans’ food industries.

Summary of Findings
The greatest opportunities for food activities in the District lie in food retail and restaurants. A market analysis shows that the corridor can support over 30,000 square feet of grocery store space—a strong business argument for the reopening of Robert’s. There is considerable stakeholder support to bring a seafood market back into St. Roch Market, but the funding required to renovate this historic building has been an obstacle to reopening the building for any use. The market analysis also shows an opportunity to bring more restaurants in the area. In terms of food distribution activities, small-scale local produce distribution in nearby warehouses is probably not a viable new business opportunity—at least in the short-run—given both the condition of the warehouses and the lack of wholesale distribution infrastructure and organization on the part of the local farmers. There are a handful of other food activities such as urban farming and culinary education that may be viable in the District, for which additional analysis is needed to evaluate their feasibility and appropriate form.

Existing food-related businesses
The food landscape on St. Claude Avenue is spread over the length of the corridor. The majority of the existing activities are food retail and restaurants, and there is room for increasing capacity in these areas as well as expanding into new activities.

The existing food-related establishments are:

- Three restaurants (Tete’s Bar & Restaurant, Kajun’s Pub, Henry’s Bakery & Deli), plus one new BBQ restaurant scheduled to open soon
- Three fast food establishments (Rally’s, McDonald’s, and Scooter’s)
- Two stores selling food (Franklin Shell Station and Hank’s Market)
- One mobile produce truck
- One catering company (First Class Catering)
- Three closed stores (Robert’s, St. Roch Market and Lucky’s Groceries, Beer & Liquor)
In the neighborhoods immediately surrounding the District, there are food distributors and warehouses used for other goods. The wholesale and warehouse landscape near St. Claude Avenue includes:

- 4 independent food distributors (approximately 8 in the whole city)
- 13 occupied warehouses
- 2 vacant warehouses

The newest food-related activity near St. Claude Avenue is the KK Projects’ urban farming initiative and children’s cooking classes. The organization bought three homes on N. Villere St. between Music Street and Arts Street and will soon buy one more. They have hired two neighborhood residents and solicited several volunteers to clean the backyards of the three homes they own and to remediate the soil to remove lead content. These three lots will serve as the beginnings of a community-based urban farm. KK projects is also very active in working with food as a medium of art. They have “feast parties” where they buy and prepare locally grown food and present it in a variety of unique themes for large groups. They also hold cooking classes for neighborhood children.

**Planned food activities**

In addition to the activities already on the street, planning for several others is underway:

- One kitchen incubator/ culinary education center (The Colton Kitchen Project and Krewe De Foodre)
- One periodic outdoor produce market (Guerilla Produce in Colton School parking lot)
- One cooperative health food store (New Orleans Food Cooperative)

**Food System Needs**

Looking strictly at the market analysis data, the main food needs in the District are for a supermarket/ grocery store and more restaurants. From interviews, it is clear that residents also desire access to fresh produce and a return of a seafood market to the area.

However, when talking about food needs, it is important to look beyond just “what you eat.” The growing grassroots movement of looking holistically at food systems uses a “farm to fork” approach to understand the full range of activities and needs. The “farm to fork” food system is “what you eat, plus where it came from, how it was produced, who grew it, how it was transported, processed, marketed, distributed, prepared and disposed” (The C.S. Mott Group for Sustainable Food Systems at Michigan State University). This is a useful model through which to view the food activities in the District, because it captures the full range of needs and opportunities in the area.

Using this model, the potential for food-related activities and needs becomes more complex. On a primary level, food related activities occur at six levels:

- Producing
- Processing
- Distributing
- Retailing
- Preparing
- Eating

![KK Projects' urban farm](image)
Looking at the food system as a whole, opportunities for food-related activities on St. Claude Avenue expand to impact:
• Economic Development
• Jobs
• Healthy Individuals
• Community & Social Vitality
• Environmental Stewardship

The scope of this plan does not allow us to assess all these aspects of food system needs, but it is important to consider these broader impacts when assessing new food related opportunities for St. Claude Avenue.

**Opportunities, Constraints and Impacts**

Based on these existing conditions, the market analysis and interviews with industry stakeholders, several opportunities for additional food activities to the St. Claude Avenue area were identified. These opportunities, along with key constraints and likely impact areas, are summarized for each of the six “farm to fork” categories listed above. More detailed research and analysis is needed to assess the feasibility and appropriate design and location of these options.

**Producing**

- **Urban Farming**
  - **Opportunities** - Build on KK Projects’ urban farming initiative, either by expanding this program or creating similar new ones. Depending on the yield of the farms, crops could be sold at a farmers market.
  - **Constraints** - Additional urban farming requires the procurement and remediation of multiple plots of land. Clearing plots for farming may disrupt the residential fabric of the neighborhood.
  - **Areas of Impact** - Economic Development; Healthy Individuals; Community & Social Vitality; Environmental Stewardship.
- **Community gardens**
  - **Opportunities** - Community gardens are a less intensive version of urban farming, where multiple community members can grow small personal gardens on the land. Residents could use momentum of KK Projects urban farming to start smaller community gardens.

**Processing**

- **Kitchen incubator**
  - **Opportunities** - The Colton School Kitchen Project is already underway...
to create a kitchen incubator housed in the Colton School. Kitchen incubators help small food production businesses by providing common industrial kitchen that is certified to produce goods for commercial sale.

- **Constraints** - The Colton School Kitchen Project has had mixed success so far. This initiative has generated interest, received some donated equipment and begun to work on the space; however, Colton School has significant limitations in terms of space requirements and necessary infrastructure to support a legal commercial kitchen. Additionally, these operations are generally difficult to finance and get off the ground, as they require large upfront investment and often operating subsidies along with specialized management expertise.

- **Areas of Impact** - Economic Development and Jobs through creation and growth of small businesses; Community & Social Vitality through shared community workspace and potential community education uses.

**Distributing**

- **Opportunities** - Many New Orleans restaurants want to buy local produce in bulk at wholesale prices. The concentration of restaurants near St. Claude Avenue Main Street provides considerable demand, and there is no warehouse in the area that exclusively distributes local produce distribution at wholesale prices.

- **Constraints** - Warehouses near the District are functionally obsolete for national distributors (because of at-grade loading docks, low ceiling heights, and floor materials) and it is unclear if they meet the needs of smaller distributors; Location of these warehouses near rail and river is no longer a relevant competitive advantage as most transportation is by truck; Demand for additional warehouse space is unknown; Local produce wholesale distribution has had limited success in the past due to uneven quality of goods and shelf life of products; Local farmers will need technical assistance to start wholesaling and no New Orleans organization currently provides this type of assistance; Local farmers may have difficulty accepting wholesale prices when they can sell for a retail premium at farmer’s markets.

- **Areas of Impact** - Economic Development and Jobs.

**Retailing**

- **Grocery store** - The market analysis shows that St. Claude Avenue could support over 30,000 square feet of grocery store. The former Robert’s site has appropriate footprint, location and parking lot for a grocery store.

- **Constraints** - The Robert’s site is in legal dispute with no apparent movement; the building requires significant remediation and repairs before it could be put in use.

- **Areas of Impact** - Economic Development and Jobs through return of major retailer; Healthy Individuals through reintroduction of a proper supermarket into the area; Community & Social Vitality through victory of bringing badly needed supermarket into the area.

**Seafood market**

- **Opportunities** - St. Claude Avenue was once well known for the St. Roch Seafood Market, and today there is no other similar market in the city to meet demand for fresh seafood. City government ownership and FEMA funding provides some momentum for renovation and reuse (the French Market Corporation has already entered into a Cooperative Endeavor Agreement with the City to find a tenant for the building).

- **Constraints** - Many potential uses are being considered for the St. Roch Market; St. Roch Market is in a holding pattern until further action is taken by the City to decide on the uses and operator for the space; Renovation of the St. Roch Market requires $3-4 million in private investment on top of the $2 million in FEMA already available for the project;

- **Areas of Impact** - Economic Development and Jobs; Community & Social Vitality through the return of a community institution.

**Fresh produce**

- **Opportunities** - The Food Policy Advisory Committee’s January 2008 recommendations focus on fresh food and suggest various government policies to facilitate increasing access; Fresh produce could be made available through the return of a grocery store, the addition of fresh produce to convenience stores, a farmers’ market in the District (such as planned Guerilla Produce market in the parking lot of Colton School) or through a food retailer in the St. Roch Market

- **Constraints** - Robert’s and St. Roch Market are vacant with unclear
futures; there may already be a saturation of farmers’ markets in the area; the interest in and ability of convenience stores and small businesses to take fresh produce sales is uncertain.

- **Areas of Impact** - Healthy Individuals through increased consumption of fresh produce; Community & Social Vitality through meeting of community need

- **Specialty foods**
  - **Opportunities** - A series of specialty foods markets that target chefs, foodies and tourists; a “one-stop” district for picking up fresh, local and specialty foods; the District is well located in terms of access from other neighborhoods
  - **Constraints** - The market demand, competition and requirements for specific types of specialty food still needs to be evaluated; the ability to balance residents’ price point needs with the prices for specialty food products serving visitors may not be feasible.

- **Areas of Impact** - Economic Development and Jobs

- **Food Co-op**
  - **Opportunities** - The New Orleans Food Cooperative is likely to become a tenant of the Healing Center (the former Universal Furniture building), with a potential opening date of June 2010. This would bring a health food store to the neighborhood. Anyone (including non-members) can shop there, but only members will have voting rights and get year-end rebates. The membership fee is $100, with a $25 fee for individuals with low-income.
  - **Constraints** - The Healing Center is still under renovation and the lease for Food Coop is not assured; Some community members do not want a membership-only food retailer in the neighborhood.

- **Areas of Impact** - Economic Development and Jobs; Healthy Individuals for those who are members of or shop at the coop.

- **Preparing**
  - **Culinary school**
    - **Opportunities** - Despite a strong food culture, New Orleans does not have a culinary institute; formal chef training and other informal cooking classes could be offered at such an institute. It could also be a source of job training and career development for local residents.

Krewe De Foodre is planning cooking classes in the Colton School once the Colton Kitchen Project gets off the ground.

- **Constraints** - A careful analysis is needed to determine the building/ space/ institutional requirements for this type of operation and whether they can be addressed in the District. More detailed analysis of the market, required industry and institutional partnerships and financial feasibility are needed.

- **Areas of Impact** - Economic Development and Jobs (job training and career ladders).

**Eating**

**Restaurants**

- **Opportunities** - The market analysis concludes that the District could support up to 9 additional restaurants.

- **Constraints** - New restaurants would need to be phased properly in order to match growing demand (could be dependent on other food activities to bring new business into the area). Capital needed to renovate buildings for restaurant use may be difficult to secure. Building owners would need to agree to lease the spaces to restaurants.

- **Areas of Impact** - Economic Development and Jobs through new businesses; Community and Social Vitality through food culture.

**Prepared Food Stalls at St. Roch Market**

- **Opportunities** - Depending on the ultimate tenant(s) of the St. Roch Market, prepared food could be sold with patio-style seating outside the market. City government ownership and FEMA funding provides some momentum for renovation and reuse (the French Market Corporation has already entered into a Cooperative Endeavor Agreement with the City to find a tenant for the building).

- **Constraints** - Many potential uses are being considered for the St. Roch Market; St. Roch Market is in a holding pattern until further action is taken by the City to decide on the uses and operator for the space; Renovation of the St. Roch Market requires $3-4 million in private investment on top of the $2 million in FEMA already available for the project.

- **Areas of Impact** - Economic Development and Jobs; Community & Social Vitality through the return of a community institution.
St. Claude Main Street Mission

**Initiation**
- St. Claude Main Street Board
- Main Street Committee

**Partnership**
- Business
- Residents
- Board Members
- Others

**Action**
- Community
- Funding sources
- Organizations
- Media

**Outcome**
- Entire St. Claude Main Street community

**Scenario: Celebratory Gateway Signage**

1. Need for signage
2. St. Claude Main Street vision plan outlines strategies and options
3. Board reviews MIT recommendations, approves an option, delegates to a Committee
4. Committee formulates sketches, logistics, budget, etc.
5. Committee convenes stakeholders for input
6. Board and Committee members exercise their expertise and partner relationships for various implementation steps
7. Entire St. Claude Main Street community

**STAKEHOLDERS**
- Businesses
- Residents
- Board
- Members
- St. Claude Main Street Board
- Main Street Committee
- Holy Cross
- Neighbors
- Business
- Artists
- Bywater
- Visitors
- Property Owners
- Business
- Lower 9th Ward
- Main Street Board
- City Departments
- CANO
- SCAD
- Colton School for design
- Parkway Partners
- Neutral Ground Initiative
- Dept of Parks and Parkways
- Neutral Ground Initiative
- Business
- Association
- Several funds
- Municipal funds
- St. Claude Main Street newsletter and website, WWOZ, The Times-Picayune, NOLA.com
- Dept of Parks and Parkways for permits and support
- Dept of Parks and Parkways for permits and support
- Dept of Parks and Parkways for permits and support
st. claude in common
Sample Framework for the Business Advisory Committee

**Mission**
Develop with Main Streets

**Goals**
- Recruit and Retain New Businesses
- Enhance Capacity of Existing Businesses
- Provide Technical Assistance

**Strategies**
- Develop strategic business plan with Main Streets
- Design Programs to Address Business Crimes
- Build relationships among current businesses
- Market the District Image

**Actions**
- Compile a list of businesses needed and desired by community
- Establish relationships with Community Development Financial Institutions
- Create financial incentives for businesses to locate on St. Claude Ave.
st. claude in common
Loans

**Louisiana Micro/Small Business Loan Program** – The Louisiana Department of Economic Development provides loan guarantees of up to 80% and loan participation of up to 50% on loans from commercial banks to micro businesses. Loan amounts range from $5,000 to $50,000 for micro businesses and up to $1.5 million for small businesses. A comprehensive business plan is required.

**Gulf Opportunity Zone Tax Exempt Bonds** – The Gulf Opportunity (GO) Zone Act of 2005 provided a variety of incentives for investment and business retention in Louisiana. While a number of the original GO Zone benefits have now expired, businesses can still apply for tax-exempt debt to finance commercial development. Applicants must still seek out loan funding from private sources such as commercial banks, but may apply using the State government’s tax-exempt status, typically saving the borrower 1.5 – 2.0% on the funding terms. GO Zone benefits are set to expire at the end of 2010.

**US Small Business Administration 7(a) and 7(m) Loan Programs** – The US Small Business Administration’s (SBA) most popular loan programs for small business are their 7(a) and 7(m) programs. Program 7(a) encourages businesses to apply for loans through private sources such as commercial banks. SBA will provide loan guarantees to the commercial lenders in the event the risk of non-payment of the loan is too high. Program 7(m) is meant for micro-borrowers and is structured slightly differently. SBA will make direct financial transfers to community-based lenders and will allow them to perform due-diligence and make loans to business. The community-based intermediaries are required to provide technical assistance. Loan amounts cannot exceed $35,000.

**US Small Business Administration 504 Loan Program** – The US SBA provides long-term loan funding specifically to Certified Development Company’s (CDC) for the purpose of improving neighborhood-based economic development. SBA will typically provide a maximum of 40% of loan value if 50% of the loan can be acquired through private sources and the CDC puts up 10% equity. SBA’s contribution will not typically exceed $1.5M (implying a max loan plus equity value of $3.75M). Job creation goals and limitations on the use of funds are a part of the loan agreement. This source of funds may be particularly relevant to the St. Roch and Bywater communities as they work towards establishing CDCs.

Tax Incentives

**Enterprise Zone Tax Credit** – The St. Roch Community has been designated an Enterprise Zone, allowing businesses that hire St. Roch residents to claim state tax benefits. Businesses that create at least five new jobs over a two-year period (with 35% of new hires coming from Enterprise Zones) are eligible to claim a one-time tax credit of $2,500 per new job created. Businesses can also claim a rebate on 4% sales tax applied to new business equipment. The business itself does not need to be physically located in the Enterprise Zone in order to claim these tax incentives.

**New Jobs Tax Credit** – For those businesses that do not qualify for the Enterprise Zone Tax Credit, the New Jobs Tax Credit may be available. New or expanding businesses can claim up to a $225 credit against business taxes for each new job created.

**Work Opportunity Tax Credits** – The Work Opportunity Tax Credit Program provides tax credits to businesses that hire certain categories of veterans, youth, ex-felons and those receiving long-term government assistance. The value of the tax credit varies with the type of individual hired but is generally $1,000 to $5,000 a year for a two-year period.

**New Markets Tax Credits** – The New Markets Tax Credit program was created under the GO Zone Act of 2005. NMTC’s allow private equity investors to claim credits against income tax owed when they invest their money in Community Development Entities, organizations that typically work on community and economic development projects in moderate to low-income communities. The credit against federal income tax amounts to 39% over seven years and is partially matched with a 25% state credit. The credit against income taxes results in lower interest rates for investors and facilitates redevelopment. GO Zone credits are set to expire at the end of 2010.

**Federal Historic Rehabilitation Tax Credit Program** – Income producing properties
that are located in a National Register Historic District can claim the Federal
Historic Rehabilitation Tax Credit. Both the St. Roch and Marigny neighborhoods
are National Register Historic Districts. The credit reduces federal income taxes
by 26% of the cost of rehabilitation. Property owners must spend at least $5,000
on rehabilitation to qualify for the credit.

Louisiana Commercial Tax Credit Program – Income producing properties that are
located in a designated Cultural District can claim the Louisiana Commercial Tax
Credit Program. The majority of the Marigny neighborhood and parts of the St.
Roch neighborhood are designated as the St. Claude Corridor Cultural District.
The credit reduces state income taxes by 25% of the cost of rehabilitation. Property owners must spend at least $10,000 on rehabilitation to qualify for
the credit.

Louisiana Restoration Tax Abatement Program – If an owner of an income
producing property or owner-occupied property rehabilitates a historic
structure, their property value and property taxes generally increase. Income
producing and owner-occupied property owners can apply for the Louisiana
Restoration Tax Abatement Program if they have rehabilitated a historic
structure in a National Register Historic District (the District includes two –
Fauborg Marigny National Register District and New Marigny National Register
District). The program assesses property taxes at the pre-improvement property
value for a period of five years. The program can be extended an additional five
years for a ten-year total tax abatement.

Technical Assistance & Workforce Development
Technical assistance for small businesses and their employees is critical to the
long-term economic success of any commercial district. There are numerous
groups now providing technical assistance for small business in New Orleans.
This list is by no means comprehensive; it is simply meant to highlight some of
the larger resources that are available.

Community-based Technical Assistance Providers – There are a number of
community-based providers of technical assistance in New Orleans. Often,
these groups distribute funds provided through larger programs (such as the
SBA 7(m) program mentioned earlier) while providing technical assistance to
business owners. Several community-based providers of financial services and
technical assistance include Seedco Financial Services, Good Work Network,
Newcorp Business Assistance Center and Idea Village.

Collaborative for Enterprise Development – In an effort to coordinate technical
assistance resources for small business, the Louisiana Disaster Recovery
Foundation invited a number of technical assistance providers to form
the Collaborative for Enterprise Development. The collaborative provides
complementary technical assistance and financing services. All providers have
a common case-management approach, allowing them to track client needs
and progress over time.

Small Business Employee Training – The Louisiana Workforce Commission
administers the Small Business Employee Training Program. Small businesses
with paid staff may request direct reimbursement of employee training costs of
up to $3,000 per employee per year, with proof of successful training completion.
Training may consist or classes at an educational institution or apprenticeship-
type training in some circumstances.

Micro-enterprise Development Program – The Louisiana Department of
Economic Development and Department of Social Services have created the
Micro-enterprise Development Program to help low income, self-employed
entrepreneurs receive the technical training they need to start and run their
own business. After an initial evaluation, entrepreneurs are provided with two
to three month training program on various aspects of starting and running a
business, including how to develop a business plan. Upon completion of the
training program, applicants can apply for seed capital to partially fund business
start-up costs.