



COMMUNITY PLANNING WORKSHOP

Claiborne Corridor New Orleans

Briefing Booklet

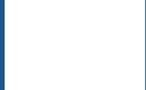
Workshop: Saturday, April 21, 2018

APA



The American Planning Association's
Professional Institute

AICP



**American Institute
of Certified Planners**

Making Great Communities Happen

■ The American Planning Association provides leadership in the development of vital communities by advocating excellence in planning, promoting education and citizen empowerment, and providing the tools and support necessary to effect positive change.

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More information on the Community Assistance Program:

Community Planning Workshops
planning.org/communityassistance

Community Planning Assistance Teams
planning.org/cpat

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Preface

The American Planning Association's (APA) professional institute the American Institute of Certified Planners (AICP), in coordination with the New Orleans City Planning Commission and HousingNOLA prepared this briefing booklet to prepare participants for the Community Planning Workshop during the 2018 APA National Planning Conference in New Orleans.

The following people contributed to conversations and coordinating efforts in the development and planning of the 2018 Community Planning Workshop.

Timothy H. Jackson, AICP | Planning Administrator, New Orleans City Planning Commission

Kelly G. Butler | Principal City Planner, New Orleans City Planning Commission

Andreanecia M. Morris | Executive Director, HousingNOLA

Ryan Scherzinger, AICP | Programs Manager, American Planning Association

Acknowledgments

Many thanks to the Sojourner Truth Neighborhood Center for hosting the workshop. Thanks to NOLA Housing and the City of New Orleans for coordinating the event and inviting APA in to help. Thanks to all the residents and stakeholders involved. And thanks to all the volunteer planners who registered for the workshop to offer their time to share their experiences, and contribute their skills and knowledge to the effort.



The American Planning Association's
Professional Institute



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Making Great Communities Happen

The Purpose of the Community Assistance Program

The purpose of the Community Assistance Program is to serve communities facing limited resources by helping them address planning issues such as social equity and affordability, economic development, sustainability, consensus building, and urban design, among others. By pairing expert urban planning professionals from around the country with residents and other stakeholders from local communities, the program seeks to foster education, engagement, and empowerment.

Guiding Values

APA's professional institute, the American Institute of Certified Planners (AICP), is responsible for the Community Assistance Program. Addressing issues of social equity in planning and development is a priority of APA and AICP. The Community Assistance Program was created to express the value of social equity through service to communities in need across the United States.

Community assistance is built into the professional role of a planner. One principle of the AICP Code of Ethics and Professional Conduct states that certified planners shall aspire to "seek social justice by working to expand choice and opportunity for all persons, recognizing a special responsibility to plan for the needs of the disadvantaged and to promote racial and economic integration." Another principle is that certified planners should aspire to "contribute time and effort to groups lacking in adequate planning resources and to voluntary professional activities."

Program Background

In recognition of the key role urban and regional planners play in shaping vibrant, sustainable, and equitable communities, the APA Board of Directors established the Community Planning Team initiative in 1995. This initiative resulted in a pro bono effort to assist an economically struggling African American community in Greensboro, North Carolina. APA has continued to develop a pro bono planning program that provides assistance to communities in need, including the annual Community Planning Workshop in the host city of the APA National Planning Conference.

In 2005, program efforts were increased after Hurricane Katrina in the Gulf Coast region to include a number of initiatives, including planning assistance team projects in the affected cities of Henderson Point, Mississippi, and Mandeville, Slidell, and New Orleans in Louisiana. Another Gulf Coast recovery project included the Dutch Dialogues, which brought American planners together with Dutch experts to transform the way that Louisiana relates to and manages its water resources.

AICP broadened the scope of what is now called the Community Planning Assistance Teams (CPAT) program with its 2009 project in Buzzard Point, a neighborhood in Southwest Washington, D.C. Completed projects since the CPAT program's official relaunch in 2011, including Matthews, North Carolina; Story County, Iowa; Unalaska, Alaska; La Feria, Texas; Pine Hills, Florida; Lyons, Colorado; and others, including the first international project in the Yarborough neighborhood of Belize City, Belize (June 2016), are all important landmarks in the development of the CPAT program as an ongoing effort. The CPAT program and the annual Community Planning Workshop are now an integrated part of APA's service, outreach, and professional development activities.

Learn more about the CPAT program here: planning.org/cpat

If you know of a community that may be interested in the CPAT program, we encourage you to let them know or contact program staff: CPAT@planning.org

Summary of 2018 Community Planning Workshop

Planners from around the country and abroad are attending the American Planning Association's 2018 National Planning Conference (NPC) in New Orleans, April 21-24. APA offers a wide range of education sessions, mobile workshops, orientation tours, and many other professional networking and development opportunities throughout the conference. Since 2001, APA's professional institute, the American Institute of Certified Planners (AICP), has organized the Community Planning Workshop in the host city of the conference. The workshop allows planners attending the conference the chance to assist and work with a community on a focused planning issue.

This year, APA partnered with the New Orleans City Planning Commission and HousingNOLA to identify an area where the Community Planning Workshop could help advance efforts toward a citywide neighborhood planning initiative. APA, City Planning and HousingNOLA worked with area stakeholders, civic groups, and others to organize a workshop to focus on specific issues and goals related to preserving community identity and affordable housing. The workshop pulls planners and other experts from around the country together with residents and Claiborne Corridor stakeholders to identify problems and collaborate to find policy, planning and design-related solutions.

Workshop Date and Location

- **Day:** Saturday, April 21st
- **Where to meet:** Mobile Workshop sign-in area at the Convention Center
- **When to meet:** No later than 10:45 AM (immediately following the opening keynote address)
- **What to bring:** Please bring a copy of the briefing booklet if you wish to reference it during the day.
- **What to wear:** Wear comfortable shoes and clothes. The day will include a walking tour of the study area. Pay attention to the weather forecast, including the possibility for rain, and choose appropriate clothing.

At promptly 10:50 AM, APA staff and student volunteers will guide you to the charter bus. If for some reason you are late and miss the group, please make your own way to the workshop location (below).

- **Workshop location:** Sojourner Truth Neighborhood Center (2200 Lafitte Avenue)
- **Lunch:** A boxed lunch will be served soon after arriving to the workshop location.

Workshop Schedule

10:45 AM

Meet at the Mobile Workshop sign-in area at the Convention Center

10:50 AM

Board charter bus

11:15 AM

Arrive at Sojourner Truth Neighborhood Center | Welcome and introductions

11:30 AM

Boxed lunch and presentations

- Justin G. Moore, AICP | APA Community Assistance Planning Services Committee Chair
- Andreanecia M. Morris | Executive Director, HousingNOLA
- Kelly Butler | Principal City Planner, New Orleans City Planning Commission

> Group discussion on Comprehensive Zoning Ordinance amendments to incorporate the City's recently amended Master Plan

12:15 PM

Walking tour

1:15 PM

Return to Center and divide into breakout groups

1:15 PM

Breakout group discussions: Tiny houses/accessory dwelling units (building and zoning regulations, quality and safety, affordable housing, intergenerational housing, vulnerable populations, neighborhood character, property values, etc.)

2:15 PM

Breakout group report outs and group discussion

2:45 PM

Breakout group discussions: Parking requirements and impacts on development

3:45 PM

Breakout group report outs and group discussion

4:15 PM

Group discussion on major takeaways and next steps

4:45 PM

Adjourn and board bus back to convention center

Follow-up and Outcomes

Following the workshop, APA, City Planning and NOLAHousing will produce a summary report that captures the project background and a record of the day's discussions and resulting recommendations. In the past, participants have used the workshop as an opportunity to organize additional efforts toward the resulting goals. Efforts included:

- Identifying a strong team of speakers to present the workshop recommendations to elected officials and city agencies.
- Identifying a select group of planners to keep in touch with the community for follow up consultation and advice for implementation.

If you have a specific interest in any follow-up activities, please speak with APA staff during the workshop.



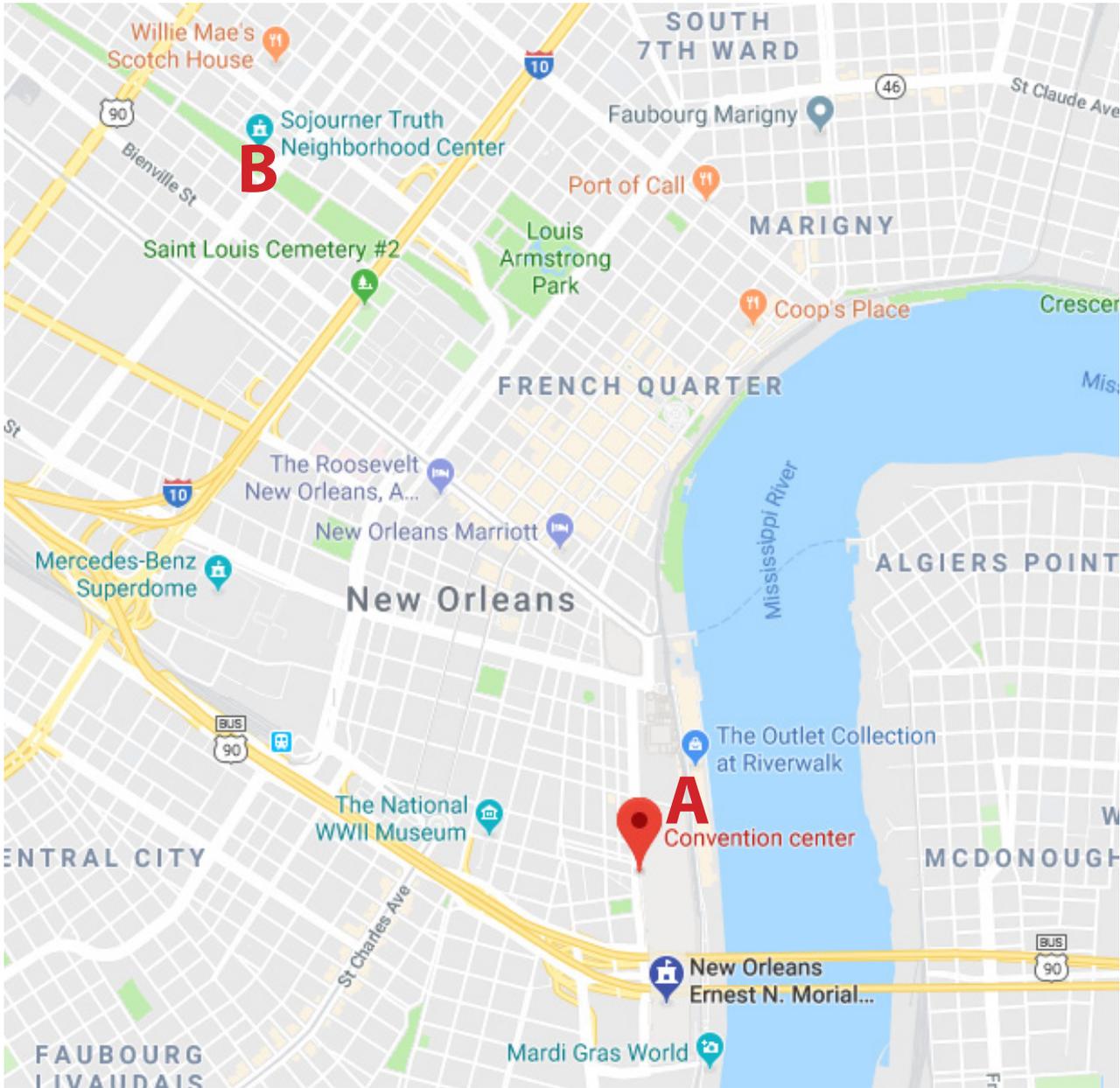
AICP Certification Maintenance(CM) Credit

AICP member participants in the 2018 AICP Community Planning Workshop are eligible for 2 CM credits. Participants may also self-report 4 additional CM credits for pro bono planning service. For more information on CM credit for pro bono planning service, please go to:

planning.org/cm/logging/selfreport/probono

Locations

- A:** Convention Center
- B:** Sojourner Truth Neighborhood Center



Ground Rules for the Workshop

All Day

In order for the day to go smoothly and effectively, the following are ground rules for the workshop:

- There are no observers. This is a participation exercise. Everyone is encouraged and welcome to join in and everyone has something to contribute.
- There are no right or wrong answers as we think about the future of the sites.
- Respect the opinion of others. Encourage others to participate.
- Commit yourself to a team approach—together we can generate ideas and options.
- Think in terms of how to make things happen.

Breakout Group Work Sessions

1. Everyone should introduce themselves, quickly.

- Stakeholder volunteers include your association or role in the study area, how long you have been active in the area, what resource you bring or role you play in the Workshop and what you hope to achieve by participating.
- APA participants/planners identify where you come from, where you work, what you do in your profession and what you hope to achieve by participating.

2. Select both a record keeper and a spokesperson.

- The record keeper's job is to accurately capture and record the major points of discussion. The record keeper needs to be a good listener and be able to quickly record key points.
- The spokesperson's responsibility will be to report back to the entire group of attendees after reconvening on the idea of each breakout group during report out sessions.
- The spokespersons from the breakout groups should be ready to report when the time comes. If they need some help in clearly presenting the findings of your group, please do help them along.

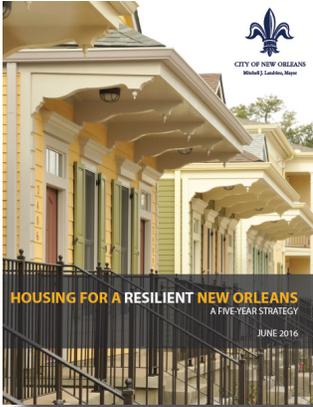
3. Also, as a breakout group participant:

- Take some time to clearly state the issue for discussion.
- If you do not understand anything presented—do ask for clarification.
- Challenge your fellow participants to think outside the box.
- Do not dominate the discussion.
- Think in terms of doable steps in recommending approaches and setting priorities.

4. Also, during the report out sessions:

- Listen to the presentation.
- Contribute to the general discussion.
- Ask for clarification as needed. There are no dumb questions!
- Be respectful of other's perspectives.
- Try not to be repetitive but build on the discussion of others.

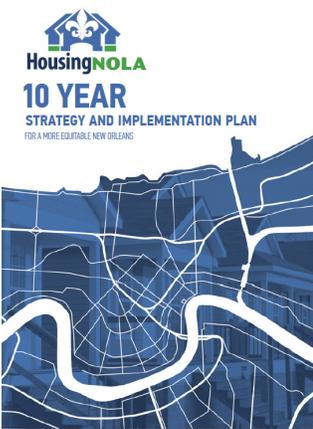
Relevant Reports, Studies, Organizations, Recent News Stories, and Resources



Housing for a Resilient New Orleans: A Five-Year Strategy (June 2016)

Housing for a Resilient New Orleans presents an integrated housing framework that harnesses the growing strength of the local economy and confronts the challenge of providing affordable housing choices for all New Orleans residents. It is a deliberate approach with new policies and tools that will address both new and long-standing challenges so everyone can participate in the City's growing prosperity. Housing for a Resilient New Orleans builds on the extensive, community-based work already completed through HousingNOLA, a cross-sector initiative that documented the state of housing within the City.

Access online here: www.nola.gov/home/buttons/resilient-housing

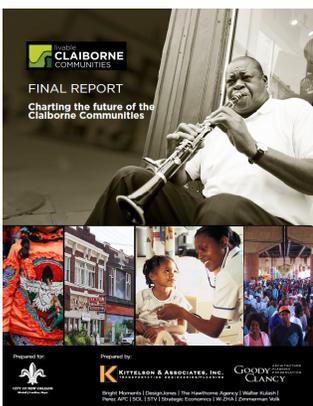


HousingNOLA 10-Year Strategy and Implementation Plan for a More Equitable New Orleans (2015)

In 2014, the Foundation for Louisiana's TOGETHER Initiative convened a group of residents and non-profits to develop strategies for improving housing policies and increasing equity in New Orleans. What emerged from the TOGETHER Initiative was a desire to build upon community engagement efforts since 2005, moving beyond recovery and looking to the future of housing and neighborhoods in New Orleans. HousingNOLA grew out of these discussions.

HousingNOLA is a process and a plan for New Orleans to achieve affordability in housing at all levels. The HousingNOLA initiative, led by the Greater New Orleans Housing Alliance, will continue to engage residents and key stakeholder groups in a community-led process over the next 10 years. HousingNOLA's first product is this report, intended as a guide for nonprofit, government, and the private sector to create equitable, sustainable and affordable homes for all New Orleanians.

Access online here: www.housingnola.org/main/plans



Livable Claiborne Communities Study (2014)

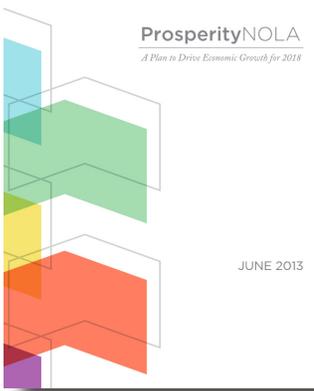
The Livable Claiborne Communities (LCC) Study encompasses seven diverse neighborhoods and a portion of the Central Business District in the heart of New Orleans. Supported by grants from the U.S. Department of Housing and Urban Development (Community Challenge Grant) and from the U.S. Department of Transportation/Federal Highway Administration (TIGER II Planning Grant), the LCC Study links community revitalization analysis and recommendations for the Claiborne Corridor with transportation and redevelopment scenarios. The Mayor's Office of Place-Based Planning managed the study.

The Livable Claiborne Communities (LCC) study focused on community revitalization and economic development through equity, choice and sustainability for residents of the neighborhoods along Claiborne Avenue. It examined the land use and transportation potential and their contributions to economic prosperity within the study area as well as the corridor's role as a regional connector.

Five overarching goals that emerged from the community discussion are:

- Preservation of our culture and identity
- Sustainable solutions for our flood-prone environment
- Equitable access to economic prosperity
- Managed change to benefit the existing community
- Enhanced transportation choice and access

Access online here: www.nola.gov/city/livable-claiborne-communities



ProsperityNOLA (June 2013)

ProsperityNOLA is a five-year plan for economic development for the City of New Orleans. ProsperityNOLA was borne out of a recommendation from the Economic Development Task Force, which was established as part of the transition team for the Landrieu administration. The task force called for the creation of a public-private partnership to assist the City's economic development efforts. Mayor Mitch Landrieu established this new entity, the New Orleans Business Alliance (NOLABA), as the official economic development agency for the City, in 2010. In 2011, the City charged NOLABA with the mandate to create a citywide economic development strategic plan to increase wealth and quality job opportunities for its citizens.

Access online here: <http://icic.org/wp-content/uploads/2016/04/ProsperityNOLA-Final.pdf>



Plan for the 21st Century, New Orleans 2013 (New Orleans Master Plan Ordinance)

On October 27, 2015, The City Planning Commission confirmed the need for amendments to the Master Plan. Though the Master Plan is designed to take New Orleans through the year 2030, it is heavily focused on recovery from the devastating effects of Hurricane Katrina and the subsequent failures of the levee systems. While disaster recovery was the immediate priority, the need to plan for the city's long-term future is also necessary.

<https://www.nola.gov/city-planning/master-plan/>

Amendments

http://nolacitycouncil.com/resources/resources_masterplanamendments.asp

Comprehensive Zoning Ordinance

<https://czo.nola.gov/home/>

Organizations



Greater New Orleans Housing Alliance

The Greater New Orleans Housing Alliance is a collaborative of non-profit housing builders and community development corporations working to rebuild the housing stock available in the city of New Orleans after Hurricane Katrina devastated the city's infrastructure. Since its creation in 2007, GNOHA has sought to create change in the Greater New Orleans community through public policy advocacy and public education. The collaborative advocates for the preservation and production of affordable housing for people within the Greater New Orleans metropolitan region and places a special emphasis on the needs of the most vulnerable in society - seniors, people with disabilities, veterans, low-wage workers and low-income families.

The Greater New Orleans Housing Alliance incubated and facilitated conversations that led to HousingNOLA, the first-ever 10 year plan to ensure affordable housing for all New Orleanians. With the plan in place, HousingNOLA evolved into an independent organization that continues to coordinate community conversations. As such, GNOHA now plays a watchdog role, ensuring that the community-crafted housing plan is taken serious and put into action by local policymakers.

www.gnoha.org



HousingNOLA

The HousingNOLA Executive Committee, community leaders, funders, public officials and housing professionals, manage the plan and process. The Leadership Board sets the wider table of stakeholders in our city, both the usual participants in civic engagement as well as the “unusual participants”. This includes Neighborhood Associations, Cultural Bearers, Financial Institutions, Policy Developers, individuals representing Education, Philanthropy, Hotel and Lodging, Restaurants, Transportation, Green Building, Criminal Justice, and Special Needs Advocacy Groups, as well as Non-Profits and Real Estate Developers. Then there are three Working Groups, where participants come together based on their expertise and turn the ideas of the Leadership Board into action. Each working group is made up of two co-chairs that are elected by their members. The Data Working Group sets the stage, informing both community members and policy makers of where we are currently and where we are headed with housing. The Policy Working Group make the policy recommendations that will make up the backbone of HousingNOLA. Most important is the involvement of residents like you, through the Community Engagement Working Group. Members are responsible for informing residents about the creation of HousingNOLA and asking them to share their housing needs and priorities. This input helps to shape the policy recommendations presented in the final plan.

www.housingnola.org



New Orleans Business Alliance (NOLABA)

The New Orleans Business Alliance is the official non-profit organization tasked with leading economic development initiatives for Orleans Parish. A public-private partnership, NOLABA is the official economic development agency for the City of New Orleans. NOLABA, a non-profit organization, is led by a 17-member board of directors, composed of a cross section of New Orleans leaders, including the Mayor and representatives of the city’s diverse industries.

www.nolaba.org



The Network for Economic Opportunity

The Network is enacting multiple strategies to provide opportunities for Corridor residents and small businesses—preparing them with the skills, training, education, and support needed to fully participate in our economy and society. Through productive partnerships among local industries, small businesses, residents, non-profits, philanthropy, and city agencies, the initiative coordinates activities in six priority areas: Economic Opportunity, Affordable Housing, Cultural Preservation, Transportation Access, Environmental Sustainability, and Safe & Healthy Neighborhoods.

www.thenetworkneworleans.org/claiborne-corridor



Recent News Stories

"Containers to create business spaces for the corridor" (Louisiana Weekly, Oct. 2, 2017)

Access online here:

www.louisianaweekly.com/containers-to-create-business-spaces-for-the-corridor

"New Orleans receives \$820,000 federal grant to develop North Claiborne corridor into 'cultural innovation district'" (The New Orleans Advocate - Sept. 27, 2017)

Access online here:

www.theadvocate.com/new_orleans/news/business/article_953eb728-a3ce-11e7-9476-d7f01182a107.html

"Claiborne Avenue could become a cultural marketplace under Interstate 10" (NOLA.com/The Times-Picayune, Aug. 30, 2017)

Access online here:

www.nola.com/politics/index.ssf/2017/08/claiborne_avenue_marketplace_o.html

"Interstate 10, and New Orleans' love-hate relationship with it, turns 60" (NOLA.com/The Times-Picayune, Feb 15, 2017)

Access online here: www.nola.com/300/2017/02/interstate_10_construction_beg.html

"New Orleans City Council to consider affordable housing requirements for apartment, condo projects" (Feb 22, 2017)

Access online here:

www.nola.com/business/index.ssf/2017/02/inclusionary_zoning_new_orlean.html

"Small but not tiny: Houses about 1,000 square feet are growing trend" (NOLA.com/The Times-Picayune, Mar 7, 2018)

Access online here:

www.nola.com/homegarden/index.ssf/2018/03/small_but_not_tiny_houses_abou.html

"New Orleans City Council backs zoning change that could pave the way for more bus shelters" (NOLA.com/The Times-Picayune, Feb. 9, 2018)

Access online here:

www.nola.com/politics/index.ssf/2018/02/bus_stops_rta_new_orleans_zoni.html

"Zoning debate exposes tension between preservation and affordability" (NOLA.com/The Times-Picayune, May 26, 2016)

Access online here:

www.nola.com/politics/index.ssf/2016/05/zoning_debate_exposes_tension.html

Resources

APA Resources on Tiny Houses and Micro-Apartments:

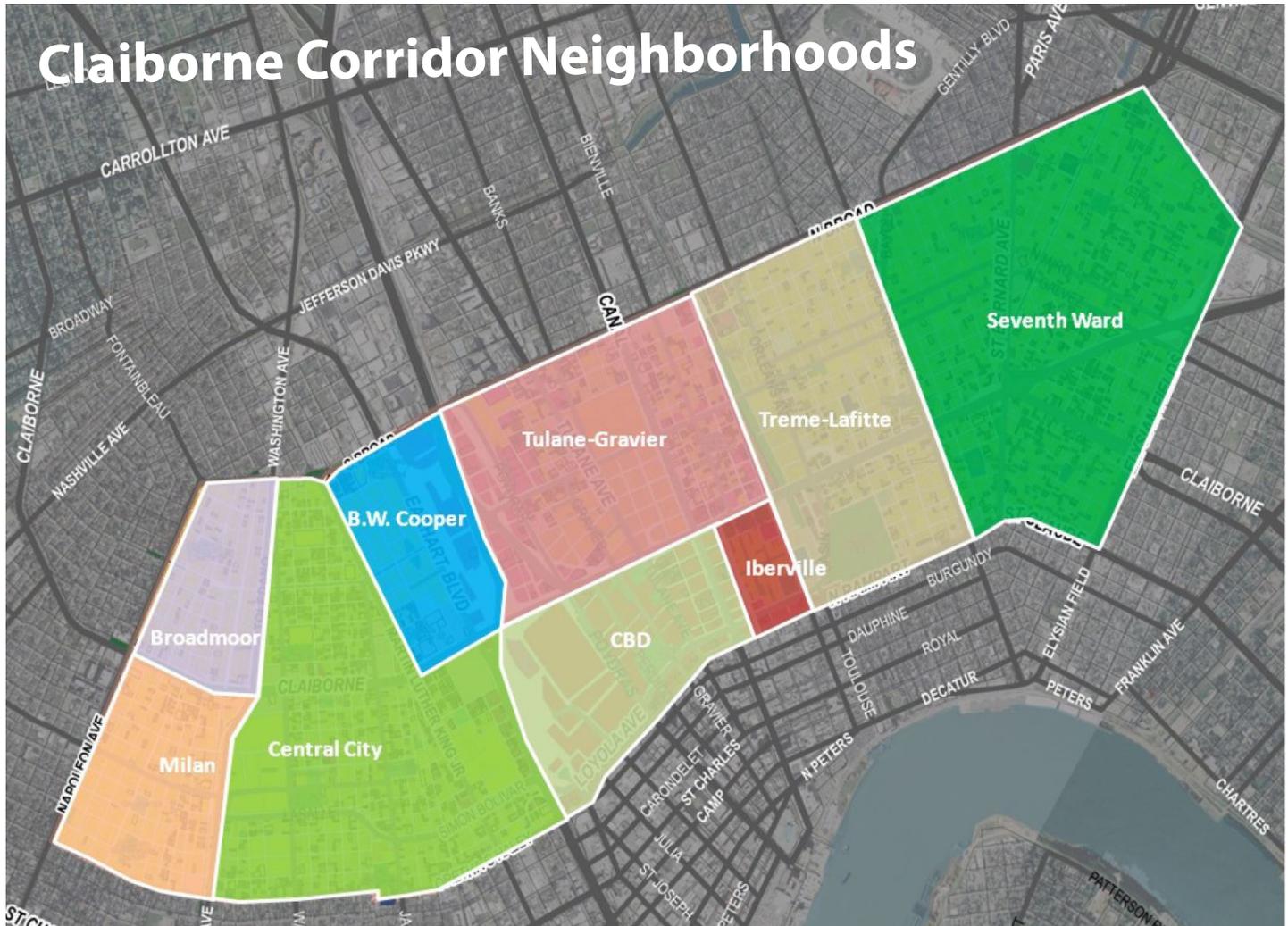
KnowledgeBase collection: www.planning.org/knowledgebase/tinyhousing

APA Resources on Parking:

KnowledgeBase collection: www.planning.org/knowledgebase/parkingrequirements

Study Area

The workshop will focus on the Claiborne corridor, which includes nine neighborhoods as identified in the Livable Claiborne Communities (LCC) Study from 2014 (see map below). The Claiborne Avenue corridor is 3.9 miles long. The neighborhoods lie between Napoleon Avenue to Elysian Fields Avenue and between Broad Street on the lake side to Daneel Street, Oretha Castle Haley Boulevard, Rampart Street and St. Claude Avenue at the riverside. The Claiborne Corridor has citywide and regional importance. It includes a part of the Pontchartrain Expressway and elevated I-10, a key central artery that connects many parts of the city and neighboring parishes. What happens in the communities adjoining Claiborne Avenue will be of interest to people in many parts of the City and region.



Background Information

The *Livable Claiborne Communities* (LCC) Study (2014) established a community vision:

We, the residents of the Claiborne neighborhoods, are at the heart of the future Claiborne Avenue Corridor.

In that future, we celebrate our culture and family traditions where our historic neighborhoods are safe and affordable for all who want to live here. Our neighborhood streets, community parks, and the Lafitte Greenway fill with family gatherings and the music and parades of second line and Mardi Gras Indian traditions.

Claiborne, St. Bernard, Esplanade Avenues, Broad and Canal Streets, and Martin Luther King Jr. Boulevard thrive with locally owned businesses, affordable goods and services for daily living, reliable employment for residents, and positive learning experiences for neighborhood youth.

Quality public transit is convenient, reliable, clean, and affordable with a broad reach to jobs and neighborhoods city-wide. Traffic even on business streets yields to bicyclists, crossing pedestrians, and the festivities that sometimes spill out from local cross streets.

The Medical District provides affordable healthcare and living-wage jobs. New industries in the city attract workers who support Claiborne corridor businesses and respect and appreciate what we value in our communities.

Citywide and neighborhood meetings helped identify shared priority issues within the study area. Among the top shared priority issues to emerge across all meetings were:

- Interstate 10/Claiborne Overpass
- Public Transit
- Cultural Preservation
- Traffic/Trucking/Freight
- Affordable Housing
- Historic Preservation
- Parks and Playgrounds
- Street Improvements
- Job Growth
- Locally-owned Businesses
- Stormwater and Drainage

On what did people strongly agree?

- Protect the authenticity of local cultural expression
- Make aggressive efforts to manage stormwater and mitigate flooding
- Provide access to good-quality job training and workforce development
- Support locally based retail and businesses rather than national-chain retail
- Avoid displacement of current residents and provide opportunities for them to benefit and thrive as change occurs

On what did people somewhat agree?

- LCC area residents emphasized the need to establish more efficient bus services and that amenities such as new streetcar lines not valued as a short-term priority

On what did people not completely agree?

- Though the question about how to mitigate the detrimental impact the I-10 "Claiborne Bridge" was a central focus of meeting participants throughout the study process, there remains no general consensus within the LCC study area on which scenario best addresses I-10 concerns

Overall, there was a strong consensus that key questions remain in terms of neighborhood impacts, implementation specifics and general accountability for any initiative to emerge from the LCC study and earn general support from within the community.

Interstate-10

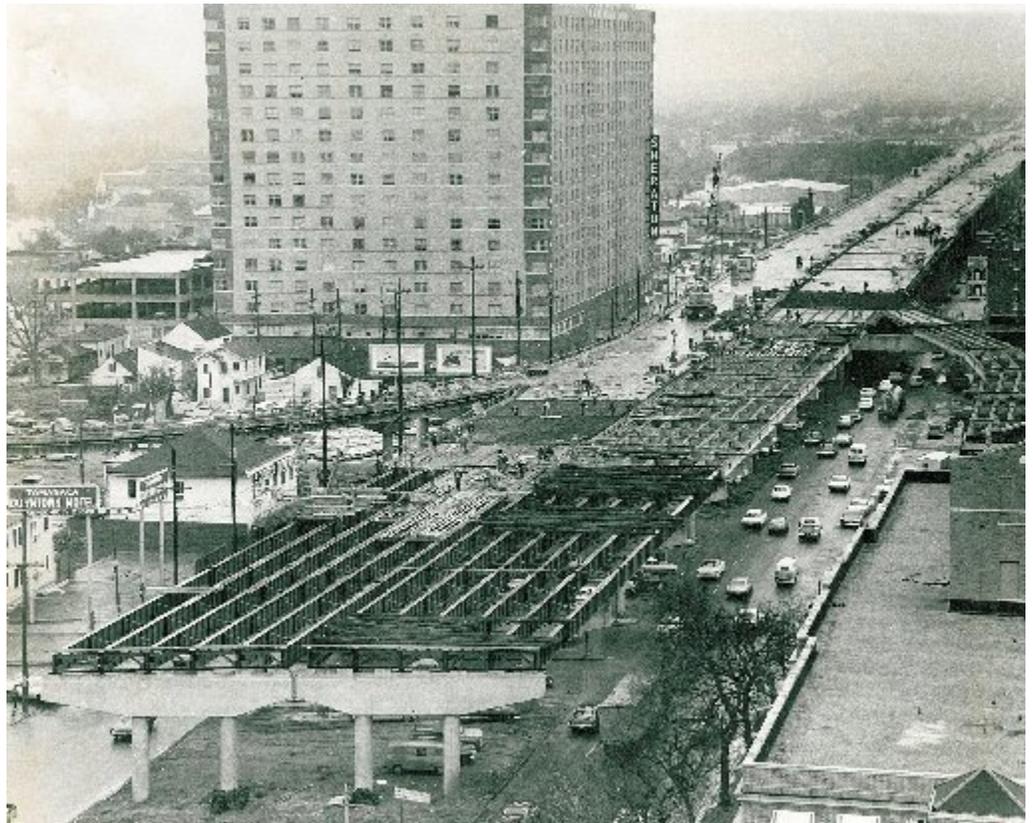
While there is currently no community consensus on the fate of Interstate-10 (I-10), it's important to understand the history, since it caused a major impact on the corridor's neighborhoods. Like other communities during the building of the National Interstate Highway System, I-10 permanently affected the geography of New Orleans and disrupted long-established communities.

A 2010 report to the Claiborne Corridor Improvement Coalition and Congress for the New Urbanism entitled, *Restoring Claiborne Avenue: Alternatives for the Future of Claiborne Avenue*, was prepared by Smart Mobility Inc. and Waggoner & Ball Architects. There have been many criticisms of the elevated

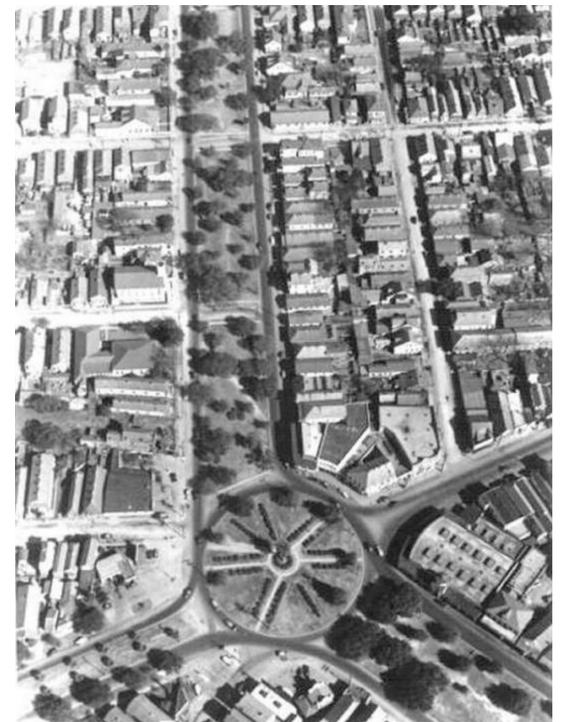
interstate over Claiborne Avenue over the years, particularly after I-610 was built, which reduced the need for an inner city expressway. The 2010 report summarized much of that criticism this way:

Once a thriving commercial corridor, the area defined by Claiborne Avenue suffered serious decline following the construction of the I-10 expressway in the 1960s. Pushed through over the wishes of the area's largely disenfranchised African-American population, it was intimately tied to the overall decline of the neighborhood, replacing a lively strolling street, oak-covered neutral ground and business corridor with an eyesore that made Claiborne Avenue both a physical and symbolic barrier between the area's neighborhoods.

The 2010 report explored future alternatives for the elevated I-10 Claiborne Expressway corridor, providing an analysis of a surface boulevard replacement as an alternative to the current elevated structure to help inform future stages of review by local and city residents and by other local and regional decision makers. In anticipation of eventual large-scale and comprehensive transportation and infrastructure analyses of the elevated structure by governmental



The construction of I-10 along Claiborne in 1969 is shown above. Below shows the St. Bernard Circle on Claiborne Avenue before the interstate was built. *Source: Times-Picayune Archive*



entities, the preliminary study illustrated how a surface boulevard would perform under the actual conditions of today's New Orleans. See the report's illustrations below.

Existing



Proposed



The 2010 report illustrates the Claiborne Corridor as it would look bringing back down to street level and reintroducing the original St. Bernard Circle. Source: Waggoner & Ball Architects www.wbarchitects.com/urban-design/claiborne_expressway_removal_study

VIDEO

Claiborne Avenue: Past, Present, and Future

Watch a short video by the Congress for New Urbanism produced with support from the Greater New Orleans Foundation and the Ford Foundation, with special thanks to the Claiborne Corridor Improvement Coalition. The video was created by New Orleans-based photojournalist and multimedia producer, Rob Davis.

Access online here: www.youtube.com/watch?v=lw-kuORzF4M



The Claiborne Corridor is a local, citywide, and regional connector. Source: LCC Study (2014)

Land Use, Vacant, and Blighted Land (From LCC Study)

Overall land use

Elements of New Orleans' major transportation infrastructure, such as the Pontchartrain Expressway, are located in the LCC Study Area and take up approximately one-third of the total land area. The other major land use is residential, accounting for 43% of total land area, and, if transportation uses are excluded, two-thirds of the land area. The downtown/Central Business District (CBD) area accounts for approximately 5% of the acreage, medical or future medical uses take up 3% of the total acres, commercial uses outside the CBD occupy 7% of the acres, and industrial uses account for 4% of the uses. These percentages include vacant land, which is included according to the current zoning district.

Vacant land

Over 2,000 (17%) of the residential lots have \$0 building value and have been classified as vacant lots. A third of commercial lots outside the CBD are vacant, though in some cases they may be used as parking lots. Concentrations of vacant lots are particularly evident in the Hoffman Triangle of Central City, the Seventh Ward downriver of St. Bernard Avenue, the area between Canal and Bienville Streets lakeside of Claiborne Avenue, and blocks adjacent to the viaduct.

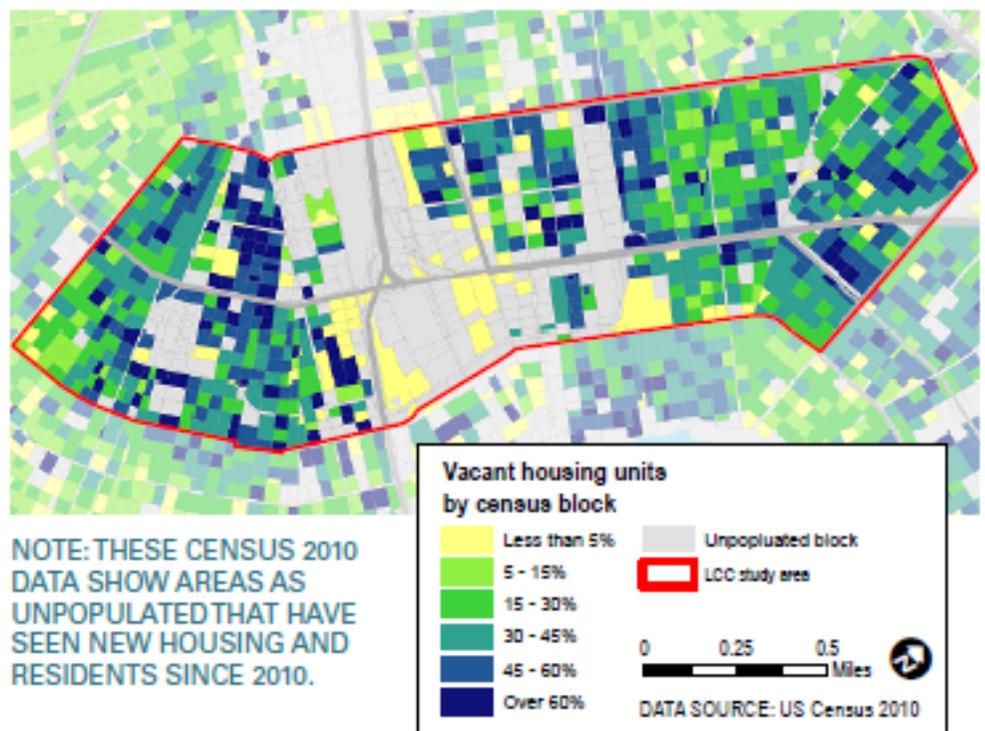
Blighted properties

In addition to blighted vacant lots, the LCC Study Area also includes blighted structures, though the total number of structures is difficult to determine. Census data indicates that some 5,000 vacant housing units are neither for sale nor rent. Many vacant lots and blighted structures are tax delinquent and have been adjudicated—that is their tax liens were offered for sale but did not find a buyer. Because of redemption periods and other requirements, it can be costly and difficult to obtain clean title to an adjudicated property.

The City of New Orleans has a goal of eliminating blight on 10,000 properties by 2014. City policy is to use the code enforcement lien foreclosure process, where possible, to gain clean title to properties and sheriff's sales to return them to commerce. The City has established new code enforcement systems based on national best practices and has used a place-based policy of code enforcement sweeps around neighborhood assets, such as schools. In the LCC

Study Area, over a thousand code enforcement actions were taken between January 2011 and May 2012.

Because of the magnitude of the problem, vacant land is likely to be an issue for some time to come, and in some cases, alternative uses—for stormwater management, recreation, urban agriculture could be preferable to development. Locations in the LCC Study Area that are subject to flooding, such as parts of the Seventh Ward and the Hoffman Triangle, and where clusters or chains of vacant lots could be acquired, can be especially suitable for stormwater management uses that can



Source: LCC Study (2014)

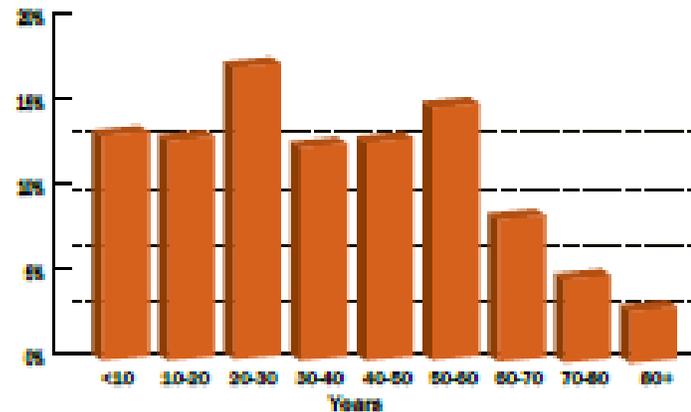
double as neighborhood greenspace amenities. Urban agriculture or arts and culture uses could also be used to activate vacant lots. New Orleans could follow the example of Cleveland and create a pattern book for using vacant lots in a variety of ways. Finally, community land trusts could provide an opportunity for short to medium-term management of vacant lots with the ultimate goals of creating affordable housing.

OWNERS AND RENTERS



SOURCE: US CENSUS 2010

AGE



SOURCE: US CENSUS 2010

Source: LCC Study (2014)

Business and Entrepreneur Support

“We want to start our own businesses. Claiborne Ave should be redeveloped with local businesses, not just non-chain businesses. Entrepreneurs need seed capital” (community member quote from LCC Study, 2014).

From *ProsperityNOLA*, the 2013 strategic plan from the New Orleans Business Alliance (NOLABA):

New Orleans has long been a predominantly minority city with significant disparities in wealth, business ownership, access to capital, and business market share. ...The issues faced by small minority businesses generally fall into three categories: capital, opportunity, and capacity. The City of New Orleans has put in place targeted efforts to support equity and inclusion of diverse small businesses, including a strong disadvantaged business enterprise (DBE) program. The strong role of government in opening up opportunity for minority businesses can also be accompanied by an increase in access to the city’s anchor institutions, such as universities and hospitals. Anchor institutions are notable for their stability, expenditures, projected job growth, and amount of jobs accessible to those with an Associate’s Degree or less.

Key business strategies included in the Prosperity NOLA plan focus on increasing the capacity of minority businesses through mentorship programs and increasing the market share of minority businesses by working with anchor institutions to increase suppliers and maximize procurement spending.

WHAT THE STUDY LEARNED:

Entrepreneurs in tourism, food, arts, and culture have **limited access to capital**.

Expanded **opportunities for new small businesses** in the health care and social assistance sector can benefit the LCC Study Area.

Businesses with between **5 and 49 employees** contributed **60% of net new jobs** created between 2006 and 2009.

Accommodation and Food Services supports the greatest amount of small-business employment.

Entrepreneurship opportunities related to **tourism, culture and food services** are likely to be among the most accessible to LCC study area residents.

However, arts, culture, and food-related businesses **lack sufficient capital and assistance**.

Cooperative business models have attracted **interest** as a potential vehicle for **creating service businesses** to meet the needs of LCC Medical District institutions and provide employment for LCC residents.

The City's Office of Workforce Development oversees certification, compliance, training, outreach and capacity building for local, small and disadvantaged businesses (DBE).

PROPOSED STRATEGIES:

Create a program around micro-business opportunities and work with JOB1 and other workforce development providers to identify persons suitable for starting a business.

Identify micro-business opportunities related to growing sectors such as health care, for example, medical coding and medical office billing, as well as service businesses.

Expand support for small and micro-business technical assistance.

Explore creating cooperative enterprises linked to major job drivers and anchor institutions.

Recruit LCC businesses for DBE Certification, DBE Capacity Building Program, NOLABA mentorship programs, and similar capacity building opportunities.

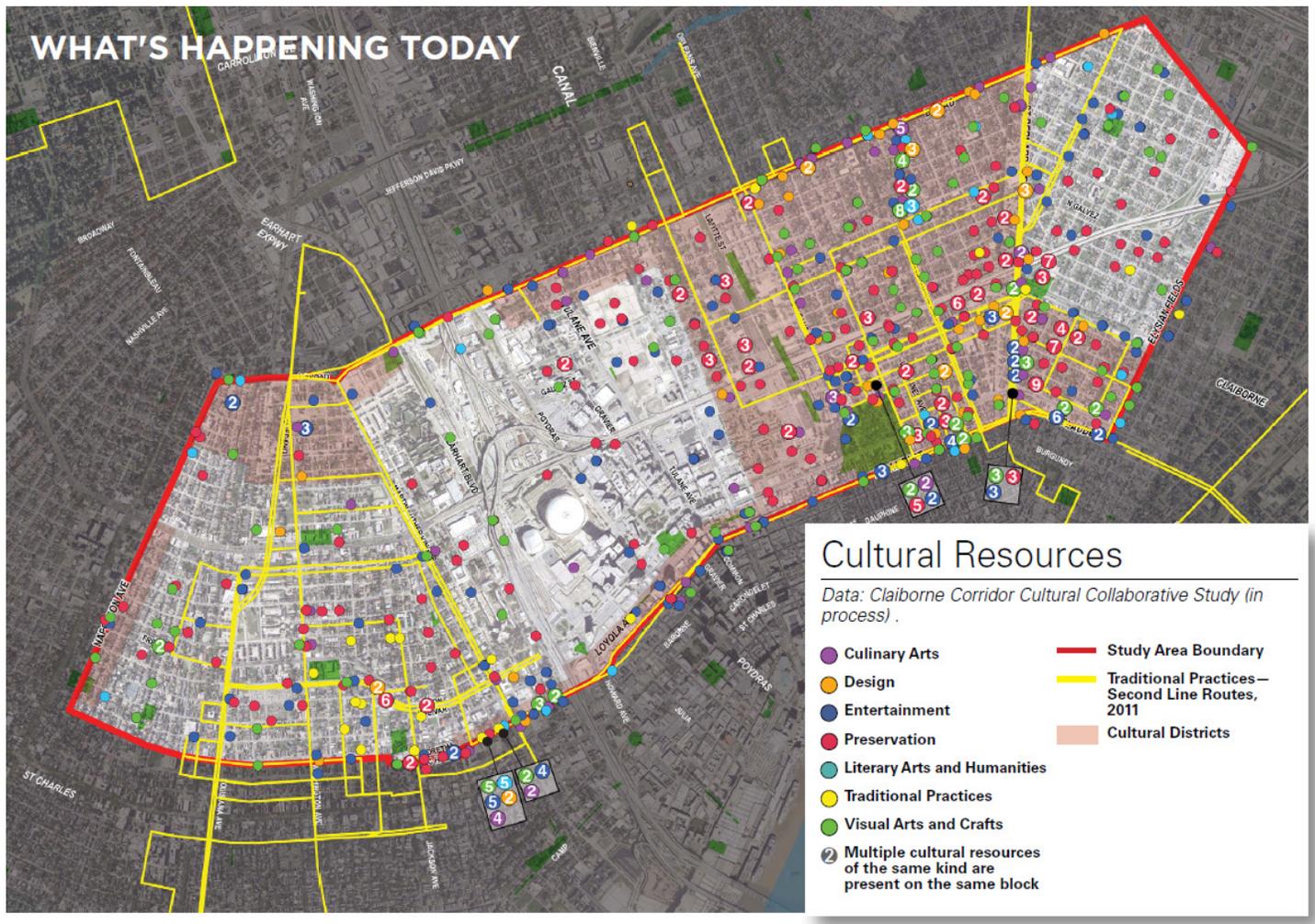
Market existing small business capital access and assistance services to LCC businesses.

Source: LCC Study (2014)

- Accommodation and Food Services supports the greatest amount of small-business employment (14,000 jobs) in New Orleans, as might be expected from its role in the tourist economy.
- Professional, Scientific, and Technical Services and Retail Trade are ideal targets for small business development and entrepreneurship programs. Not only is the majority of employment in these sectors from small businesses, but the employment numbers are high: these sectors are estimated to have over 9,000 and 8,000 small business employees respectively.
- Opportunities for small businesses in the Health Care and Social Assistance sector are of particular relevance to the LCC Area. Notably, approximately 6,000 jobs citywide are estimated to come from small businesses in the healthcare industry, despite the fact that half of the jobs in this sector come from organizations with more than 1,000 employees.

Culture and Identity

“Our culture and our identity are the same thing. Our culture is about food, music, art, Indians” (community member quote from LCC Study, 2014).



Source: LCC Study (2014)

LCC residents emphasize that the area is the cradle of indigenous New Orleans culture. “Indigenous culture” in the LCC study is defined as the music, food, social networks and traditional practices of Indians, Social Aid and Pleasure Clubs and other groups that are all singular to New Orleans. While indigenous culture is broader than racial specificity, race is a key factor. Central to the cultural history of New Orleans and particularly evident in the LCC Study Area is the dual celebration and suppression of African-American cultural expressions. It is also critical to distinguish between indigenous culture and commercial entertainment. The first is about affirming and passing on the community’s identity while the second is about socializing, fun and profit. Both have fundamental value, however the focus of public policy toward indigenous culture is about preservation while the focus toward entertainment is about regulation and economic development. Community members note that private and public tourism interests are increasingly marketing this culture as a commodity both in imagery and as an opportunity to visit and experience “authentic” New Orleans. Yet indigenous culture bearers receive few of the benefits of an expanded tourism industry. Community members are further concerned that changes to the LCC area that may come about as the result of this study could damage the community- and place-based nature of this culture. Overall, LCC residents would like to see greater economic and housing opportunities and stability for culture bearers and their activities.

WHAT THE STUDY LEARNED:

In the LCC Study Area, **more than 900 organizations**, businesses and individuals contribute to **preserving and reinventing the city's unique cultural heritage** in the areas of traditional practices, entertainment, culinary arts, visual arts and crafts, literary arts, design, and preservation.

Traditional cultural activities such as second lines sponsored by social and pleasure clubs and Mardi Gras Indian parades **are integral to New Orleans's cultural identity** and image, attracting visitors to the city. However, they are **less likely to benefit economically because of the spontaneous nature of their events.**

The **cultural economy employs 13% of the city's workforce** and is a growing economic sector.

New Orleans' **110 live music venues hosted 30,000 musical gigs** in 2012.

There were **126 festivals attended by an estimated 3.9 million** in 2012.

Community members noted that private and public **tourism interests are increasingly marketing their culture as a commodity.**

The LCC's **indigenous culture bearers do not receive much economic benefit** from the growth of the arts and culture economy.

42% of the African-American indigenous cultural community is not employed or is out of the labor force (including retired), while the corresponding number for whites is **13%**.

The Louisiana Office of Tourism has created an **African-American Heritage Trail for the state.** Four out of five New Orleans sites on this trail are located in the LCC Area.

PROPOSED STRATEGIES:

Create a New Orleans Indigenous Culture Producers Trust. Such a nonprofit could fund Mardi Gras Indians for featherwork or provide startup funds for small, authentic culinary enterprises, for example.

Enhance and expand the numbers of venues for cultural expression, facilities, and events.

Continue and enhance programs to transmit authentic culture to new generations.

Create specific outreach to culture bearers about opportunities related to affordable housing, housing rehab assistance, employment and small business assistance opportunities.

Enhance access to business training and opportunities, employment, and affordable housing for culture bearers and their support system of suppliers.

Celebrate African American and Civil Rights history through a heritage trail or similar place based initiatives.

Source: LCC Study (2014)

Housing

"We want to decide what changes to make, not have change happen to us. How will housing be kept affordable but still get renovated?" (community member quote from LCC Study, 2014).

WHAT THE STUDY LEARNED:

PROPOSED STRATEGIES:



Source: LCC Study (2014)

Housing became more expensive after Katrina. Compared to many other parts of the country, housing in New Orleans before the storm was relatively inexpensive, though New Orleans incomes were lower and some of the older, lower-cost housing was in poor condition because of lack of resources to maintain it well. Very low-income households (below 30% of AMI) always found it difficult to afford housing, but market rate housing was available to low-income households (30-50% of AMI). Rents spiked after Katrina, rising 41% (adjusted for inflation) in Orleans Parish between 2004 and 2008, and reported to be 35% above pre-Katrina levels in 2011.² "The average market rate rental unit was priced below \$600 a month in 2004; now [2011] it is very difficult to find rental housing for less than \$800 a month. As a result, many households previously not served by subsidized housing are now in need and it extends across income ranges. Even those with housing subsidy report that high utility costs (in excess of utility allowances) contribute to them paying more than 30% of their income for housing, emphasizing the need to promote energy efficiency in both publicly subsidized and private housing."

The price of houses for sale in New Orleans also increased after Katrina. Most renters cannot buy a home without a subsidy (typically a soft second loan or through grants to nonprofit housing developers), but they still have to demonstrate the ability to pay the mortgage. Affordable homeownership programs in the most challenged neighborhoods have had difficulty finding enough qualified buyers, even with subsidies.

For Fiscal Year 2013, the median family income for the New Orleans-Metairie-Kenner Metropolitan Statistical Area is \$60,300. For a family of three, 80% of the median is \$43,450, 50% of median is \$27,150, and 30% is \$16,300. At the time of the 2010 census, 38% of LCC household lived at or below the poverty line, compared to 21% of city households. Accordingly, the estimated median household income in the LCC Area is significantly lower than the city as a whole; in 2012 it was estimated at \$19,624 with 39% of households earning less than \$15,000. Of households in the LCC area, 72% are estimated to have annual incomes below \$35,000 and 83% have incomes below \$50,000. The vast majority of LCC households, therefore, would qualify for assisted housing according to federal rules.

Housing Typologies (*HousingNOLA* 2015)

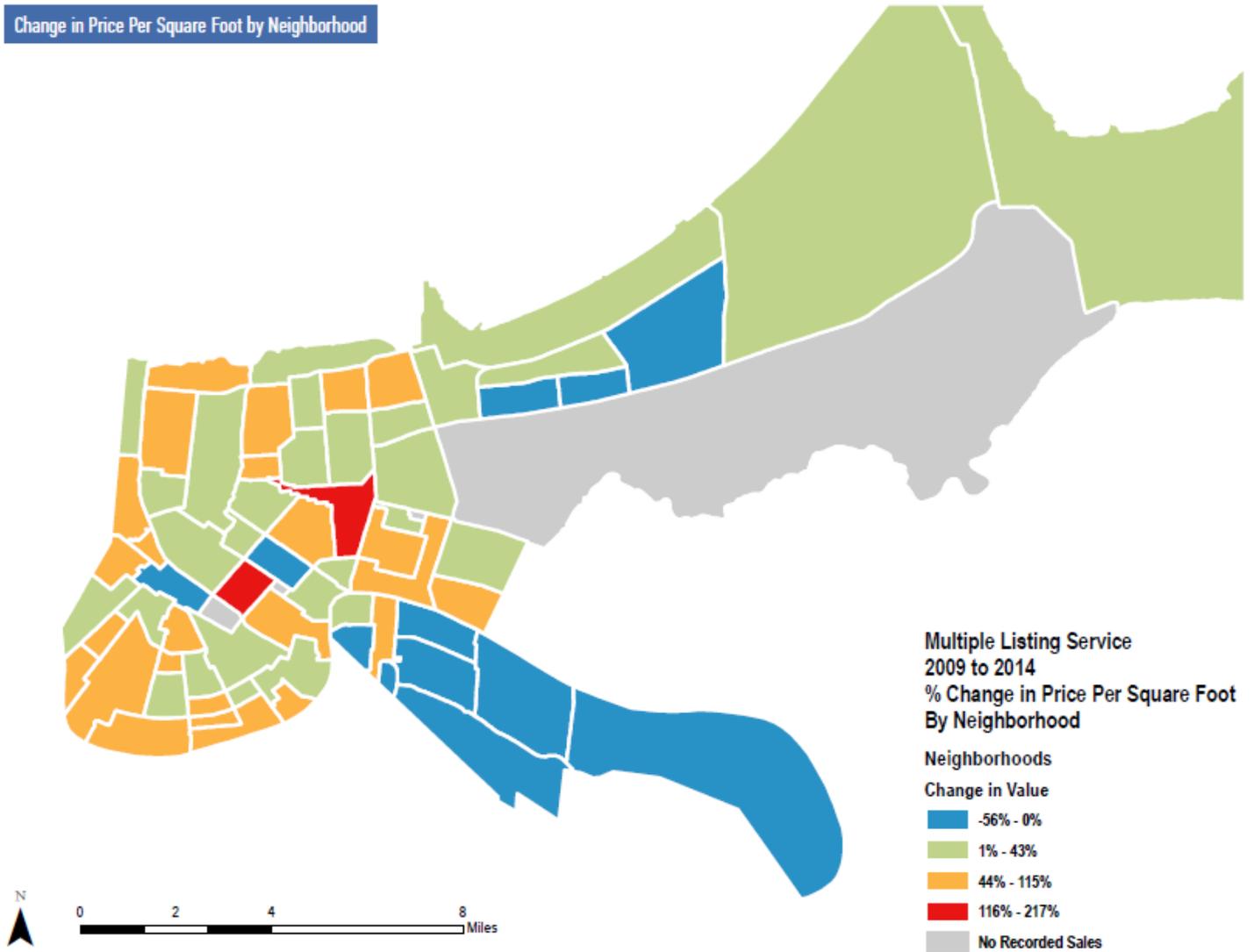
Historically, New Orleanians understand their city's geography according to neighborhoods. Yet, many of these neighborhoods are changing rapidly due to shifting demographics, increasing housing costs, and vacancy. Locals are familiar with their neighborhoods' unique distinctions – their rich cultural histories, geographic boundaries, and the people that live there – and a single plan cannot capture this holistic knowledge and deep nuance.

Understanding this challenge, HousingNOLA provides a framework for assessing challenges and recommending policies by neighborhood. HousingNOLA avoided ranking them by the traditional scale of "weak" to "strong." Instead, each neighborhood was assigned a precious stone according to their typology: Emerald, Sapphire, Diamond, Ruby, and Topaz. The Neighborhood Typology is designed to be updated annually, using easily accessible data sources so that GNOHA may track its progress over the 10 year timeframe of HousingNOLA.

The following data sources were used to create the HousingNOLA Neighborhood Typology (see Appendix C for the methodology and specific data sources):

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

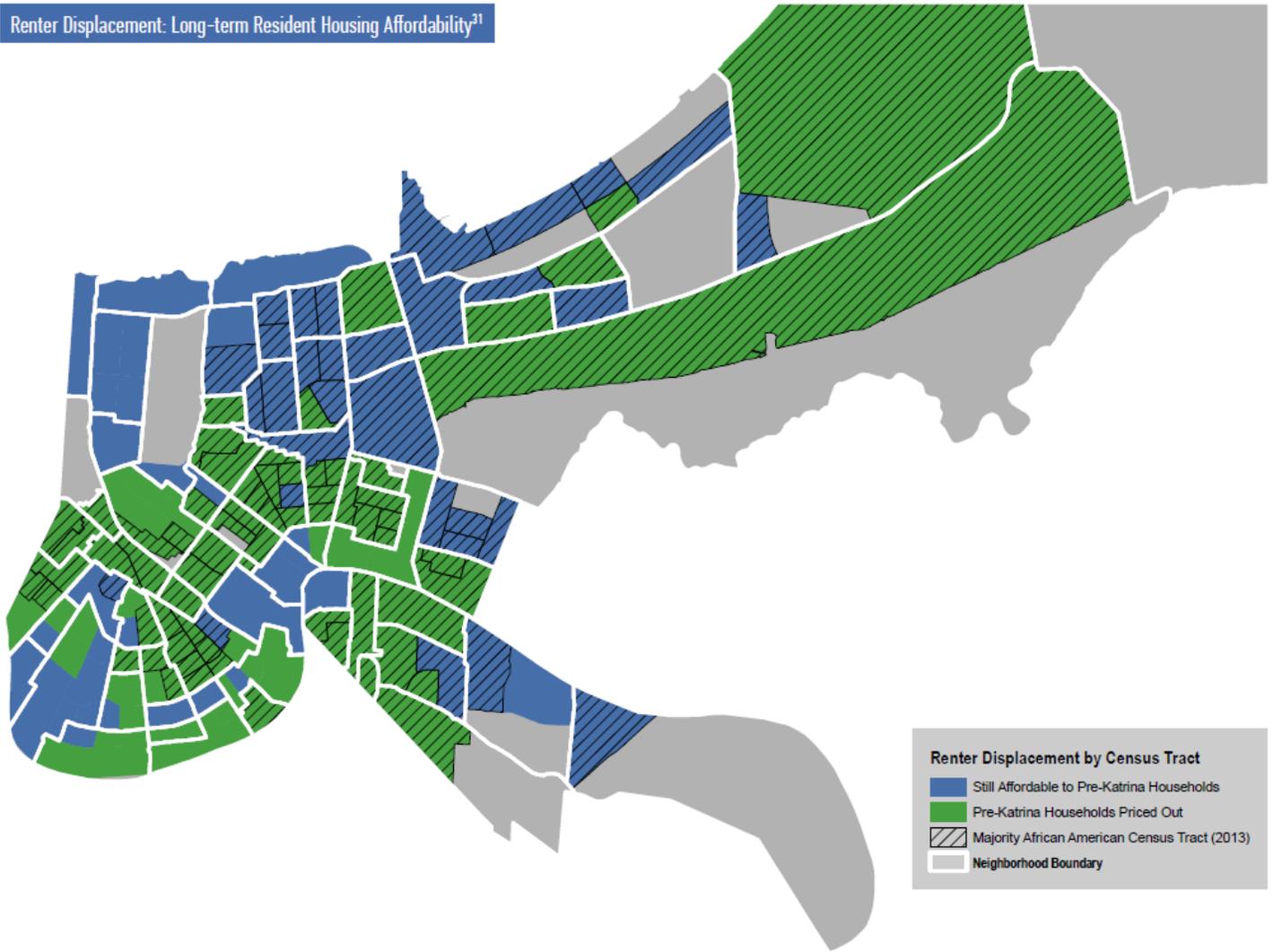
Change in Price Per Square Foot by Neighborhood



Source: National Association of Realtors, GCR

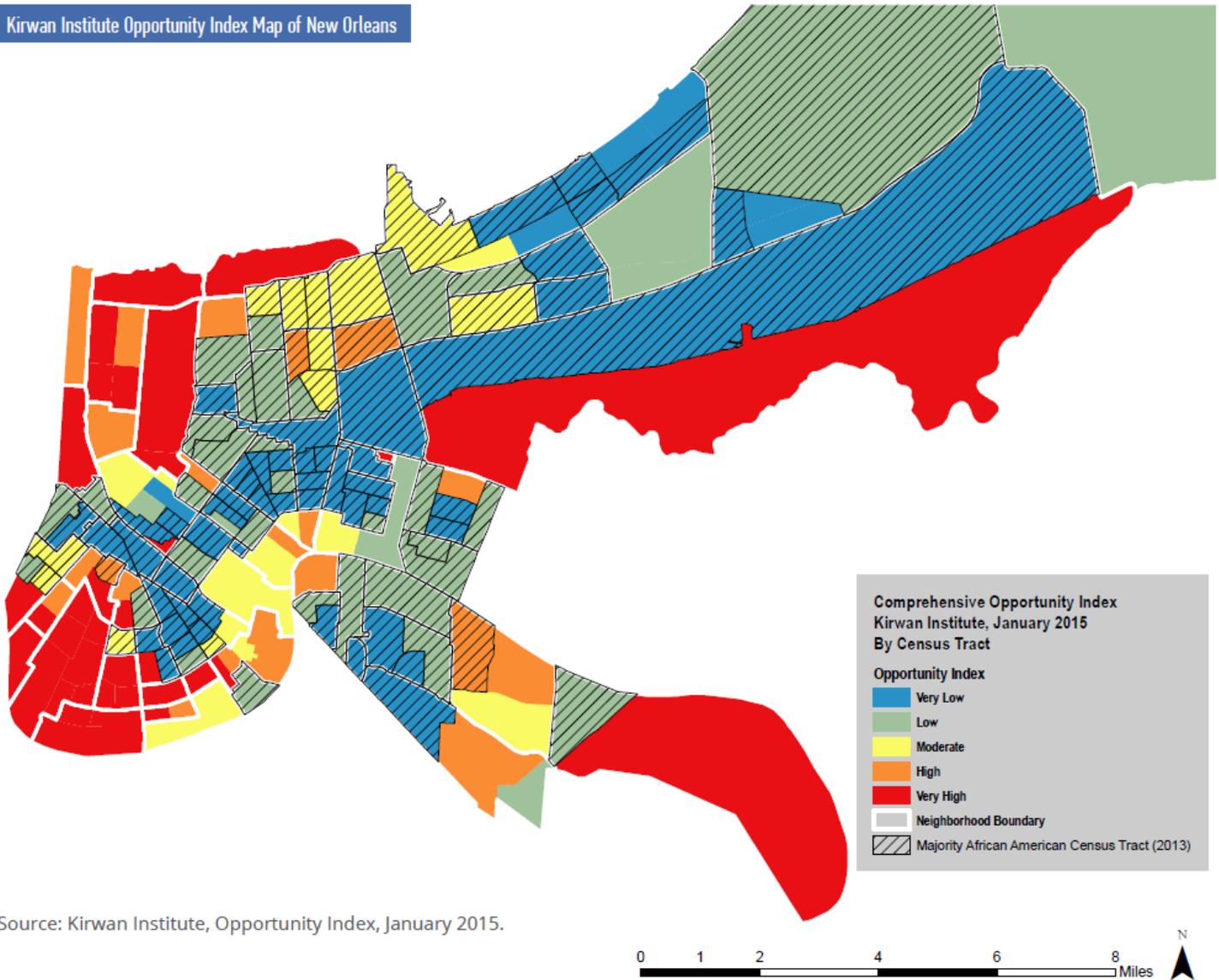
Source: HousingNOLA (2015)

Renter Displacement: Long-term Resident Housing Affordability³¹



Source: Greater New Orleans Fair Housing Action Center, 2015. Data Sources: 2009-2013 American Community Survey

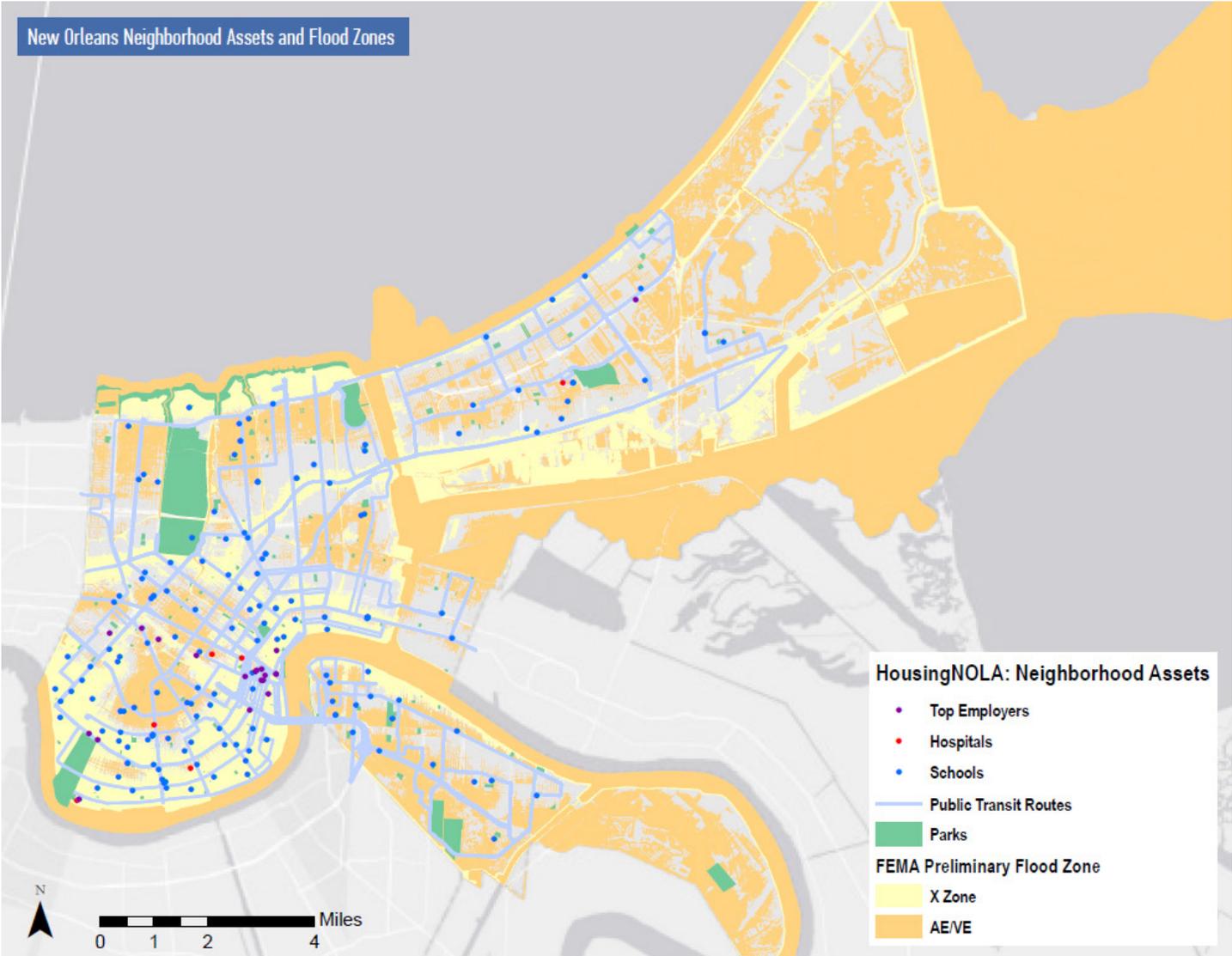
Source: HousingNOLA (2015)



Source: Kirwan Institute, Opportunity Index, January 2015.

Source: HousingNOLA (2015)

In January 2015, the Kirwan Institute and Greater New Orleans Foundation released “The Geography of Opportunity,” which analyzed access to opportunity across the New Orleans region. The report examines the social, political, civic and educational opportunities available to New Orleanians across the city by creating indicators based on the following factors: Education, Environment & Health, Economic Opportunity and Mobility, Housing and Neighborhoods. The above map shows the level of opportunity for each of these factors, and overlays majority (over 50%) African American Census Tracts.



Source: FEMA, data.nola.gov, RTA and JET, GNO Inc.

Source: HousingNOLA (2015)

Capacity Building (*HousingNOLA, 2015*)

The organizations making up HousingNOLA will lead by example. The Greater New Orleans Housing Alliance and HousingNOLA team commit to the following strategies to strengthen and grow the affordable housing sector:

- A. Ensure that affordable housing developers spend City and State funds responsibly and within the timeframe provided by the government entity due to the limited government resources available for housing development.
- B. Work to create a robust capacity-building training program
 - Conduct a systems analysis of the nonprofit housing and community development sector in New Orleans.
 - Advocate to ensure that capacity building investments are deployed in frameworks that are outcomes-based.
 - HUD and GNOHA will collaborate to create a support system for Community Development Corporations (CDCs) in New Orleans that will create a comprehensive capacity building initiative, create a certification for CDCs, and analyze the industry to identify gaps and redundancies in the community development sector.
- C. Prioritize infill development within Diamond, Ruby and Topaz neighborhoods to ensure that affordable housing developed by non-profit organizations has access to neighborhood amenities.
- D. Encourage large multifamily rental developments (over 75 units) in Diamond, Ruby or Topaz neighborhoods (see definitions in Neighborhood Typology Section) where consistent with Master Plan and surrounding building massing. HousingNOLA supports large multifamily developments in all neighborhoods that have access to amenities and jobs, particularly high frequency transit stops (15 minute headways or less).
- E. Monitor market conditions that could affect construction costs and work with home builders to review pricing.
- F. Provide an analysis of public funding and policy through the adoption of Affordable Housing Impact Statement.
- G. Provide an analysis of the publicly managed and/or funded supply of housing units via its annual Report Card by using the HousingNOLA Neighborhood Typologies and the upcoming 2015 New Orleans Market Value Analysis (MVA) census block market cluster categories.
- H. HousingNOLA will update annually its Neighborhood Typologies with any new release on the data sources that were used to identify the typologies. These updates will also use data secured through other HousingNOLA action items (e.g. Utility Analysis, Special Needs Data, and Affordable Housing Impact Statements)

Implementation Partners

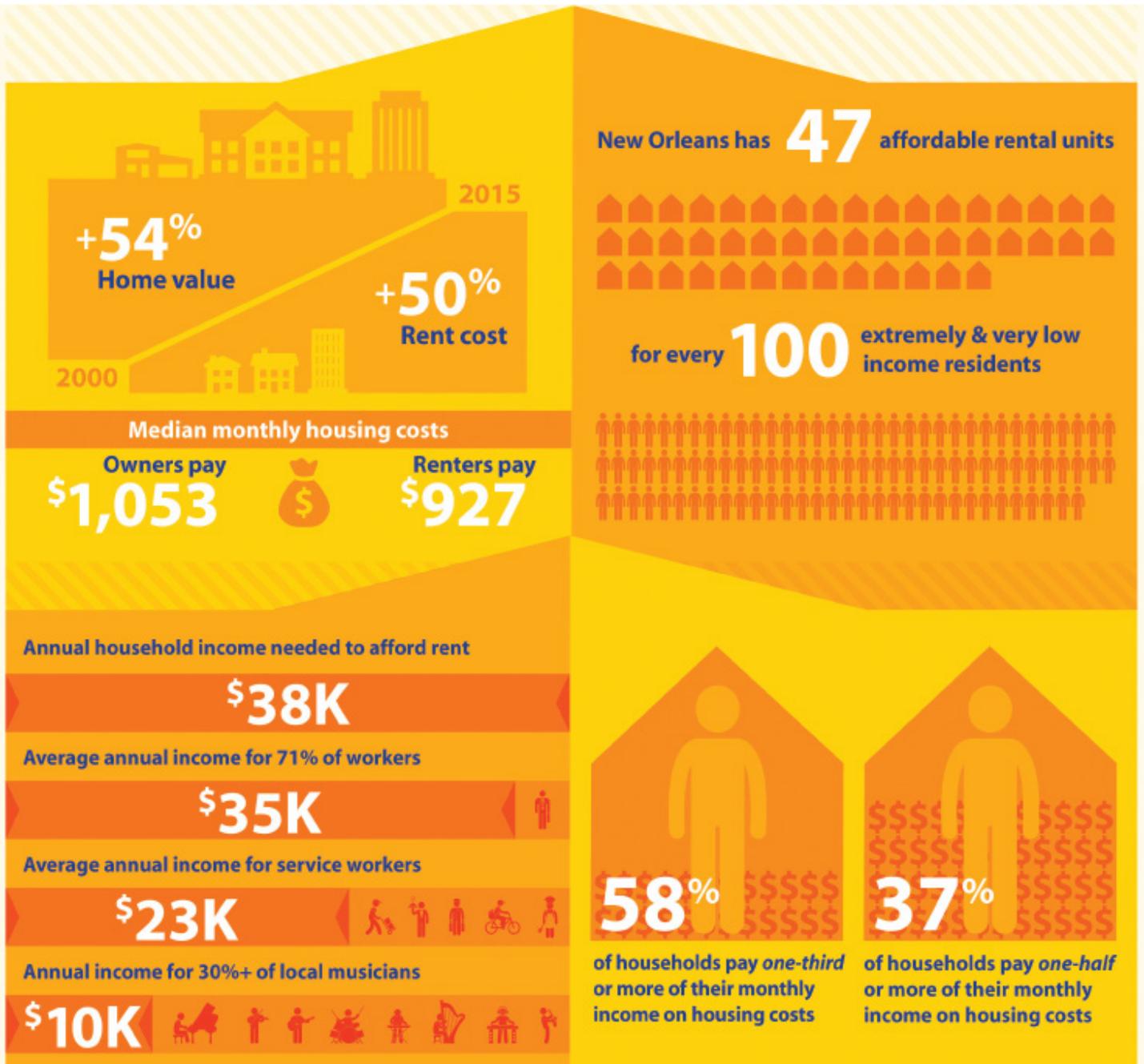
Organization	Acronym
City of New Orleans	N/A
Finance Authority of New Orleans	FANO
Greater New Orleans Fair Housing Action Center	GNOFHAC
Greater New Orleans Housing Alliance	GNOHA
Greater New Orleans, Inc.	GNO, Inc.
Housing Authority of New Orleans	HANO
Louisiana Housing Alliance	LHA
Louisiana Association of Affordable Housing Providers	LAHP
Louisiana Housing Corporation	LHC
New Orleans Business Alliance	NOBA
New Orleans City Council	N/A
New Orleans Metropolitan Association of Realtors	NOMAR
New Orleans Redevelopment Authority	NORA
Orleans Parish School Board	OPSB
Recovery School District	RSD
Southeast Louisiana Legal Services	SLLS
State of Louisiana	N/A
State of Louisiana Office of Community Development Disaster Recovery Unit	OCD-DRU
UNITY of Greater New Orleans	UNITY

Source: HousingNOLA (2015)

Goals (*Housing for a Resilient New Orleans, 2016*)

Through *Housing for a Resilient New Orleans*, we will build or preserve 7,500 affordable housing units by 2021 (4,000 units by 2018 and another 3,500 units by 2021). This work will be accomplished through four complementary goals:

1. Support development of new affordable rental and homeownership opportunities.
2. Preserve affordability and improve quality of existing rental and homeownership opportunities.
3. Expand access to opportunity and promote mobility by leveraging the Assessment of Fair Housing (AFH) process and other fair housing principles.
4. Increase accessibility for vulnerable populations.



Sources: U.S. Department of Housing and Urban Development. *Comprehensive Housing Affordability Strategy* (2012); *Housing NOLA. 10 Year Strategy and Implementation Plan for a More Equitable New Orleans* (2015); and American Community Survey. *Selected Housing Characteristics: New Orleans City, LA* (2014).

Source: *Housing for a Resilient New Orleans* (2016)

Implementing Housing for a Resilient New Orleans

Housing for a Resilient New Orleans provides a comprehensive direction for the City's affordable housing work, addressing the growing need to preserve and build affordable housing and expand access to opportunity across New Orleans. This plan sets an ambitious goal for the City of New Orleans to preserve or build 7,500 affordable units by 2021 (see Table 1).

Funding

Accomplishing the goals outlined in this strategy will require maintaining the City's 2016 level of investment of \$17.3 million. With \$10 million per year available in recurring funding, New Orleans will need to identify another \$7 million each year in resources to offset the reductions in federal funding. In addition to its existing resources, Housing for a Resilient New Orleans proposes developing new revenue sources to increase monies for affordable housing development, as well as investments that promote mobility and access to opportunity. These local revenue sources include using proceeds from the sale of public property, value capture, development fees, and tax increment financing.

The City of New Orleans has a successful record of attracting competitive public, private, and philanthropic funding opportunities for past and ongoing work, and the City will continue to pursue this valuable source of funding as new opportunities arise.

Milestones

Strategies in Housing for a Resilient New Orleans will be pursued over two timeframes: two-year milestones by 2018 and five-year milestones by 2021. Notable two-year milestones include:

- Adopting an inclusionary housing policy.
- Completing the City's AFH.
- Adding or preserving 4,000 housing units.
- Completing 100 public housing units for seniors at Faubourg Lafitte.
- Developing a comprehensive asset management strategy for the City, NORA, and HANO.
- Launching the City's rental registry program.
- Introducing new regulations for short-term rental properties.
- Reaching "functional zero" in family homelessness.
- Expanding current emergency shelter capacity for families.
- Establishing and operating a best-practice, low-barrier homeless shelter.
- Creating or expanding several new local sources of revenue to increase funding for affordable housing.

AICP Community Planning Workshop
Claiborne Corridor | New Orleans
Briefing Booklet
Workshop: Saturday, April 21, 2018



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