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## The Claiborne Corridor: Mid-Anchor Business Profiles 2014

Michelle M. Thompson

University of New Orleans, mmthomp1@uno.edu

Laura Banos

University of New Orleans, lbanos@my.uno.edu

Brittish Bostic-Bryant

University of New Orleans, bbotsticb@my.uno.edu

Tiffany Campo

University of New Orleans, tcampo1@my.uno.edu

Rexter Chambers

University of New Orleans, rchamber@my.uno.edu

*See next page for additional authors*

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## Authors

Michelle M. Thompson, Laura Banos, Brittish Bostic-Bryant, Tiffany Campo, Rexter Chambers, Derreck Deason, Taryn Dunn, Taylor Jones, Tyinna Jones, Sarah Larock, Matthew Loftis, Grace Major, Rene Pastorek, Eric Pate, Brooke Perry, Yang Ran, Amanda Shine, Amy Ulmer, and Teira Woodridge



[http://www.nola.com/news/index.ssf/2009/07/photos\\_for\\_item.html](http://www.nola.com/news/index.ssf/2009/07/photos_for_item.html)

# **THE CLAIBORNE CORRIDOR**

## **MID-ANCHOR BUSINESS PROFILES 2014**

Produced by Michelle M. Thompson, Laura Baños, Brittish Bostic-Bryant, Tiffany Campo, Rexter Chambers, Derreck Deason, Taryn Dunn, Taylor Jones, Tynna Jones, Sarah LaRock, Matthew Loftis, G. Elizabeth Major, Renee Pastorek, Eric Pate, Brooke Perry, Yang Ran, Amanda Shine, Amy Ulmer, Teira Woodridge

University of New Orleans – Department of Planning & Urban Studies



# THE UNIVERSITY *of* NEW ORLEANS

Department of Planning and Urban Studies

July 2014

The University of New Orleans Department of Planning & Urban Studies aims to provide future planners with the technical knowledge and experience necessary to maintain and improve communities. The MURP 4050/5050 *Land Use Planning & Plan Making* course is a blend of history, theory and applied learning about the implications of municipal policies on urban environments. In the spring of 2014 undergraduate and graduate students conducted background research on the Livable Claiborne Communities (LCC) initiative and its focus on anchor institutions within the zone. The anchor buildings focus on ‘meds and eds’ or medical facilities and higher education institutions and their impact on the community, and in some cases, the region. The neighborhood businesses or middle-level anchors (“mid-anchors”) provide a closer look at the state of the economy and have a more immediate influence and impact. For example, the continued lack of a grocery store in the Lower 9<sup>th</sup> Ward prevents residents from access to a variety of food products and fresh food choices. The cost of living for residents living in a food desert is much higher than those within close proximity to diverse commercial establishments.

The New Orleans Business Alliance and the Mayor’s Office of Place-based Planning are working closely with the Livable Claiborne Communities Initiatives to encourage the maintenance, development and expansion of businesses throughout the city with a special focus on the LCC. The reports that follow identify mid-anchor businesses that have contributed to the social and economic wealth of the City of New Orleans for, in some cases, hundreds of years. The hope is that these businesses will be supported through new City initiatives to improve façades, marketability and expand employment opportunities. The research and resources provided by the students at UNO will support these efforts and hopefully contribute to the reinvestment and redevelopment of the new New Orleans.

In service,



Michelle M. Thompson

Michelle M. Thompson, PhD





*The Livable Claiborne Communities and Importance of Shining  
Mid-level Anchor, The Saenger Theater*



Laura Baños

Dr. Thompson- MURP 5050

The University of New Orleans

5/5/2014

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## The Livable Claiborne Communities Study

The Claiborne Corridor is a major thoroughfare in New Orleans that connects the city from St. Tammany Parish on the east to Jefferson Parish on the west. The major street that traverses this route is Claiborne Avenue, thus the neighborhoods along the study area has been deemed Claiborne Corridor. In an effort to provide citizens with the best livability standards throughout this corridor, the Department of Transportation and the Department of Housing and Urban Development partnered with the City of New Orleans to conduct a study exploring options to enhance livability, connect citizens to jobs, support sustainability and promote economic vitality. The Livable Claiborne Communities (LCC) study area includes nine neighborhoods along the Claiborne Avenue Corridor: Milan, Broadmoor, Central City, B.W. Cooper, CBD, Tulane-Gravier, Iberville, Treme-Lafitte and the Seventh Ward.

Figure 1: Map: Neighborhood Designations within Livable Claiborne Communities Study



Source: Scenario Planning Public Workshop. Livable Claiborne Communities, March 18 2013. 21 April 2014. <http://www.livableclaiborne.com/download/scenario-meeting-presentation-03-18-2013.pdf>

The consulting firm primarily in charge of this effort is Kittelson & Associates, Inc. with help from multiple subcontractors (City of New Orleans, 2013). The study is in the final stages of production, assessing ecological and health impacts of the changes proposed.

One change to the Claiborne Corridor that the consultants are analyzing is the demolition of an overpass along the corridor. In the 1960's the city of New Orleans built the Claiborne Expressway, a 2.2 mile overpass along Claiborne Avenue. The new Expressway gave commuters and commercial trucks interstate access without the traditional stop lights on the surface-level avenue (Egglar, 2013). Since the construction, the neighborhoods bisected by the overpass have deteriorated. Some think this deterioration could be halted with the removal of the Expressway, forcing homeless and criminal activity occurring under the overpass to move elsewhere. It would also provide the opportunity to add green space back to the street-scape, and encourage a walkable environment. The Congress for the New Urbanism produced two renderings, the first, of the Expressway as it currently stands, and the second, what the avenue could look like after removal.

Figure 2: The Claiborne Corridor Before and After



Source: *Restoring Claiborne Avenue: Alternatives for the Future of Claiborne Avenue*. 15 July 2010. Congress for the New Urbanism. [http://www.cnuc.org/sites/www.cnu.org/files/Claiborne\\_Alternatives\\_071510.pdf](http://www.cnuc.org/sites/www.cnu.org/files/Claiborne_Alternatives_071510.pdf)

The outcome of the LCC study may be a small area plan for each neighborhood. In the case of the I-10 Expressway, the study could be the precursor to a transportation corridor plan which aims to mitigate traffic and provide multi-modal transit throughout a specific area (Berke, 2006). The study

team has worked diligently to include and engage the citizens within the neighborhoods being analyzed to ensure their participation in any program that may eventually be established.

As the city reviews the possible changes to the corridor, it is important they understand the neighborhoods and businesses that comprise each community. The Initiative for a Competitive Inner City reviewed anchor institutions in reviving urban communities and claims that “Anchors can create shared value by embracing their interdependencies with their neighborhoods and strategically including community impact in their business strategy” (Initiative for a Competitive Inner City, 2014). Local businesses are providing the strategic community relationships that encourage revival and economic growth throughout the neighborhoods in New Orleans and are a major part of the Livable Claiborne Corridor initiative.

## **The Central Business District (CBD)**

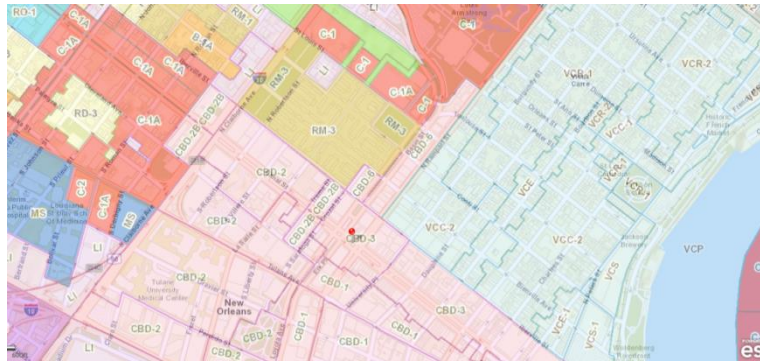
One of the nine neighborhoods the Livable Claiborne Communities study encompasses is the Central Business District, commonly known as the CBD. The CBD is bounded by Iberville to the north, and the Pontchartrain Expressway to the south. It runs east of Claiborne Avenue until the Mississippi River. It is dominated by commercial buildings and office space, and fewer residential spaces.

### *Geography and Zoning*

According to the Zoning tool on Nola.gov, the Central Business District is primarily zoned as Central Business District 1, 2 or 3. The pin on the map is the location of the Saenger Theater within the CBD which will be the subject of analysis later in the paper. There are multiple different zoning districts just a block away from the theater. The historic French Quarter begins just one block north of the theater to the east. It is made up of the property east of Rampart and north of Iberville until Esplanade and is all zoned under historic Vieux Carré zoning guidelines. The Saenger is east of Rampart and one block south of this district.



Figure 3: Map: Zoning Map from New Orleans Planning and Zoning Lookup Tool



Source: City Planning and Zoning Lookup Tool. City of New Orleans Enterprise GIS Database.  
<http://gis.nola.gov/apps/planningviewer/>. February 24, 2014.

Another major zoning district near the Saenger is an RM-3 space of about 15 city blocks. In its entirety this little area is one neighborhood called Iberville. What used to be the Iberville housing development was demolished in 2013, and in its place the city, with the help of the Federal Government’s Choice Neighborhoods Initiative, is building an affordable community to house public workers and private homes (Webster, 2013). It is located one block north and one block east of the theater.

It is important to review the zoning nearby to understand the full fabric of the community, whether there will be commuters, tourists, children, and when to expect them. Canal Street, being a main artery in the CBD, houses a streetcar line, many bus lines, and automobiles. Because the CBD is traditionally a business district we can infer Canal Street will have heavy commuting traffic. The Saenger’s proximity to the Vieux Carré allows for tourist pedestrian traffic.

### *Demographics*

According to GNOCDC, the residential population in the CBD has grown by 27% from 2000, with 1,794 residents, to 2010, with 2,276 residents, referenced in Table 1 below (Greater New Orleans Community Data Center, 2012).

Table 1: Population by Age in the CBD: 2000 & 2010 Census

Year	Central Business District		Orleans Parish	
	2000	2010	2000	2010
5 years old and under	3%	1%	8%	8%
6-11 years old	1%	1%	9%	7%
12-17 years old	2%	1%	9%	7%
18-34 years old	31%	42%	26%	29%
35-49 years old	27%	21%	22%	19%
50-64 years old	21%	22%	14%	19%
65-74 years old	9%	8%	6%	6%
75-84 years old	7%	3%	4%	3%
85 years old and older	1%	1%	2%	2%

*Source: GNOCDC analysis of data from U.S. Census 2000 Summary File 1 (SF1) and U.S. Census 2010 Summary File 1 (SF1)*

The total residential population of the CBD is only .7% of the entire New Orleans residential population, so the large growth percentage is limited because of the small total numbers. According to the GNOCDC’s analysis of the 2000 and 2010 Census data, the age range with the greatest number of residents living in the CBD are those 18-34 years old, making up 42% of the CBD’s residential population. This age demographic increased by 11% in the CBD from 2000 to 2010, but by only 3% in the city as a whole. More people 18-34 years old are moving to the CBD which could be the result of the restoration and renovation efforts occurring throughout the neighborhood. Table 2 below shows the increase in population growth by selected neighborhoods in New Orleans.

Table 2: Population by Neighborhood: US Census 2000 & 2010

	2000	2010	Growth
CBD	1,794	2,276	27%
French Quarter	4,176	3,813	-9%
Central City	19,072	11,257	-41%
Lower Garden District	6,116	6,363	4%
Tulane/Gravier	4,234	3,649	-14%
Iberville	2,540	1,238	-51%

*Source Citation: GNOCDC analysis of data from U.S. Census 2000 Summary File 1 (SF1) and U.S. Census 2010 Summary File 1 (SF1)*

The population growth from 2000 to 2010 in the CBD was greater than any of the neighboring communities. Table 2 shows that the CBD grew by 27% while the only other neighboring community that grew was the Lower Garden District by 4%. The other neighborhoods significantly dropped in population, most of which has to do with Katrina. The racial demographics in the CBD are contrary to the city as a whole. 62% of the CBD residents are White while New Orleans's population is 60% Black or African American. Pre Katrina these ratios were relatively similar with a slight increase in Black or African American prior to the storm.

### *Economics*

Regarding the economics of the neighborhood itself, the most frequently reported income is \$100,000- \$124,000. For the CBD this bracket occurs at 13% while only at 5% for Orleans Parish as a whole. However, when adding up the total percent for salaries \$50,000 and above, the CBD has the exact same total as Orleans parish, 39%. This is 13% less the United States, of which the percent of salaries \$50,000 and above runs at 52% of all salaries. We can see that New Orleans is behind the nation on salary, but fortunately, the CBD is not behind the New Orleans data. Not surprisingly, most of the residents work in the tourism industry, labeled Accommodation and Food Services (Greater New Orleans Community Data Center, 2012). As one of the primary industries in New Orleans, it is not surprising that this industry is leading in all of Orleans parish as well. However 13.3% of the CBD residents work in Professional, Scientific, and Technical Services, compared with just 6.5% of Orleans Parish. Within the CBD there are two groups driving economic recovery: North Rampart Main Street, Inc. and Downtown Development District.

#### *North Rampart Main Street, Inc.*

The North Rampart Main Street focuses on the section of North Rampart between Esplanade Avenue and Canal Street (Anderson, 2012). As stated on their website, their mission is "... to promote, build, and

encourage businesses and individuals to participate in the revitalization of the North Rampart Street Corridor.” (North Rampart Main Street, Inc., 2010). This Main Street Program is a registered non-profit and receives all of their funding by grants, donations and federal and state programs (Anderson, 2012). The North Rampart Main Street has been successful in bringing businesses together along North Rampart through events that they oversee.

### *Downtown Development District*

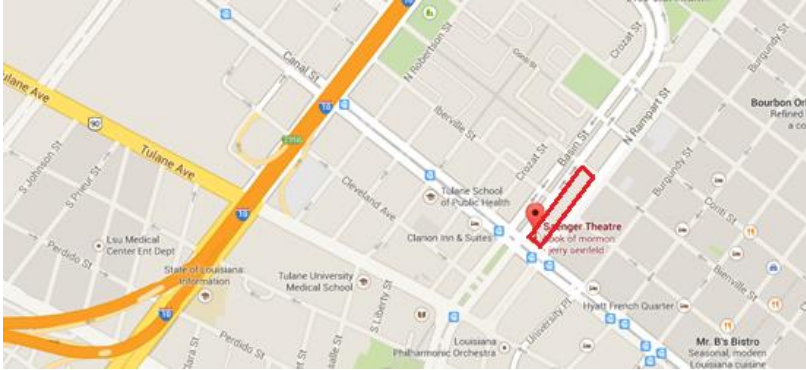
The Downtown Development District was created in 1974 as a Business Improvement District to provide additional services to the residents and business downtown New Orleans specifically regarding safety, cleaning and economic development. Their mission goes farther: “...to drive the development of Downtown New Orleans and be the catalyst for a prosperous, stimulating, innovative heart of the Crescent City.” (Downtown Development District New Orleans, 2014). They successfully provide additional cleaning and security services throughout the downtown area which beautify downtown and suggest a more welcoming and favorable aesthetic, encouraging business visits and tourism.

## **The Saenger Theater**

### *Location*

One local business that contributes significantly to the fabric of the LCC is The Saenger Theater. The Saenger is located at 1111 Canal Street, just six blocks east of the Claiborne Expressway. The theater is a great resource for the surrounding area. Primarily, the restoration and the renovation of the building have inspired developers and building owners in the surrounding areas to renovate, restore, and rebuild the buildings that have been declining for the past ½ century.

Figure 4: Map: Location of Saenger Theater



Source: Google Maps, Google.com, 1111 Canal Street. February 24, 2014.

*History and Business Summary*

The Saenger was originally built in 1927 by Julian Saenger (ACE Theatrical Group, 2013). The architect, Emile Weil, designed the theater in the ornate baroque style. The building is four stories high with commercial space on the main floor. Brick is the primary material with some stone enhanced by ornate detailing behind the marquee and around the windows. Additionally, the exterior entryway includes elaborate gates that create the threshold from the sidewalk into the theater. Once inside the gates, the ornate detailing is visible on the ceiling of the entryway. Some pictures below outline this detailing:

**Figure 8: Ornate Detailing on Ceiling of Entryway**

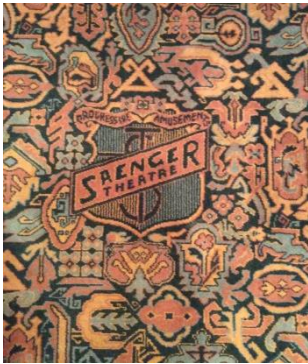


Photos by Laura Banos, Spring 2014

**Figure 7: Elaborate Detailing behind Marquee**



**Figure 6: Interior Rug**



**Figure 5: Entryway Gates**





The baroque Italian style rang through throughout the grand main hall which connects the entryway to the theater. The Architect, Mr. Weil, designed the interior hall to mirror Italian building façade complete with windows, false ironwork balconies, and large columns. The guests upon entering the theater may feel as though they are in Italy, walking along the street before getting to the theater door. This main hall is very grand with multiple glass chandeliers and detailing unmatched on the outside. The interior of the theater itself was designed to look like a baroque Italian garden. Accents include sculptures that seemingly belong outside, a dark navy ceiling, and lights installed in the ceiling in the shape of constellations. The design makes for a very exciting experience, and has encouraged the return of many ticket-holders.

Figure 9: Main Hall



Photo by Laura Banos, Spring 2014

While it had a very grand opening, the theater was badly damaged in 2005 in hurricane Katrina (Adler, 2013). The city wanted the restoration and renovation of the property to occur so they oversaw a deal that assisted the current owner, Saenger Theatre Partnership Ltd. They donated the theater to the Canal Street Development Corp, a city funded agency, in exchange for a 52 year lease (Krupa, 2009). And so the theater was restored and reopened September 2013 with David Skinner serving as general manager (MacCash, 2013). The theater has 400 more seats than the Mahalia Jackson Theater which has remained primary location for major theater arts and performance events after Katrina. Mr. Skinner hopes to garner the traveling Broadway productions because now that it's the largest theater in New Orleans (MacCash, 2013).

The Saenger's primary source of income is ticket sales. If The Saenger Theater Partnership owned the building and additional source of income would be rent for the commercial space on the first floor. The Saenger hosts a myriad of productions including: musicals, concerts, comedy acts, dances, music performances and other productions. The theater also sells concessions as the shows including sodas, beer, wine and candy, which account for a small amount of additional income. Additionally, for a high cost the theater will allow private special events to rent out the space. This does not happen frequently and likely should not be considered as consistent income in their general revenue

### *Interview with the Saenger*

David Skinner, General Manager of The Saenger Theater, in an interview explained that the theater's audience is about 75% local residents, and only 25% tourists. He considered local residents anyone who resided within 150 miles of the theater including: Orleans, Jefferson, St. Tammany and St. Charles parishes. The audience's demographics continually change depending on the show booked at the theater. Inherently, the audience for Beauty and the Beast would be younger than the audience for Jerry Seinfeld or Bette Midler. Mr. Skinner explained that the theater's marketing staff works diligently to recruit different acts and productions so as to adequately engage all age groups and interests.

The show most successful at the theater was the recent production of Book of Mormon which lasted for two weeks and had 16 shows. Each show's success really depends on a number of moving factors, but typically, a show that is having a good run nationally does well at the Saenger, and a show running nationally that's struggling would also struggle. Prior to reopening in 2013, the team at the Saenger executed an extensive marketing plan to announce the theater would be up and running and back on the Broadway circuit. Since opening they have been able to secure 90% of the acts they sought out. As part of the renovations, multiple feet were added to the stage's depth to allow the Saenger to

book acts needing greater floor area and in the past would not have been able to perform there. The increased floor area supports any performance on Broadway so stage area will never be an issue again.


In addition to depth, the renovations included a full historic restoration, replacement of the seats and air condition system, and enhancement of convenience services with new kiosks at the ticket counter, new restaurants and concession locations within the theater. All of these much needed changes have given the theater the amenities that entice the public and make the full experience more enjoyable. The City of New Orleans worked with The Saenger to create a funding plan that would support all of these much needed changes. Mr. Skinner explained that without the city's funding, The Saenger would still be up and running, but all the amenities could have only happened through the city's support.

In an effort to give back to the city and the surrounding community the Saenger consistently opens its doors to local youth dance schools and theater groups and allows them access to the building for production – gratis. It expects to continue this tradition as long as it can, but as a business venture, profit is important.

The Saenger is a major stakeholder within the Claiborne Community and the Canal Street Mainstreet. It draws audiences of 2,700 people regularly and supports the artistic fabric the city is so aligned with. When reviewing possible impacts from the removal of the I-10 expressway, Mr. Skinner suggested they would be negative for business. With an audience residing within 150 miles, the commuting time would likely increase and congestion around the theater would become issues. As always, there are ways to plan around this, but the initial affects would be negative.

## **Conclusion: Importance of the Mid-Level Anchor**

As demonstrated through The Saenger Theater, the vitality and potential economic growth lies not only in the large anchor institutions but also the mid-level anchor institutions. The LCC project has



taken on the role of enhancing the communities within the Claiborne Corridor to create the best environment for people and businesses to prosper. While Livable Claiborne Communities study has focused on walkability, access to jobs, transportation, economic development possibility and urban design. The study will hopefully be the guide for small area plans for the Claiborne community that creates a more livable, sustainable and equitable environment.

There are multiple players devoted to increasing economic growth and enhancing the livability of the communities along the corridor and each has an important role in the process. It is important that each anchor assess their needs along with the needs of others to “look at their individual and collective business decisions through the lens of shared value” (Initiative for a Competitive Inner City, 2014). This view would allow for a healthy collaboration among the business supporting strategic partnerships which promote greater growth. The mid-level anchors can be led by government agencies and economic development organizations to realize the value of their shared connectivity.

The structure of The Saenger Theater has both cultural and historical significance to the neighborhoods they are in and the surrounding New Orleans Region (Duerkson, 2009). History and culture are two very important aspects of life in New Orleans, and maintaining those will continue drawing tourists to our region. In addition, the nature of their businesses relies on their concert with the community. Their cultural and historical significance along with their connectivity to the community imply their importance to our city, and the LCC study team should prioritize open and consistent communication with the mid-level anchors regarding any proposals or changes to neighborhood plans. As progress is made to analyze the Claiborne community and a plan is created to encourage greater value throughout the area, mid-level anchors can continue prospering by realizing their goals and connecting amongst themselves and with the LCC project leadership.

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# Appendix

## *Interview Questions*

1. The Saenger Theater reopened in 2013, how successful have you all been in getting national and global acts to the theater? Do you get 50%/80%/90% of the shows you want?
2. Which has been the highest grossing show so far?
3. Who are your primary customers? Tourists/Neighbors? M/F, Age, Average Income, Employment, etc.?
4. The City of New Orleans played a huge role in helping the Saenger get the funding needed to renovate and reopen. If the City had not contributed would the Saenger be open today?
5. Since the reopening, have you noticed any other major Canal Street renovations near the theater?
6. As a mid-level anchor institution, you all have an opportunity to impact the community by providing. Do you have any community involvement programs currently offered/any plans to offer anything of the sort?
7. In what ways do you think the Saenger could contribute to the community?
8. I know the intention is to have tenants on the main floor, when do you all intend to place them? Do you know what businesses they will be?
9. After spending the majority of your day in this area, have you noticed anything (business-wise) that you think is missing? Lunch spots/coffee shops/drug store/etc.?
10. What is your role at the Saenger?

*UNO IRB Exemption Letter*

**University Committee for the Protection  
of Human Subjects in Research  
University of New Orleans**

---

*Campus Correspondence*

Principal Investigator: Michelle Thompson  
Co-Investigator: Laura Banos  
Date: April 10, 2014  
Protocol Title: "Interview of the Saenger Theater"  
IRB#: 05Apr14

The IRB has deemed that the research and procedures described in this protocol application are exempt from federal regulations under 45 CFR 46.101 category 2, due to the fact that any disclosure of the human subjects' responses outside the research would not reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.

Exempt protocols do not have an expiration date; however, if there are any changes made to this protocol that may cause it to be no longer exempt from CFR 46, the IRB requires another standard application from the investigator(s) which should provide the same information that is in this application with changes that may have changed the exempt status.

If an adverse, unforeseen event occurs (e.g., physical, social, or emotional harm), you are required to inform the IRB as soon as possible after the event.

Best wishes on your project.

Sincerely,





*Executed Letter of Consent*

LETTER OF CONSENT FOR ADULTS

Dear Mr. David Skinner:

I am a graduate student under the direction of Professor Michelle Thompson in the Department of Urban and Regional Planning at the University of New Orleans. I am conducting a research study to understand the impacts of the Livable Claiborne Communities and potential removal of the I-10 Expressway.

I am requesting your participation, which will involve no more than an hour of interview questions. Your participation in this study is voluntary. If you choose not to participate or to withdraw from the study at any time, there will be no penalty. The results of the research study may be published.

Although there may be no direct benefit to you, the possible benefit of your participation is a greater knowledge of The Saenger's operations and needed involvement in the Claiborne area.

If you have any questions concerning the research study, please call me Laura Banos at 504-957-2073.

Sincerely,

Laura Banos

By signing below you are giving consent to participate in the above study. (Release statement for videotaping or relinquishing confidentiality must be inserted here if applicable.)

  
Signature Printed Name Date *David Skinner*

If you have any questions about your rights as a participant in this research, or if you feel you have been placed at risk, please contact Dr. Ann O'Hanlon at the University of New Orleans (504) 280-3990.



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## FRIENDLY FRANKLIN



Mid-Anchor Institutions in the Marigny/Bywater | British Bostic-Bryant

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Ashleigh Gardere, Livable Caiborne Communities (LCC)

Kelly Butler, Office of City Councillor Guidry

Tre Rials, New Orleans Business Alliance

## Abstract

This will be an observation focused on the effects of the Livable Claiborne Communities (LCC) studies and the benefit it will give to declining neighborhoods and Mid-Anchor Institutions like the Johnnie & Frankie Furniture Store (JFFS). This establishment sits in the middle of two communities that are currently transitioning into a vibrant neighborhood; however, there is still an abundance of disinvestment in the areas that affects them economically. Collaborative practices geared toward businesses like JFFS is important because there is a needed for them to generate economic benefits, local investments, and increase residential, prosperity from the assistance of revitalization procedures geared toward new urbanism. Local businesses, organizations, and residents alike have the opportunity to embrace the idea of collaborative approaches in reestablishing their areas as hot spots for the inner city, while creating a bridge between sustainability and prosperity. This will be a look into the capabilities of these practices on establishes that are in need of this benefit.

## Introduction

The city of New Orleans has always been known for its gumbo styled culture, filled with Jazz second lines and bead throwing carnivals. Streets filled with people more racially mixed than the gumbo they eat, flashing smiles filled with gold and a friendly “Good Morning Baby” that pulls the soul closer to this southern charm. This is New Orleans and in particular the Bywater/Marigny community in the area where Franklin street meets Saint Claude avenue. In the mist of all this culture and diversity sits a furniture store on the corner of Franklin and Saint Claude named Frankie and Johnnies Furniture. On these streets tucked behind and around this establishment in a neighborhood where one is bound to find a mix of brightly painted shotgun homes with sprinkles of creole cottages that give the area its distinctive twist. To complement these homes there are perfectly placed vintage retail stores, cafes, biking shops, and the best little restaurants a food junkie could ask for, all commercialized in the gallery buildings they inhabit (HDLC). This is an area filled with life and people, families with children, the mom and pop store beside a McDonalds, Rally’s and Domino’s Pizza and please don’t overlook the occasional friendly drunk with his dog who just wants a little change. These elements are all found at the core of the Bywater/Marigny Neighborhood. All these different components contribute to the unique atmosphere of the community, allowing its residents to benefit from all sorts of cultures that are brought into the area by such a diverse group of residents.

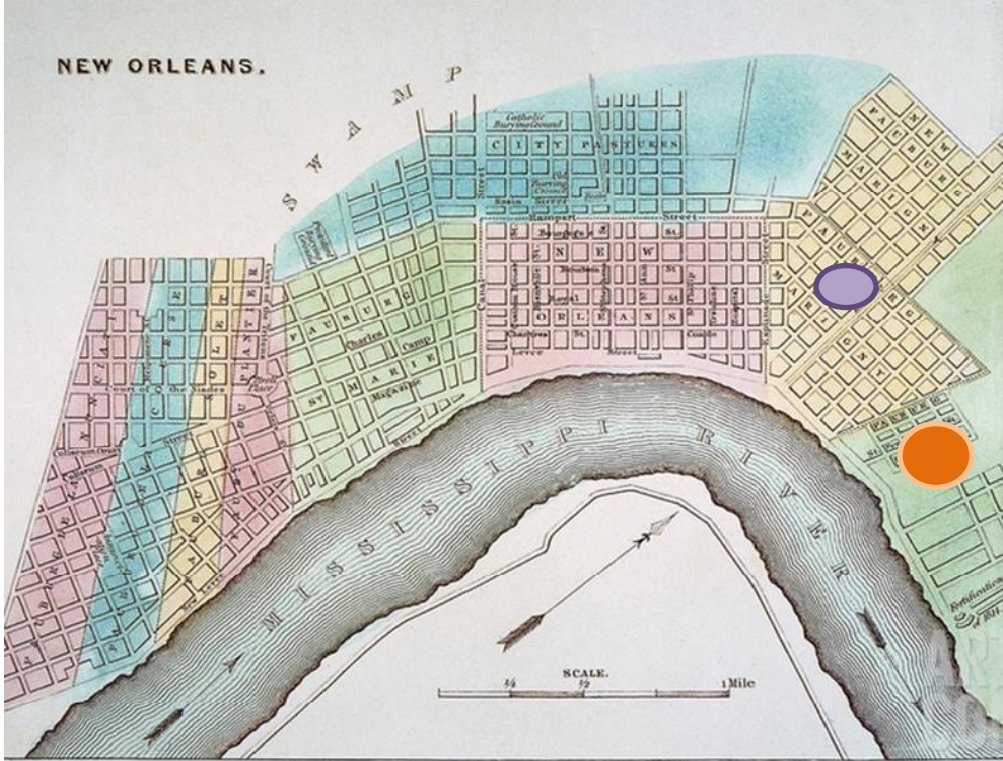
## History of Bywater/Marigny Neighborhood

Two of the neighborhoods included in the LCC project are the Marigny/Bywater areas. Displayed by Figure 1 are these neighborhoods as they were in the 1800s. In this study the two areas are coupled together; however, for the sake of each community there will be a small description of both neighborhoods separately in order to get a full grasp of the neighborhoods in mention. Franklin Avenue is the dividing street for the Bywater and Marigny neighborhoods and that should be a good indicator of where each area starts and ends ( Figure 3). The knowledge of the LCC in relation to these communities



is beneficial because of their strong emphasis on “community revitalization and economic development” (LCC). Before getting into depth about the LCC there is a magnitude of importance that needs to be elaborated on. Organizations like the LCC on historical district like these two can really make an impact if objectives are clear, focused, and aimed at revitalization with the present community needs in mind.

Figure 1: Map of New Orleans, 1837



Marigny:

This area was once the land of a massive Creole plantation that was later subdivided into property in 1806 creating New Orleans second suburb of the time, it later became a historic zone following the footsteps of the Vieux Carré Neighborhood (New Orleans). In Figure one the Marginy area is marked with a purple circle to distinctly indicate this specific neighborhood. Today the boundaries of the Marigny area starts at Esplanade into North Rampart until it reaches Franklin and Saint Claude, which then starts the Bywater area. What makes the area so attractive is its location along the Mississippi River, conveniently outside the limits of the French Quarter, but close enough to indulge in the events that may happen without the stresses of parking and traffic.

Bywater:

The boundaries of the Bywater area start at Franklin and Saint Claude Avenue stretches to Burgundy and Lesseps and ends at Poland and Saint Claude. In its beginning this area was once a large plantation, and soon was separated into different parcels for purchase, this resulted in the creation of



six separate suburbs known as Faubourg where French Creoles started to settle, making the area more urban in the mid-1800s which is identified by an orange circle in figure one (DATA). This area soon exploded with a mix of immigrants flocking to this area ranging from Haitians, Irish, and the local Creoles (DATA). The name this community has become familiar with gets its origins from multiple places some say it was given through an old telephone exchange and from its location BYwater, others say the pressures of schoolchildren and businessmen in the area in want of an established neighborhood created the name (HDLC).

Figure 2: Saint Claude Avenue, 2006



## Geography

### Marigny:

Today the Marigny neighborhood is classified as Planning District 7 to city officials; however, it's known simply as the 7<sup>th</sup> ward to locals. This specific area begins at Esplanade to North Rampart, stretching from N. Rampart until it turns into Saint Claude, and once Saint Claude meets Franklin Avenue that ends the Marginy area. Saint Claude is where a majority of auto traffic in the area is found, playing a great part in generating business for the areas as well since "this [street is the] areas primary commercial corridor, lined with mixed use and 20<sup>th</sup> century commercial buildings, as well as residential buildings converted [into] commercial use" giving it an inviting feel with the help of newly painted galleries allowing the community to enjoy forums, performances, and various health aimed seminars (HDLC, pg. 2). This area is also home to Hanks Convenient Store, Frankie and Johnnies Furniture, Sports Barber shop, Arbor House Floral, Maypop Community Herb Shop, Jene's Po-Boy shop, Charles J. Colton Middle School, Saint Paul Lutheran School, and the old Saint Roch Market (currently under renovation for reopen). On the outskirts of this neighborhood sits the Mississippi River where there is refurbished old industry warehouses that have been turned into art galleries, art schools, and hip apartments for younger residents. In between these buildings are the home of some awesome street art and graffiti

giving off this unique eclectic feel for the area in between its transition from older residents into the younger generation. For a better understanding of the Marigny area Figure 3 is provided.

## Bywater:

The Bywater area is after the Marigny neighborhood and starts on Franklin Avenue and Saint Claude, stretching to Burgundy and Poland where it ends at the industrial canal. For a better visual of the neighborhood Figure 3 is provide. The Bywater neighborhood is also classified as District 7 planning area, which is similar to Marigny. Getting into this neighborhood there are several historical landmarks like the Victory Arch World War I Memorial and the former Saint Vincent de Paul Church built in 1866 for the areas French speaking Catholic worshipers (HDLC). Not only does this neighborhood house residents that were committed to returning to their households after Hurricane Katrina, but also is the location to several other significant establishments like the Daughters of Charity Health Clinic, Louisiana Dental Office, Shaolin Do Kung Fu and Tai Chi, Fredrick Douglass High School, Arise Academy, Drew Elementary, Churches Chicken, Sugar Park Restaurant, Captain Sal’s Seafood, and Tammy’s Nail Salon that allows it to establish a dense urban feel with several different amenities that creates a dense urban feel for those who choose to live in the neighborhood.

Figure 3: The Marigny/Bywater Neighborhoods



## Demographics

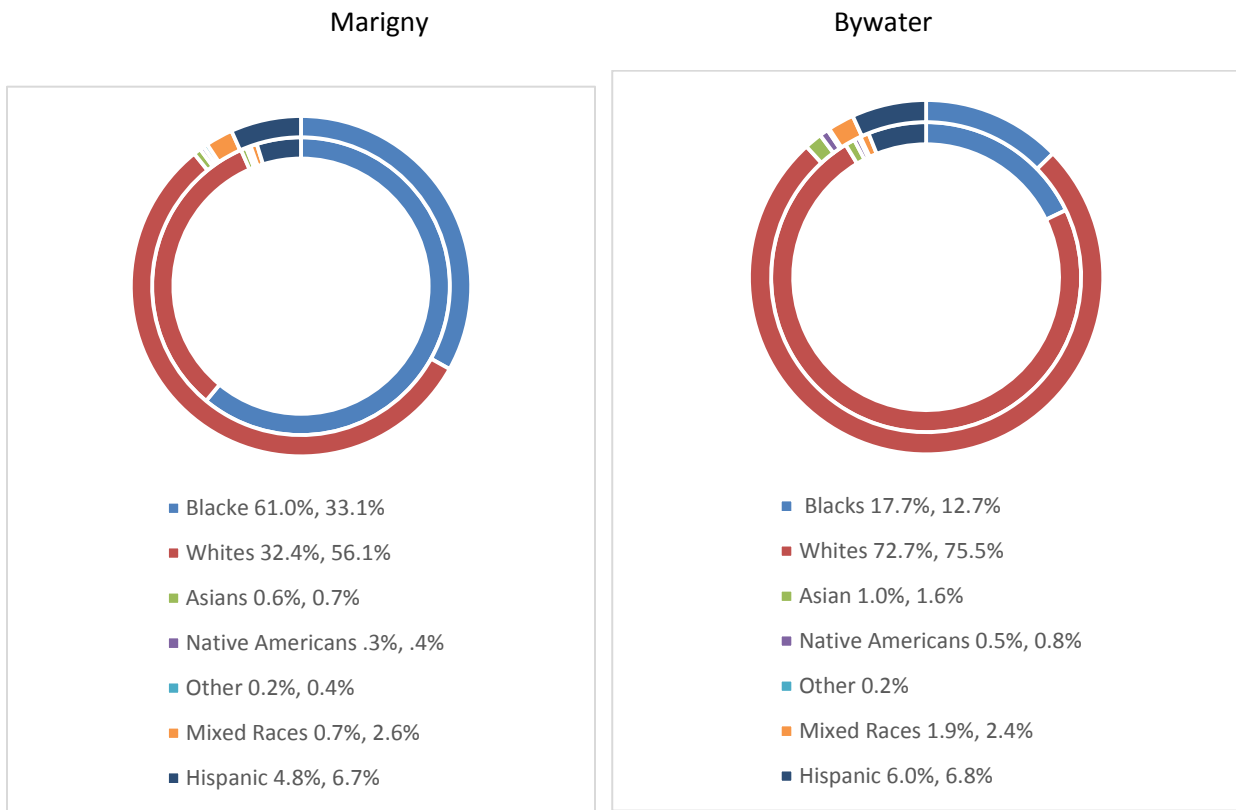
The Marigny and Bywater neighborhoods are in such close proximity to one another that for the sake of the rest of the study. The findings of these two neighborhoods will be compiled together. If there are any specific factors that are linked to one area in particular it will explicitly directed to that area. Both the Marigny/Bywater areas can be classified as a complete urban neighborhood with no specific spaces designated to rural cultivating or farming. Population of the area in 2000 was 8,241;

however this number has dropped tremendously to a staggering 6,310 with 41% being new residents that came to the area after 1995 (DATA). Even though this is considered a commercialized area there is a significant amount of homes in this area with another decline resulting from the decreased population. The Marigny/Bywater neighborhood has 3,644 households in its area with 932 of them being actually families (DATA). The racial diversity of this neighborhood has begun to shift since Hurricane Katrina in 2005; with a rise in more white residents in the area. African American residents once made up an overwhelming majority in these communities; however those numbers half dropped since 2010 (DATA). There are still small percentages of other ethnicities in the community Asian 2.3%, Native Americans 1.2%, Mixed Races 5%, and Hispanics 13.5% which make up the complete spread of residents according to race in this area in a 2010 study. Chart 1 provides a pie chart of each neighborhood separately for 2000 and 2010. There are lots of families in the Marigny/Bywater area; however, a majority of those who live in here are 18-64 years old and the highest percentage coming from 18-34 with 58.4% of the entire community. A striking change in the ageing composition between 2000 and 2010 is that there is a very high decrease in teenage children (12-17) once being 11% in 2000 has hit a low of 5.1% in 2010 (DATA). The conclusion drawn from this observation comes from the decline of returning high schools in the area that no longer are reopened to service the needs of the youth in this community.

Figure 4: "Saint Claude Avenue Abandoned Residence, 2013



Chart 1: Racial Composition of Marigny & Bywater Neighborhoods 2000 (inner), 2010 (outer)



## Economic Characteristics

Out of the 3,644 households in the area 29% of those residents are renter occupied; in which most of them pay an average of \$789 or more in rent (DATA). The problem that elevates from these high rental prices is the fact that 26.7% of the areas inhabitants make less than \$10,000 a year, resulting in a poverty predicament that leaves some within the poverty line (75.6%) or under the poverty line (26.7%) level in this community (DATA). These staggering numbers not only reflect the hardships the community has been trying to reverse but how this neighborhood is in great need of the collaboration of the LCC Organization.

Educational status can show a lot about where the residents are in terms of unemployment rates and choice of work. The amount of residents in these areas that have obtained education higher than high school has also had an increase, shown in chart 2 below for the Marigny/Bywater neighborhoods.

Chart 2: Residential Educational Levels

	2000	2006-2010	MOE*
<b>Associates Degree</b>	5.6%	9.7%	+/-4.8%
<b>Bachelor’s Degree</b>	30.9%	52.0%	+/- 7.7%
<b>Graduate Degree</b>	19.1%	31.3%	+/- 7.9%

The top three industry job sectors that provide employment for the Marigny/Bywater are similar, but there is still slight variation. In chart 2 there is a listing of both areas top 3 occupational jobs for those residents in these neighborhoods separately. The jobs that are available for this areas is a poor reflection of the education levels that the residents have even though there is a majority of GEDs and high school diplomas, those who have college level education aren’t given then professional occupations that can help bring economic prosperity into these areas.

Chart 3: Top Industrial Job Sectors in Bywater and Marginy Neighborhoods

<b>Bywater</b>	<b>Marginy</b>
1. Accommodation & Food Services (21.0%)	1. Accommodation & Food Services (22.2%)
2. Educational Services (10.1%)	2. Educational Services (12.9%)
3. Retail Trade (9.9%)	3. Healthcare & Social Assistance (10.2%)

## Community Revitalization

The significance of organizations like the Livable Claiborne Communities (LCC) is their commitment to bringing growth, prosperity, and neighborhood engagement to declining neighborhoods through the actions of collaborative approaches. The LCC demonstrates that “collaborative [action] should be an accumulation of both [community] organizations and other local actors that ensure neighborhoods” have the opportunity coupled with fitting resources that will effectively assist in uplifting these communities in a manner that’s sustainable (Wright, pg. 138). There should be a wider focus on the standings or urban neighborhoods that aren’t solely related to pretty street fixtures and crime reduction, but other imperative benefits that help socially (Better AIs). When organizations and planners unify they develop creative practices that are beneficial. That is what makes the Livable Claiborne Communities study so imperative, it shows that there are other methods that can go into replenishing urban areas that don’t require the use of bulldozers. Planners today who aim to keep urban communities vibrant and relevant today are faced with the challenge that demands them to administer change in these areas; however, they must also maintain the integrity and close knit relations that these areas offer their residents because of unwritten relationships that people create with places that are instilled in their personal identities (Anderson; Elliott, CEOs).

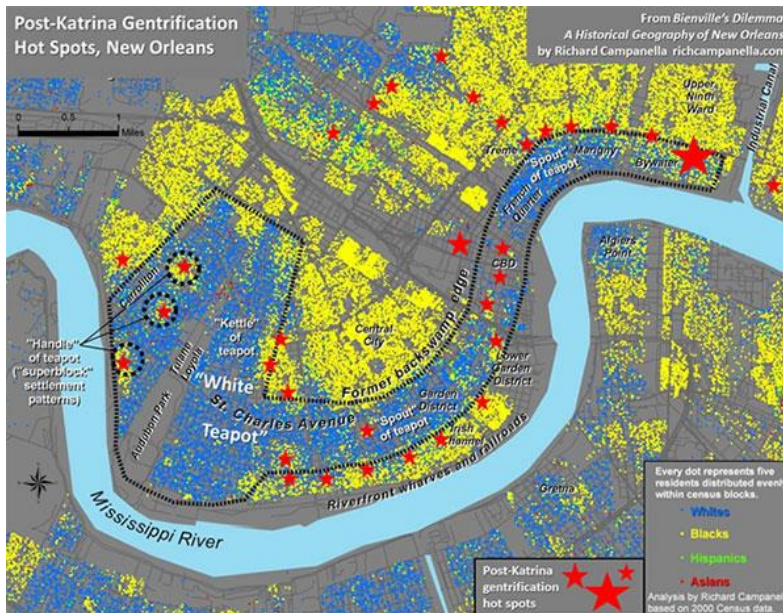
Neighborhoods located in the inner city are faced with numerous discouragements like declining populations and disinvestment; however, with the right planning these areas have the power to bring different cultures, heritages, and lifestyles together. This is because of how high density makes people share common spaces. Urbanites have accepted the fact that “a city is a place where people can learn to live with strangers who [often] don’t resemble them in class, race, or [other] ways of life”, but have learned to co-exist in an area that they all feel connected to (Rogers, pg. 14). The benefit coming from the LCC’s study is their focus on the redevelopment of neighborhoods primarily by reviving commercial businesses that have stayed in specific declining areas. This has become a preferred strategy in generating economic growth in urban neighborhoods, away from the suburban strip malls (Grogan; A).

Producing life back into these areas not only offers the area economic prosperity, but also the likelihood of attracting those who left to return, simultaneously allowing those who never experienced urban life to see for themselves if its where they want to be (Elliot; Grogan; A). There are always going to be planners involved in urban revitalization projects that are self-assured that their motives are well intended; however, there has to be quality assurance that the purposes of these projects meet the needs of the present community because of how people actively adapt to their built environment and start to build connections with places and structures alike (Grogan; A).

The idea of mix use development has become a well advocated idea in the efforts to revitalize urban areas; however, the creation of these premiere locations if not limited begin to do more harm than good. Figure 4 shows the proposed zoning changes for the St. Claude avenue area, lined with light industrial uses (Anderson). Areas in this neighborhood are expected to increase in numbers, leading to zoning for high intensity mixed use as well. When creating these revitalization projects planners and investors alike have to keep in mind the people who they wish to help in these areas have to be able to live there once the work is completed. Too many times have urban investment projects pushed out the residents it was aimed at helping because of the forces of gentrification. Even though the Marigny/Bywater area is slowly coming into positive economic achievements gentrifications has slowly taken a toll here as well. Figure 5 shows the gentrification that’s been occurring in the Marigny/Bywater area after Hurricane Katrina, allowing a visual of how damaging this can be to a community’s identity and culture when not taking into consideration properly.



Figure 5: Post-Katrina Gentrification Map



## Anchor Institutions

In 2002 Dr. Michael Porter from Harvard University coined the phrase “Anchor Institutes” (AI) to identify major community institutions like universities and hospitals that could play a major role in uplifting declining areas around them (CEOs). The significance of these AIs was that “they [would] never move and [were] highly motivated to invest in place”, something that’s very critical to the social health of residents in declining urban areas (Elliot; CEOs, pg. 1). In creating a new revived feel to the communities in New Orleans, Louisiana the LCC has focused their attention on the benefit of local based businesses (non-franchised) that have chosen to stay in these declining areas even though there has been a significant decline in employment, residential living, and public investment. The reason for this is because these businesses display strong commitment and connection to their neighborhoods that aren’t just profit driven.

Anchor Institutions have the ability to generate economic investment, neighborhood stability, diversification, and needed employment if the objectives are more directed towards shared values that can produce positive externalities for the area has a collective (Howard, Taylor). The significance of these institutes in the Tremé revitalization process are aimed at increasing local markets in New Orleans economically, partnered with visible simulants of build structures. Anchor Institutions in this situation become economic multipliers in their communities by creating jobs locally in their areas; instead of relocating to suburban areas in search of higher profits (Howard). In recreating a sustainable resolution for areas like Marigny/Bywater there has to be coupling strategies in the revitalizing process that’s enticing to patrons and provides employment (Grogan; A).



## Mid-Anchor Institutions

In respect, there is recognition that the phrase “Anchor Institutions” were created for establishments that are nonprofit and are usually related to medical or educational institutes; however, there is room to incorporate other businesses that share the same motives as identified AIs have. Taylor (2013, pg. 10) states in his study that “if inner city business owners capture a significant portion of the resources of these anchor institutions, they will be able to improve their community through stabilization of their own businesses and through the creation of additional jobs and opportunities for the residents”. The concept of Mid-Anchors (MA) is to create an identity for smaller institutes that have or are able to perform like major Anchor Institutions. The only difference between MAs and AIs would be their size. Mid-anchors compared to AIs would be on a smaller scale when it comes to comparing numbers, but not objectives. The very presence of these businesses gives their communities strength. In a sense both AIs and MAs alike are focused on reviving and creating prosperity in their communities by accepting both social responsibility and shared values (CEOs).

There has to be recognition of these establishments in certain urban areas when it comes to the revitalizing process. This is imperative only because urban areas in these situations are forced with more challenging obstacles in the effort to get funding resources, versus declining suburban neighborhoods (Anderson; CEOs). If the emphasis is constantly aimed at investing in the lives of future generations through economic development then local businesses in this sense can be anchors as well; they too can provide service locally that bleeds into the regional economy (CEOs).

Local investment partnered with job creation are major objectives in the urban revitalization process, businesses that can assist in this field productively should at least receive this acknowledgement and be known as Mid-Anchors in their communities, luckily both the LCC and the Main Street Commercial Corridor Project have taken the first step (Anderson; CEOs). The bond between MAs and their community have been strong if they are going to create sustainable relationships that will establish them as agents of socioeconomic development (Taylor). Identifying the diversity in these areas is needed if they are going to be used to create benefits that are inappropriate.

The size of these businesses shouldn't be a deciding factor on recognizing certain establishments as major AIs; instead, look at their input into the surrounding community. There should be a deeper look into what types of benefits and assets have these businesses given their communities. There should be a look into how they utilize the local economy, both in purchasing goods and hiring their workforce (Community). Many local businesses have stayed committed to the areas there in, and have helped massively by not being enticed by suburban lure and relocating. Taylor (2013) indicates that identity and pride are usually the prime factors in why certain businesses stay in these disinvested areas, not solely blaming it on suburban tax subsidies. There's space in the world of AIs to allow these smaller institutions to display their role “as employers, developers, purchasers of goods and services and as sources of creativity and innovation”, even if it isn't connected to higher learning or medical research (CEOs). In the course of trying to revive areas like the Marigny/Bywater there needs to be an acceptance to thinking

outside the norm and embody innovative solutions to problems that reoccur generationally, economic decline and urban disinvestment being two of the most redundant.

Figure 6: Revitalization Process of Saint Claude Avenue, 2013



## **Business Profile of Frankie and Johnnie’s Furniture**

2600 Saint Claude Avenue  
New Orleans, LA 70117  
Phone: (504) 943-9400

Total Employees: 17  
Employees at this Location: 17

Primary Line of Business: Home Décor for  
Residential spaces

Figure 7: Frankie & Johnnie’s Furniture Store (Exterior), 2014



The Frankie and Johnnies furniture (FJFS) store is a family owned furniture store on the corner of Saint Claude and Franklin , a familiar landmark of the community for decades. This establishment was once ran by the late Frank Trapani who past away in 2012 , but has still managed to remain located in the Bywater/Marginy neighborhood on 2600 Saint Claude Avenue. This establishment specializes in

home décor and furniture for individuals who are looking for standard house pieces with the occasional eye catching mirror or statue (Figure 8). This white building is classified as an industrial property type with 8,000 square feet in building size alone which sits on a lot size of 3,640 square feet (Loop). This particular business has been in the community for more than 20 years and is well known for its humorous commercials starring some of the same employees still present today like Johnnie himself, and roughly employs 15 people, who help sell, fix, and assemble the furniture in the warehouse that's located behind the stores street entrance and showroom floor. The area beside this business is an unpaved lot usually used by customers to load heavy pieces. Below in Figure 3 is an actual map that gives the location of the Frankie and Johnnie Furniture store.

Figure 8: Home Décor Provided by FJFS , 2014

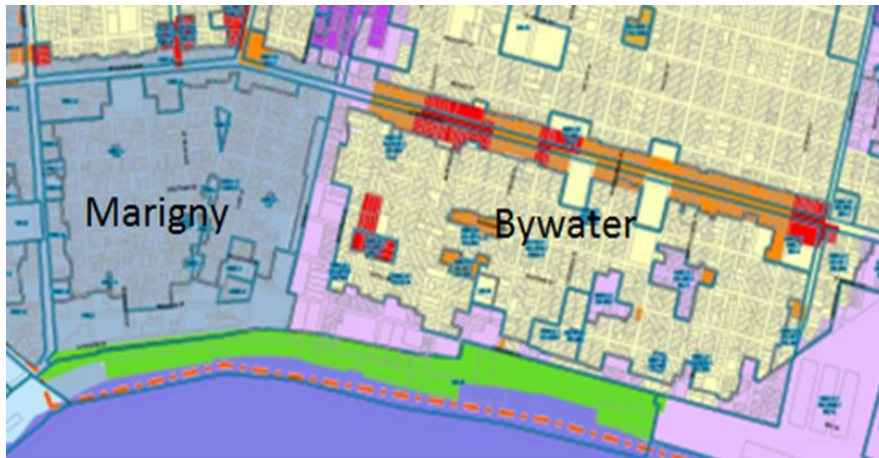


The current situation relating to the Frankie and Johnnie Furniture store is there is a lot of needed assistance for local organizations that can help connects this business with current changes occurring in the Marigny/Bywater neighborhoods. The relationship between the FJFS and the Marigny/Bywater area is deeply rooted, shown through their 20 year presence in these neighborhoods, signifying that there is a bond of place which “relocation is unimaginable” just because of hoe this areas has become part of its identity (Taylor, pg. 4). There is lots of room for a marketing makeover to help stimulate the businesses visually. Better visual aids invite people to invest in areas that have started the process themselves (CEOs)Even though many rejuvenation projects place strong emphasis on the benefits of having good quality housing in the area houses aren’t and shouldn’t be the main focus. This is because houses aren’t on the same level as businesses when it comes to job creation (outside of



because of these highways and created a shift in disinvestment in these areas (Anderson). Looking into what the Livable Claiborne Corridor study is trying to do for the communities of the Tremé it appeared important to connect that study with others that embody programs that are aimed at commercial corridor revitalization projects. Anderson/Thompson (2012) state that “people [have] forgot how important their commercial buildings were in reflecting their community’s unique heritage” especially those located in a city like New Orleans.

Figure 11: Proposed Zoning Map for Saint Claude Main Street Program



The Main Street Programs (MPS) occurring in New Orleans, LA focus on strengthening the local urban economy through commercial revitalization programs that uses each areas uniqueness in the process of creating solutions, “designed to attract visitors and locals alike to Main Street” in addition to promoting local transportation outside of the automobile (Anderson/Thompson, pg. 8). The list of obstacles that cities like New Orleans have to go through is very extensive and causes challenges when it comes to financial resources that are usually blamed on size and social/cultural issues (Anderson/Thompson). The comparison of suburban and urban areas in relation to Main Street programs have made it difficult of urban communities to reap the benefit of these sorts of programs, but not impossible. The creation of funding aimed at local businesses and entrepreneurs like the Revolving Micro Loan Program has helped in the efforts to uplift declining urban main streets.

The actions of this program will affect the FJFS massively, especially since it’s located on one of the streets in the program. The Saint Claude Main Street program (SCMS) began in 2007, within the boundaries of St. Claude Avenue between Elysian Fields and Press Street and is directed by Michel T. Martin (Anderson/Thompson).

Looking at Figure 7 you can see the how FJFS can benefit from collaborative actions provided by the LCC and the Main Street Corridor programs if done correctly. The very location of the store is bound for positive externalities if collective solutions focus on shared values and specific needs designated to this area that will allow resources to enhance what’s needed (Anderson/Thompson).

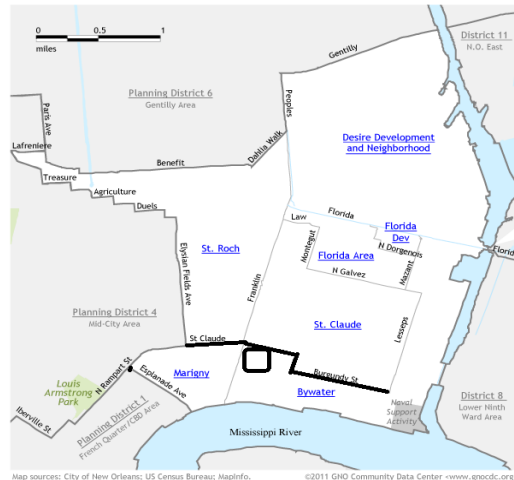


Figure 12: Renovations Occurring on St. Claude Avenue & St. Roch, 2013



Every problem may appear to be the same at first glance; however solutions may call for diversity since all areas aren't the same in many ways, this is what makes this study appear to be effective for sustainable change. The Main Street Programs include the promotion of urban and suburban main streets; however, urban areas seem to have a harder time with the programs extensive criteria requirements that appear to favor suburban areas more. Even though there's difficulty for urban main streets these obstacles are minimal.

Figure 13: Main Street for Marigny/Bywater Neighborhoods



## Conclusion

The collective approach to revitalizing a neighborhood can start grass root organizations that are able to think outside of the norm when creating solutions for revival of the specified location. There has to be a sense of innovation that can offer declining neighborhoods sustainable solutions, but are able to provide the necessary elements that can build and promote economic standing. Planners in regards to creating livable communities that are inviting yet pleasant have to always incorporate social stabilities that are brought on by public space that is fully utilized (Echenique). Even though there have been redevelopment projects in the past that have aimed their focus on bring urban areas back into the forefront of American cities change is needed in various relms to get this process of the ground. Planners have to remember that while it is comendable to assist in the development of declining area, they have to remember not to create push out the people they wish to help during this redevelopment process causing jentrification and misplacement. New Orleans is a city that is unique in culture, history , and struture allowing the process of planning to appear slow in the city;however, change can be created positively. There just has to be a solid presence of intergrity surrounding the organizations invovled in relation to objectioves needed to carry out these sorts of plans. With intricate changes connected to the revialization process the production of more local invest from business and residents alike can play a big part in what can be established. With studies like the Livable Claiborne Communities, Anchor Institutions, and the Main Street Corriders its not unlikely that New orleans can return to its former self in relation to being a vibrant and lively city. The presence of strong networking within local and regional planning can benefit the city tremendously, showing that there is a process in planning that needs the involmnet of a collective.



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## Appendix

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# **Liberty's Kitchen**

Cooking Up a Better Future for New Orleans' Inner -City Youth

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MURP 4050 *Land Use Planning & Plan Making*

Tiffany Campo

April 22, 2014

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## **The Purpose**

The purpose of this project is to provide a business profile for Liberty's Kitchen, in New Orleans, La. This profile is done as part of a larger focus experiment conducted by the University of New Orleans' Land Use Planning & Plan Making course, under the direction of Dr. Michelle Thompson. While researching the merits of the Livable Claiborne Corridor Initiative, students were asked to identify mid-level anchor institutions that have an impact on the greater Claiborne community. This report will cover Liberty's Kitchen- a teaching restaurant that encourages youth from the surrounding neighborhood to spend their time learning a trade that takes them off of the streets and puts them into the kitchen, empowering them to create a better future for themselves, their families, and the youth that they may later influence.

The LCC (Livable Claiborne Corridor) is a study conducted to discover how the area that surrounds Claiborne Avenue, in New Orleans, might be better developed to cater to the needs of the residents that reside there, as well as the businesses that are in existence and/or plan for future development in the area. The research itself is based on the community's perceived needs, through community outreach, as well as local and state input. This initiative was launched in 2013 and is currently in the evaluation process stage.

Liberty's Kitchen seeks to assist in the revitalization of the Claiborne corridor. Along with many other corporate and grassroots organizations, this group seeks to better the living and health standards of the surrounding neighborhoods. Through training and disciplinary enforcement, this teaching kitchen and restaurant endeavors to lower the crime rates of the South Broad neighborhood. It also offers much needed educational

resources. Participants in the program are out of work and out of school and must be age 16-24. (LK)



Figure 1 [www.livableclaiborne.org](http://www.livableclaiborne.org)

### Livable Claiborne Communities Profile

“The Livable Claiborne Communities (LCC) Study is a multidisciplinary study focused on community revitalization and economic development in neighborhoods along Claiborne Avenue, and the role of the avenue as a regional connector. It seeks to catalyze revitalization opportunities through transportation and other public facilities investments.” –<http://www.livableclaiborne.com/what-is-the-lcc-study>

Project Launch	September 2012
First Public Meeting: Understanding the Claiborne Communities	December 2012
Second Public Meeting: Scenario Development Workshop	March 2013
Scenario Modeling Begins	April 2013
Completion of Alternatives Analysis	June 2013
Third Public Meeting: Presentation of Analysis Results	October 2013
Project Completion	October 2013

Figure 2 [www.livableclaiborne.org](http://www.livableclaiborne.org)

The table above illustrates the timeframe for the initial research phase of the project. The administrators have now moved the project into the initiation phase.

“The geographic focus of this study is a 3.9-mile-long corridor spanning several neighborhoods along Claiborne Avenue: from Napoleon Avenue to Elysian Fields Avenue



and between Broad Street on the lake side to Magazine Street, Oretha Castle Haley Boulevard, Rampart Street and St. Claude Avenue at the riverside.” -

<http://www.livableclaiborne.com/download/project-info-sheet.pdf>



Figure 3 [www.neworleanstribune.com](http://www.neworleanstribune.com)

As Livable Claiborne Communities now transitions into Livable Claiborne Communities Initiative, it will begin to implement some of the recommendations that were received from the occupants of the participating neighborhoods. In order to be successful in rolling out the strategies that they have developed and had, or will have, approved by the mayor, the program will rely on continued community involvement- particularly from mid-level anchors within the perimeter. Mid-level anchors are defined as businesses with more than 15 employees that are in a position of permanency within the neighborhood. These businesses fill an impertinent gap where large-scale industrial businesses and local employable residents, and funds, do not easily link.



Due to the exact street location, population statistics will be concentrated on the Tulane/Gravier side. This is the area most reflective of Liberty's Kitchen's clientele.

<b>Population:</b> yrs.	2000/2010	
Tulane/Gravier-	4234/ 3649	↓13.9%
Orleans Parish-	484,674/343,829	↓29.1%

### **2010 Population Demographics**

56% male/ 44% female

42.1% ages 18-34

71.2% Black or African American/ 12% White/ 11.6% Hispanic/ 5.2% Asian, Native American, Other, 2 race category

68.7% households with no children under 18/ 20.9% Female householder (no husband present) with children under 18

There are 713 children, 56.8% live with mother only/ 16.4% live with grandparents (Note: more than twice as many children live with grandparents than with father)

86.3% of homes are renter occupied- 34.9% of houses are vacant

Average household income- \$35,568

37.3% living in poverty/ 62.7% living at or above poverty

48.7% of adults work in retail, food service and accommodation, health care, education.

Orleans Parish Prison Demographic (2010) - 85.5% Black/ 12.2% White—90% male

These numbers show that the neighborhood that Liberty's Kitchen pulls its customers and students from consists largely of black adults, including a strong percentage of single mothers and service industry men and women. They also show that the demographic aligns closely with the numbers of those incarcerated at OPP, making this district a target for crime prevention efforts.

\*All figures reported by Greater New Orleans Community Data Center. Some offer a margin of error in recording/reporting.

## Mid-Anchor Institution: Liberty's Kitchen Profile



Figure 6 [www.libertyskitchen.com](http://www.libertyskitchen.com)

*"Liberty's Kitchen is a social enterprise dedicated to transforming the lives of New Orleans youth by providing a path to self-sufficiency through food service-based training, leadership and work-readiness programs."-[www.libertyskitchen.org/about](http://www.libertyskitchen.org/about)*

Location: 422 South Broad Street, New Orleans, Louisiana 70119

Neighborhood: Broad Street/ Mid City

501(c) 3 non-profit, educational facility- 16 to 50 fulltime employees

Founded by Janet Davas, Executive Director, and Chef Reggie Davis, in April 2009.

Reported 2012 Revenue: \$1,370,810

Reported 2012 Expenses: \$1,412,661

Revolving students are spread across café kitchen and school kitchen prep instruction. New 10,000 sq. ft. facility will open at Broad and Bienville in June 2014, with training space for up to 200 students. More than 200 students have already been trained since the



organization's inception in 2009. The training program began with just three students in April of that year. Placement rate after graduation is 93%.

## **History**

"In 1913 a young engineer named Albert Baldwin Wood made Mid-City habitable when he developed the screw pump, a device that allowed water to be pumped from land situated below sea level"(www.prcno.org). Manufacturers quickly moved in and set up residence. With the additions of Canal Blvd and Jefferson Davis Blvd, homebuilders moved in and created the neighborhood much as it's seen today. Mid-City features many properties on the Historical Preservation Registry, including the Orleans Parish Criminal Court. Just behind that building, is the birthplace of Louis "Satchmo" Armstrong. A plaque stands on the home that belonged to his grandmother. Today, Mid-City is a mixed-income, diverse neighborhood with many restaurants and businesses.

Liberty's Kitchen opened in 2009, across the street from the Orleans Parish Criminal Court. The proximity to the courthouse serves as a daily reminder of the lifestyle alternative that trainees are working to escape. Liberty's Kitchen employs 16 to 24 year olds who are out of school and out of work. The students are from low-income families and have few employment choices without proper education. More than simply teaching kitchen skills, this educational café works to help the trainees gain an understanding of useful life skills, such as financial planning. The students may need help obtaining a GED or understanding how to navigate the paperwork necessary to find affordable housing or qualify for subsidies- the teachers fill that instructional need. Moreover, Liberty's Kitchen

gives the students some things that will go with them well after their training is finished—hope and confidence.

According to Liberty’s Kitchen’s Program Director, Dennis Bagneris, the process for enrollment in the program is lengthy and depends on commitment and honesty from both participants and instructors. The initial three weeks consist of interviews and evaluation. Liberty’s Kitchen employs a fulltime social worker that meets with students once a week. They also provide childcare assistance and a stipend. Students are taught basic, essential lessons about how to communicate with prospective employers and assisted with their résumé. Program coordinators understand that their students’ first offer of employment was likely a drug dealer and that most of them will have to overcome the hurdle of having a criminal record when they seek employment.

Fortunately, the community has embraced Liberty’s Kitchen and the skilled employees that they produce. Restaurants all across New Orleans, as well as catering companies and government agencies, have reached out to the school when they have a position to fill. This acceptance is the final step in the teachings offered by Liberty’s Kitchen- that people are willing to take you as you are today and not judge you for tomorrow. Ideally, these newly made professionals will encourage strength, change, and success in their own neighborhoods and communities.

Logistically, Liberty’s Kitchen relies on grants and donations to operate the program. Their expenses include and cover café’ operating costs, as well as educational materials, stipends, social services, and childcare subsidies. They also receive some support from their *Healthy School Lunch Program*- a daily meal service that they provide to “New

Orleans low-income public school children” (LK). Liberty’s Kitchen delivers two meals per day to the schools that awarded them the contracts. The new facility will include a large catering kitchen so that they may expand the school service.<sup>1</sup>

Dennis Bagneris remarks that a first day student cannot make a 5-year plan because they do not necessarily expect to be alive in 5 years. A graduate of the program has a career goal and a future. They have confidence and self-worth. The 10-year plan for Liberty’s Kitchen is to expand their current facility- an expansion that will begin with a grand opening in June 2014. From there, they would like to open new locations and partner with other communities to create programs across the nation.

## **Conclusion**

Livable Claiborne Communities began with an ambitious goal of transforming a long-neglected stretch of inner city New Orleans. Through focus groups, community and leadership involvement, and lengthy research, they have developed a plan that will bring business and transportation opportunities to residents along the Claiborne corridor. This plan could eventually include taking down a large swath of Interstate 10- a structure that is largely responsible for the blight that came to the area in the first place. However, the program’s executive director, Ashley Gardere, makes certain to point out that any changes in the interstate are not the sole purpose of the initiative. The goal of the program is bridge the gap between local economic engines and the high poverty levels.

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<sup>1</sup> Liberty’s Kitchen is a registered 501(c) 3 nonprofit organization. This distinction exempts LK from federal taxes, as it is licensed as an educational institution.



The neighborhoods that fall within the perimeter of the study have the highest poverty rates in New Orleans. In some areas, diversity and incoming businesses have led to gentrification, which is the antithesis of the needed change in those neighborhoods. It is vital to local heritage that the community leaders and business and home owners strike a balance between helping to boost economic levels and pricing out all of those who they intend to have benefit from their resources.

Liberty's Kitchen is one of the businesses that is focused on the direct connection between impoverished residents and financial stability in the neighborhoods. Through training and social services, Liberty's Kitchen is taking young people with criminal backgrounds, and turning them into productive citizens. This, alone, fills a needed educational gap between those undereducated residents and the residents who have obtained a high school diploma or equivalent. Residents with a diploma have access to programs and positions that the other 30% of area residents do not. Liberty's Kitchen creates an option to accommodate the other 30%.

In partnership with midlevel anchors like Liberty's Kitchen, Livable Claiborne Communities aims to develop a more cohesive New Orleans for all residents in this dynamic core of the city. While it will be difficult to strike a balance between prosperity and affordable property, with continued community involvement, the LCC will work to provide options that are beneficial to as many original residents as possible, while creating a better environment for all city residents. This will attract even more businesses and, hopefully, drive down the high poverty and crime levels in the Claiborne corridor.

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- <https://www.ncjrs.gov/pdffiles1/nij/grants/233722.pdf>

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## **Appendix C: Interview Transcript**

**Interviewer: Tiffany Campo**

**Interviewees: Dennis Bagneris (Program Director) and Jorie Kirshbaum  
(Development Associate)**

**Setting: Liberty's Kitchen, 422 South Broad Street, New Orleans, LA 70119**

**Interview conducted on February 21, 2014**

**Interviewer: Who came up with the concept for Liberty's Kitchen**

**Dennis Bagneris:** Liberty's Kitchen was the brain-child of a few of us who had been with Café Reconcile and could see the impact that the program had, but also could see the potential for more.

**Interviewer: So, how is Liberty's Kitchen different?**

**Dennis Bagneris:** Liberty's Kitchen doesn't just teach the students what to do in different areas of the kitchen so that they are employable. We also teach them why they do things certain ways. We make good, fresh, affordable food. But no one was telling these kids why they should eat these things...why it's important to prepare them a certain way.

**Interviewer: What does Liberty's Kitchen do for you that keep you committed?**

**Jorie Kirshbaum:** For me, it was somehow an obvious choice. I had come to New Orleans for school and then moved away afterward. But I missed the city. New Orleans and Liberty's Kitchen happened for me at roughly the same time and it was just the right

decision. Having the opportunity to offer people an opportunity to do more with their life is unbelievable. I'm proud to be a part of the things that we accomplish.

**Interviewer: Take me through the process for becoming a student.**

**Dennis Bagneris:** For the first three weeks, there's a long interview process. We get to know the students and make sure that they are committed to the challenge. But, really, unless someone physically threatens us, they're not dismissed from the program. And that's only happened once. Even then, we revisited him months later. We don't turn our backs on people. One of the biggest lessons that we want the participants to learn is that we don't judge you, and that there are lots of good people who will judge you only by your skills, and not your background or tattoos. You know? They see everyone as a threat in the beginning. We give them a stipend while they're training and even pay for childcare when needed. Listen, for most of these students, their first employment offer was from a drug dealer. Overcoming things is what they do. We show them how.

**Interviewer: Talk to me about a five-year plan.**

**Dennis Bagneris:** Five years? If I asked most of these kids where they thought they'd be in five years, their answer would be "dead". That's it. They don't think, following the same path, that they'll be alive in five years. After a very short amount of time, they're absolutely sure that they'll be working and providing for themselves in five years. So, my hope is that this program will grow- we're already growing- and possibly extend to other areas. I'd love to see programs like this make a difference across the US.

**Final Project Report  
Urban Land Use Planning & Plan Making  
Rexter Chambers  
May 1<sup>st</sup>, 2014**

*Circle Food Store & The Livable  
Claiborne Communities*

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## Research Summary

The report details both the Livable Claiborne Communities (LCC), and The Circle Food Store, which is a mid-anchor institution within the study region of the LCC project footprint. The Livable Claiborne Communities project was established to identify problems and shortcomings within the neighborhoods of the LCC footprint and recommend solutions to overcome these problems and bring about a more connected and stronger community that acts as a connector for the entire New Orleans region. The Circle Food Store, located within the Seventh Ward neighborhood, which recently reopened following flood damage from Hurricane Katrina, is highlighted within the report as a major mid-anchor institution with the potential to enhance and connect residents, workers, and other institutions together.

## Introduction

This research paper delves into the history of the Livable Claiborne Communities project, provides an interpretation and definition of what exactly is an “anchor” institution, profiles the mid-anchor institution The Circle Food Store, and highlights the main street corridor of Oretha Castle Haley Boulevard. The Livable Claiborne Communities project identified the problems and current conditions on-the-ground of the neighborhoods located along the Claiborne Avenue corridor stretching from the uptown neighborhood of Central City to the downtown neighborhood of the Seventh Ward. The research paper takes aim at the mid-anchor institution The Circle Food Store, which is a landmark business located within the Seventh Ward neighborhood, this recently reopened after suffering from major flood damage due to Hurricane



Katrina. The Seventh Ward neighborhood, which is located within the project footprint of the Livable Claiborne Communities project, is also analyzed to uncover current demographic information, economic data, and neighborhood infrastructure.



## [The Livable Claiborne Corridor Project Profile](#)

### [Mission Statement](#)

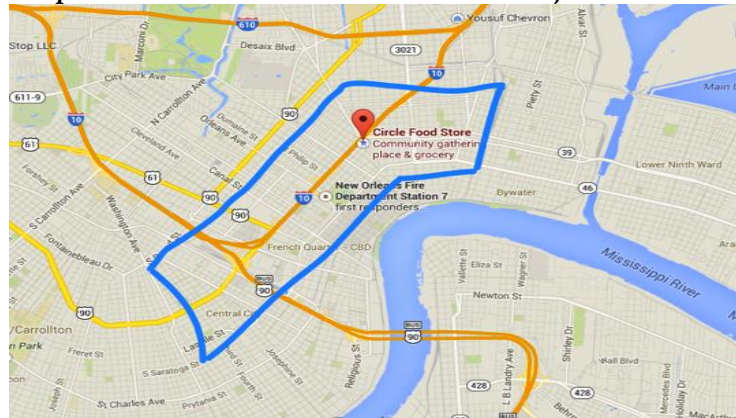
The Livable Claiborne Corridor Project aims to reignite investment and attention around a section of the city which has suffered from decades of neglect due to the construction of the interstate highway thru the city in the mid-twentieth century, the growth of the suburbs, and the damages caused by Hurricane Katrina. The project will leverage community input from the vast array of neighborhoods that are within the project's area of focus which include Central City, Seventh Ward, Treme, Tulane/Gravier, and many more that stretch along North and South Claiborne Avenue (Claiborne Corridor Plan, 2013, 1).

### [Goals & Objectives](#)

Focus areas of the project will include ideas and methods that can be implemented to improve livability, economic competitiveness, connectivity to area

assets, jobs, and facilities, improved accessibility to transit and health care, and improved housing and education for the neighborhoods within the boundaries (Claiborne Corridor Plan, 2013, 1).

**Map 1: Livable Claiborne Communities Project Boundaries**



Source: Google Maps

## LCC Neighborhoods Information

The neighborhoods of the Claiborne Corridor vary in terms of housing stock and land usage. In Treme, there is the old railroad tracks that now form the soon to be constructed Lafitte Greenway that also runs along the Lafitte Housing Project. The interstate highway acts as a major separator that has split Treme into two distinct sections on either side. The Tulane/Gravier neighborhood was once home to a large swath of historic housing stock, but many homes were demolished or relocated to make way for the construction of the new Louisiana State University and Veterans Affairs Hospitals. The interstate highway runs right thru the area. The Central City neighborhood is one of the only sections of Uptown New Orleans highlighted under the Livable Claiborne Corridor project. The area contains three housing projects, and a

historic business corridor along Oretha Castle Haley Boulevard. Much of the area is low density, but on its fringes there are major commercial and residential areas near St. Charles Avenue, and South Claiborne Avenue.

The neighborhoods within the Livable Claiborne Corridor contain a population of 32,927 as of 2010, which is down forty-two percent since 2000 when the population was 57,155 (LCC Databank, 2013, 8). In terms of the age of the population along the corridor, the Livable Claiborne Corridor Databank highlights the fact that more than forty-four percent of the population is under the age of 20, and the population older than 60 is sixteen percent (LCC Databank, 2013, 8). African-Americans form the overwhelming majority of residents within the corridor at eighty-three percent, followed by Whites at eleven percent, and other races at five percent (LCC Databank, 2013, 8). Economic highlights from the Livable Claiborne Corridor Databank show the neighborhoods within the study are more likely to be renters, at seventy-one percent, and are poorer, thirty-eight percent living below poverty levels. The percent of the population of the city of New Orleans living below poverty levels is twenty-one percent (LCC Databank, 2013, 8).

### What is an Anchor?

The Initiative for a Competitive Inner City states, *“Hospitals, universities and major cultural institutions are referred to as “anchors” for good reason. They hold significant investments in real estate and social capital, making it extremely difficult for them to pull up stakes and leave”* (ICIC, 2011: 2). In this sense, a mid-anchor such as Circle Food Store can also fit within this definition. Circle Food Store is woven within the local culture, fabric, and community of its surroundings, which is why it

was so crucial for the store to reopen to continue to serve the community after the damage it suffered from Hurricane Katrina.

### **Oretha Castle Haley Boulevard Main Street**

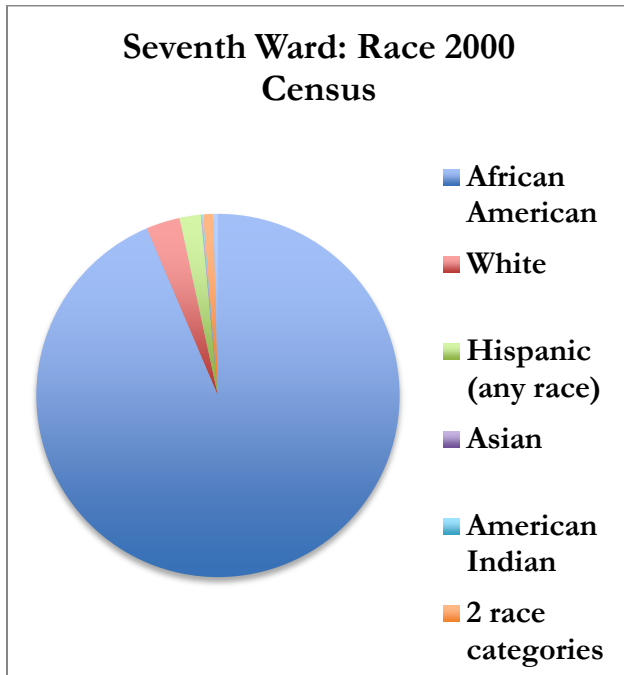
Oretha Castle Haley Boulevard is an integral main street corridor located within the Central City neighborhood of New Orleans on the edge of the LCC study footprint. The street was originally named Dryades Street, but was renamed in the 1980's to honor the contributions of the Civil Rights pioneer Oretha Castle Haley. She was also a resident of the Central City neighborhood, and the founder of the Congress for Racial Equality. The street has served as the business and cultural hub for many generations of New Orleanians from various backgrounds. Over its more than a century of history, the corridor has served the needs of various ethnic groups such as the local Jewish, German, Russian, and African-American communities. Oretha Castle Haley Boulevard also harbored the talents of many local musicians throughout the era of Jim Crow, this restricted where many African-American musicians could play in the city.

### **Seventh Ward Neighborhood Profile**

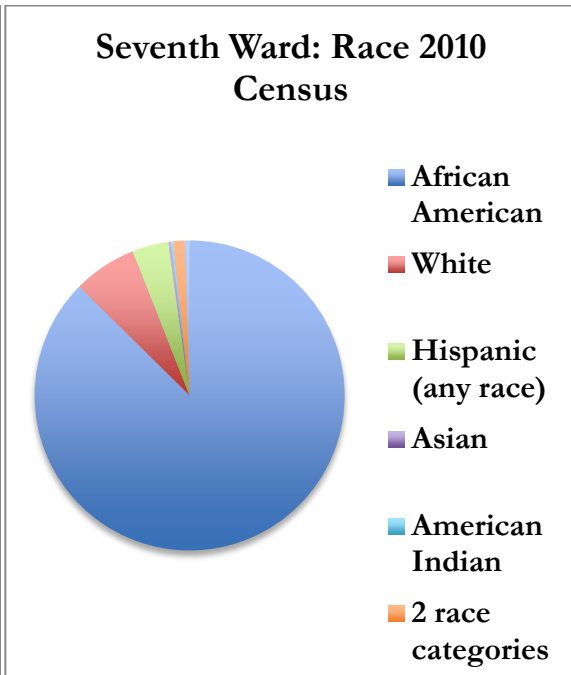
The Circle Food Store, located in the Seventh Ward, abuts the interstate highway. Most of the neighborhood is low density, and contains a large swatch of historic housing stock. The population of the Seventh Ward once stood at 16,955 in 2000, but in 2010 is now at 10,187. However, according to data gather by the New Orleans Community Data Center, the Seventh Ward gained more than 400 active households during the timeframes of June 2010 and June 2013 (Ortiz, GNOCDC, 2013). With the opening of the Circle Food Store bringing much needed services to the



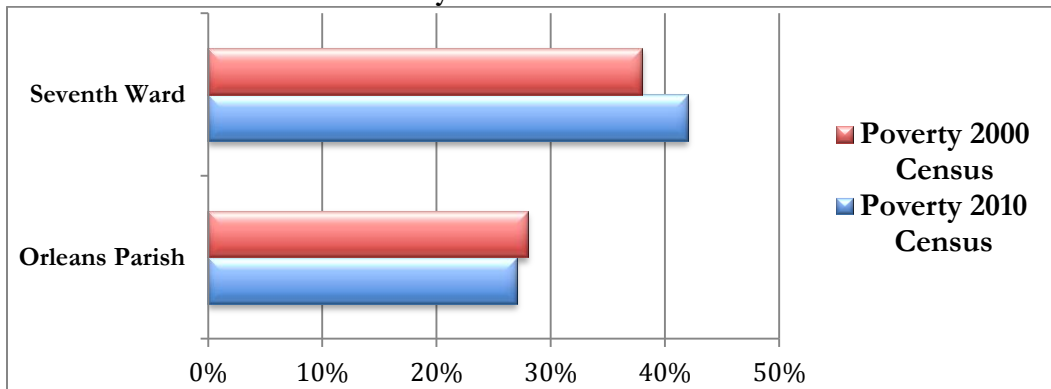
**Table 1: Race 2000 Census**



**Table 2: Race 2010 Census**



**Table 3: Poverty Status 2000 & 2010 Census**



Source: freemanblog.freeman.tulane.edu

## Circle Food Store Business Profile

1522 St. Bernard Avenue  
New Orleans, LA 70116  
Phone: (504) 948-1706  
Owner: Dwayne Boudreaux

### **Mission Statement**

*“Rebuilding. Restoring. Reuniting,”* (Boudreaux, 2013).

-Dwayne Boudreaux, Owner of Circle Food Stores.

*“The Circle Food Store of New Orleans has served the 7<sup>th</sup> Ward and the greater New Orleans community as the ultimate one stop shop for years. Part grocery store and part bakery, pharmacy, dentist, bill payment center, school uniform shop, and community gathering space, this unique store has a history of adapting to the needs of the community while always providing access to fresh produce. This locally owned store has been shuttered since Hurricane Katrina, but the store and its owner are making a comeback,”* (Boudreaux, 2013).

-Dwayne Boudreaux, Owner of Circle Food Stores

### **History**

Circle Food Store has a long history dating back to the mid 1800’s when the building was the location of the St. Bernard Market. After the public market closed in the early 1900’s, the property came under the ownership of several parties throughout its history. According to John Pope from *The Times-Picayune*, “The store



*got its new name because a streetcar from Canal Street would turn around in the nearby intersection to return to New Orleans' main street.”* In 1964, Circle Food Realty Incorporated purchased the property and the store was renamed the Circle Food Store (NewOrleansBlightBlog, 2010).

The owners of Circle Food Incorporated gave complete ownership and control over to Dwayne Boudreaux, who was another current owner of the store, and head manager. In 2005, Hurricane Katrina flooded and damaged the property, and the result was a lengthy battle to secure funding to reopen the grocery store (NewOrleansBlightBlog, 2010). Finally, in early 2014, with help from funds from investors and money allocated from the city of New Orleans' Fresh Food Retailer Initiative, the Circle Food Store has been reopened.



Source: freemanblog.freeman.tulane.edu

### **Circle Food Store in Relation to the LCC**

The Circle Food Store in relation to the Livable Claiborne Communities project have many parallels. The LCC focuses on objectives such as increasing equity, and an mid-anchor institution such as the Circle Food Store can act as venue for increasing

the equity of the surrounding community it serves thru access to quality jobs, workforce training and exposure, fresh food access, and partnerships with other local businesses and anchor institutions like the medical centers. Circle Food Store can serve as a venue for the promotion of healthy eating, storm preparedness, and educational events, which only serve to increase the benefits of the community for which they are conducted.

## Conclusion

The Circle Food Store is an integral asset for the communities along the Claiborne Avenue corridor, especially the Seventh Ward neighborhood where it is located. The business acts as a mid-anchor institution within the Livable Claiborne Communities project scope, and are an asset that can be leveraged to form connections between both the community and other institutions within the corridor. The Circle Food Store property has served as a public market space for over a hundred years, and is a great example of a mid-anchor institution that can both enhance and enliven the community it serves, while also strengthening the connections between other parts of the city. The fresh food, everyday staples, and community connections that the store provides is an asset that can withstand the test of time.



Source: freemanblog.freeman.tulane.edu

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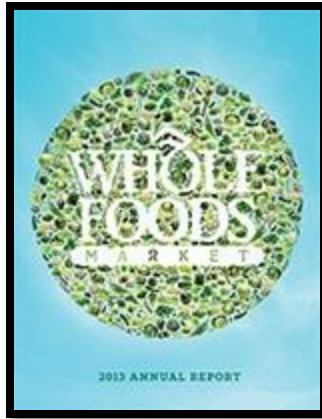
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*Figure 1*

Overview of Claiborne Corridor, Neighborhood Profile & Preliminary Business Profile

Tulane/Gravier

Whole Foods Market, Inc.

MURP 4050-001

Derreck Blake Deason

Thursday, July 24, 2014

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## Research Summary

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The opening of Whole Foods on Broad Street has been a landmark event for the residents of the Tulane/Gravier neighborhood. A sub district of the Mid-City area, this community now has an anchor institution that hopes to provide fresh, locally sourced food, and also focuses on providing affordable prices for a low-income area of the city.



“The ReFresh Project, in which the Whole Foods store is located, is the subject of study for the Whole Cities Foundation. The larger project, developed by the nonprofit Broad Community Connections and L+M Development Partners of New York, has transformed the 60,000-square-foot former Schwegmann’s supermarket into a community food hub with the intent of revitalizing Broad Street ‘one meal at a time’ (Natural Awakenings, 2014, p. 9).Figure 1: ReFresh Project Logo, 2014.

Some, “other important anchors and neighbored assets are the University Hospital, located along Perdido Street, and the School of Nursing and the School of Allied Health Professionals of Louisiana State University, located on Gravier Street” (City of New Orleans Louisiana, n/d, p. 3).

This business summary servers to explore the information behind the industry utilizing a company profile which includes: industry information, management directories, the business’ profile, and company news. The neighborhood profile illustrates information regarding the history, geography, demographics, and economics of the neighborhood. The impacts of this anchor institution in respect to the neighborhood and its citizens will be the primary focus and concentration of this research project.

### Company Profile

#### **Whole Foods Market, Inc.**

300 N Broad St

New Orleans, LA 70119

Phone: (504) 434-3364

Fax: (504) 434-3393

**Annual Sales:** \$13 billion (2013 companywide; this particular location recently opened)



**Total Employees:** 80,000 team members

**Employees at This Location:** 125 team members

**Primary Line of Business:** Retail, Grocery and Specialty Food Stores

## Management Directory

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Store Executives:

- Chris Clarke, Store Team Leader
- Carrie McNallie, Associate Store Team Leader
- Tim Burroughs, Associate Store Team Leader
- Andrea Mastrobuono, Marketing Team Leader

Regional Executives:

- John P. Mackey, Co-Founder, Co-Chief Executive Officer and Director
- Walter E. Robb III, Co-Chief Executive Officer and Director
- A. C. Gallo, President and Chief Operating Officer
- Glenda Jane Flanagan, Chief Financial Officer, Principal Accounting Officer, Executive Vice President and Secretary
- James P. Sud, Executive Vice President of Growth and Business Development

## Business Profile

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Since the first Whole Foods Market store opened in Austin, Texas, in 1980 the company has sense grown to be the 8<sup>th</sup> largest food retailer in the U.S., ranking #232 on the Fortune 500. It has pioneered the supermarket concept in natural and organic foods retailing. With over seven million customers visiting 370 stores in 40 U.S. states, Canada, and the U.K. each week, and with four million followers, Whole Foods Market is the #2 retail brand on Twitter. While 2005 was a notable year for the company with it reporting six stores averaging \$1 million in sales per week, now more than 50 stores average sales at or above this level (Whole Foods Market, 2013, p. 6).

“With food and other items that are free of pesticides, preservatives, sweeteners, and cruelty, Whole Foods Market knows more about guiltless eating and shopping than most retailers. The world's #1 natural foods chain by far -- now that it has digested its main rival Wild Oats Markets - the store emphasizes perishable and prepared products, which accounts for about two-thirds of sales. Whole Foods Market offers some 2,400 items in four lines of private-label products (such as the premium Whole Foods line)” (Hoovers, Inc., 2014).

According to Henry Louis Taylor, Jr. and Gavin Luter in their review essay titled *Anchor Institutions* “the concept “anchor institution” emerged during the 2000s as a new way of thinking

about the role that place-based institutions can play in addressing societal problems and in building a more democratic, just and equitable society” (Luter & Taylor, Jr., 2013, p. 4). They make the point that four aspects of an anchor institution are: spatial mobility, corporate status, size, and the anchor mission: social purpose, democracy and justice. Whole Foods Market, Inc. fills the majority of these aspects making it an anchor institution of the Tulane/Gravier neighborhood.

## Company News

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“Highest Whole Foods in World Set to Open This Spring,” *Curbed Ski*, February 20, 2014.

Construction is on schedule at Whole Foods Market in Frisco, Colorado, where the new grocery store will lay claim as the highest Whole Foods in the world at 9,600 feet. The store is currently looking to hire 100 employees in all departments in anticipation of a spring opening. The high-end grocery store anchors the Basecamp development which will also feature the front-range favorite Rio Grande Mexican restaurant. Construction is also underway on the Rio, which should open around June 2014...

“Whole Foods Investors Need to Focus on the Bigger Picture,” *The Motley Fool*, February 18, 2014.

Whole Foods Market (NASDAQ: [WFM](#) ) reported first-quarter results last week and its shares dropped by nearly 8%. The grocery chain reported lower revenue and profits than expected and issued a weaker forecast for 2014. Whole Foods continues to add stores but it faces increasing competition from The Fresh Market (NASDAQ: [TFM](#) ) and Sprouts Farmer's Market (NASDAQ: [SFM](#) )...

## Industry Information

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The following document provides industry information for Retail, Grocery and Specialty Food Stores.

### *Industry Snapshot:*

“Organic foods are produced using methods of organic farming – with limited modern synthetic inputs such as synthetic pesticides and chemical fertilizers” (Allen & Ken, 2007, p. 288).

“The countries with the largest markets are the United States, Germany, and France. The highest per capita consumption is in Denmark, Switzerland, and Austria” (H. & Kilcher, 2011, p. 156).

### *Background and Development:*

“Mass market retailers (mainstream supermarkets, club/warehouse stores, and mass merchandisers) in 2010 sold 54 percent of organic food. Natural retailers were next, selling 39 percent of total organic food sales. Other sales occur via export, the Internet, farmers’ markets/ Community Supported Agriculture, mail order, and boutique and specialty stores” (Organic Trade Association, 2011).

“Organic food and beverage sales represented approximately 4 percent of overall food and beverage sales in 2010. Leading were organic fruits and vegetables, now representing over 11 percent of all U.S. fruit and vegetable sales” (Organic Trade Association, 2011).

“Total U.S. organic sales, including food and non-food products, were \$28.682 billion in 2010, up 9.7 percent from 2009” (Organic Trade Association, 2011).

*Current Conditions:*

“The organic food industry is one of the fastest growing sectors of U.S. agriculture” (University of Florida, 2013, p. 1).

“Industry analysts estimate that U.S. organic food sales were \$28 billion in 2012 (over 4 percent of total at-home food sales), up 11 percent from 2011” (Green, 2013).

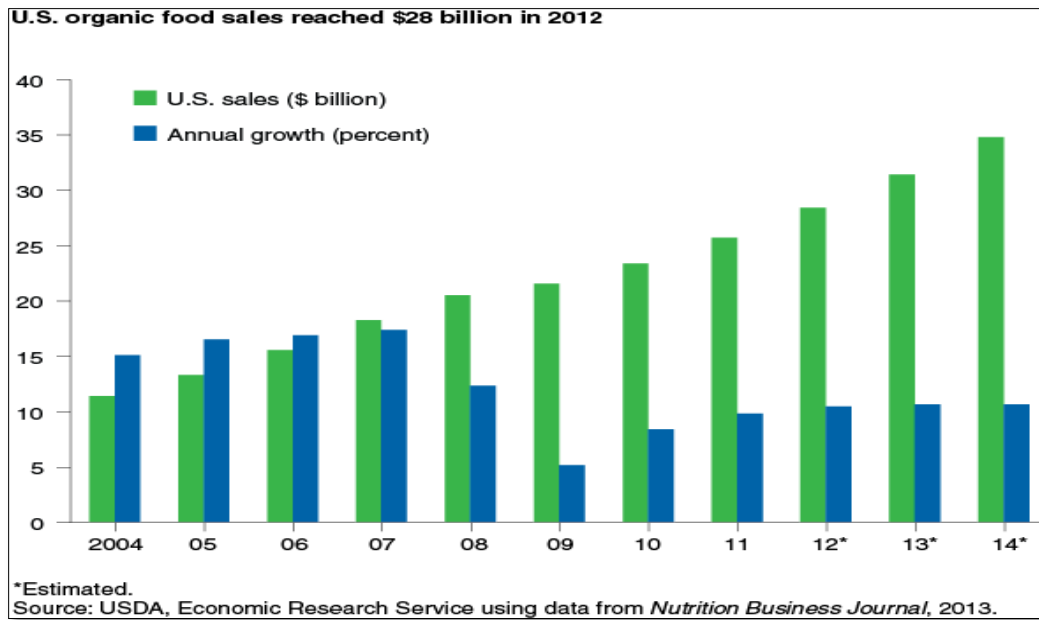


Figure 2

*Industry Leaders:*

Walmart, is the largest organic retailer offering as many as 400 organic products. “Walmart has also developed partnerships with many local organic farmers, and in fact have set goals to double the sale of locally sourced produce by 2015” (Chait, n.d.).

In November 2012, Wal-Mart's Economic Customer Insights Report announced that its “natural and organic food sales are growing almost twice as much as traditional food products” (Walmart, 2012). \

*Workforce:*

“Acreage managed organically in 2009 in the world totaled 37.2 million hectares, up 2 million hectares from 2008, according to data from *The World of Organic Agriculture 2011*. Of the total area managed organically, 23 million hectares were grassland. Counted in the report was data from 160 countries. Countries with the largest area of organically managed land were Australia (12 million hectares), Argentina (4.4 million hectares), and the United States (1.9 million hectares). The largest increase in organic agricultural land occurred in Europe, with an increase of one million hectares. Regionally, the greatest share of organic agricultural land was in Oceania (33 percent), followed by Europe (25 percent) and Latin America (23 percent)” (H. & Kilcher, 2011).

[Interview with Kristina Bradford | Community Relations Coordinator](#)

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**Interviewer is labeled in black; Interviewee is labeled in blue.**

**Product Distribution:**

“According to Whole Foods Market 2013 Annual Report, “The majority of our purchasing occurs at the regional and national levels, enabling us to negotiate better volume discounts with major vendors and distributors” while, “We also remain committed to buying from local producers” (Whole Foods Market, 2013, p. 15).

What is the ratio, which the Broad Street location uses, between regional/national products and local products that are sold? Does this location plan to increase locally sourced products? How many local producers is this location utilizing?”

“I don’t know what the ratio is; however, the store opened with more than 330 local projects representing over 80 vendors, with the main concentration in the bakery, grocery and whole body departments. Our local forager constantly seeks new local products and she can be contacted directly at [louisianalocal@wholefoods.com](mailto:louisianalocal@wholefoods.com). Interested suppliers and growers should provide: product information, company name, contact information, ingredients, and manufacturing information.”

**Employment:**

“Your employees vote every three years on how they share healthcare costs with the company. Under the current plan, “Whole Foods Market provides health care coverage at no cost to full-time team members working 30 or more hours per week and having a minimum of 20,000 service hours (approximately 10 years of full-time employment)” (Whole Foods Market, 2013, p. 16).

Does the company expect their healthcare policies to change due to The Affordable Health Care Act? If so how?”

“As in the past, the company researches options that team members vote on, including policies with no cost for long-time team members. The process is the same.”

### **Community Contributions:**

"I understand that one of Whole Foods Market's core values is, "We serve and support our local and global communities (Whole Foods Market, 2013, p. 2).

What percentage of produce at this location comes from local farms?"

"Will research this. One thing we're really proud of is carrying Grow Dat Youth Farm's kale. We've worked with them since the program's inception and are proud of what they've accomplished."

"How is the Broad Street location serving the Tulane/Gravier community through "environmental stewardship" and "win-win partnerships" with local suppliers (Whole Foods Market, 2013, p. 2)?"

"We serve many neighborhoods through access to fresh food and have varying partnerships through community outreach, local products, donations, fundraising through 5% Days and more. We recently raised more than \$2,600 for Hollygrove Market & Farm and more than \$16,900 with the Veterans and Arabella locations around the Broad St. opening to benefit Providence Community Housing, Youth Run NOLA, Dooky & Leah Chase Family Foundation, Restore the Bayou Canopy, and The Roots of Music. In addition, our healthy eating educators conduct free store tours, one-on-one consultations, cooking demonstrations and health challenges. They also go out in the community for free healthy eating lessons, including classes at Sojourner Truth Neighborhood Center and Ruth Fertel Clinic."

### **Year-end Financial Reporting:**

"With the end of the 2013 fiscal year, "producing record fourth quarter results, delivering the best year in our Company's 35-year history" and with the fact that, "total sales reached \$12.9 billion" this results in the company, "translating to sales per gross square foot of \$972" (Whole Foods Market, 2013, p. 30).

According to the company what are the economic expectations of this location and how does the company expect this to affect the Tulane/Gravier community's economy as a whole?"

"As we are publicly traded, I cannot share sales information. With partners Goldring Center for Culinary Medicine at Tulane, Liberty's Kitchen, First Line Schools, Broad Community Connections, and Boys Town, we are part of a great initiative to help revitalize the Broad St. corridor and serve the surrounding area."

### **Participation in the Livable Claiborne Corridor (LCC) community meetings during 2013:**

"Whole Foods Market has, "marketers in every store dedicated to local events, community nonprofits and the best possible in-store experience" and "dollars that would be spent on traditional media buys are instead typically spent on community nonprofit partnerships" (Whole Foods Market, 2013, p. 17).

Considering "each store retains a separate budget for making contributions to a variety of philanthropic and community activities" and the goal "is to contribute at least 5% of our after-tax profits annually to nonprofit organizations" (Whole Foods Market, 2013, p. 17)...

I understand the Broad Street location has and is participating in the ReFresh Project of the Broad Street Community. Did the company participate in any of the LCC's community meetings during 2013? What is this locations stance on the initiative?"

"We have not participated in LCC meetings. We've attended many NEWCITY and ReFresh NOLA Coalition meetings to connect with community partners, share ideas, and participate in events, including Play Streets/Cyclovia, ReFresh Town Hall, Sojourner Truth Neighborhood Center senior sessions, health education, Zulu health fair, and more. We do not have a position on LCC."

**Whole Foods Market's opinion on the removal of I-10 on this location's bottom line and the community as a whole:**

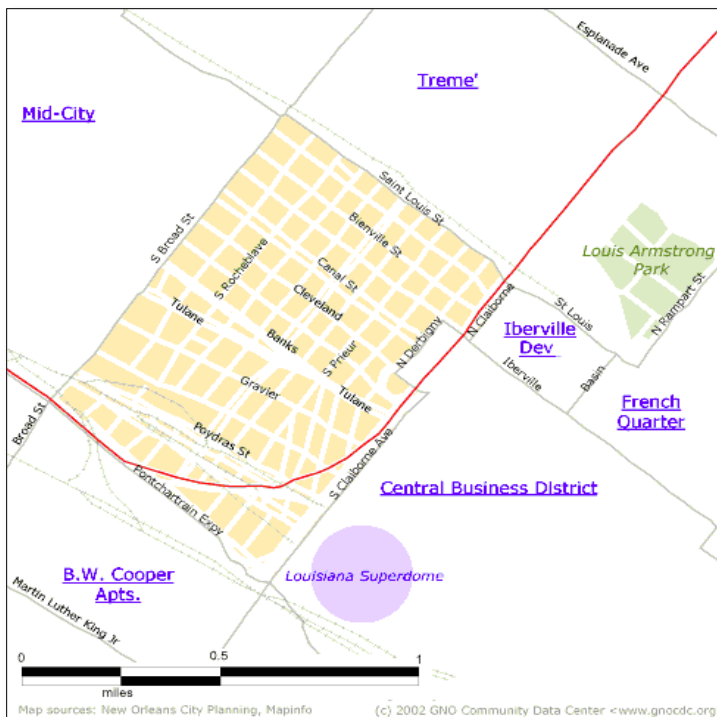
"What is this location's (and the company's as a whole) stance on the removal of I-10? How does it think it will affect its bottom line? How does it think it will affect the Tulane/Gravier community as a whole?"

"We do not have a position. We welcome the opportunity to work with community partners throughout the area" (Bradford, personal communication, May 27, 2014).

## Neighborhood Profile

### *History of Neighborhood:*

"The neighborhoods were named after Paul Tulane, founder of Tulane University and major financial contributor to education in Louisiana, and Jean and Bertrand Gravier, the brothers who developed Faubourg St. Mary." ((City of New Orleans Office of Policy Planning and the City Planning Commision, 2002)



The first Europeans to hold claim to the Tulane/Gravier area were The Order of Jesuits. The King of France expelled the Jesuits from Louisiana in 1763 and the land was sold at auction. It changed hands many times over the next 50 years. Some of its owners in that period were Juan Pradel, Andres Reynard, and Bertrand and Jean Gravier.

Figure 3, GNO Community Data Center (New Orleans City Planning, MapInfo). (2002). *Tulane/Gravier Neighborhood* [Map], Retrieved March 30, 2014, from: <http://www.datacenterresearch.org/pre-katrina/orleans/4/46/maps/st.gif>

A portion of the Tulane/Gravier area was granted to Marquis de Lafayette in 1806 in appreciation for his efforts during the Revolutionary War. Common Street (Tulane Avenue), Iberville, North Rampart and North Galvez Streets were the boundaries. John Hagan bought the land, named it Faubourg Hagan and sold it in lots in 1840-41. It was composed of 41 city blocks in a triangular shape between Claiborne and Galvez on Tulane Avenue. The section of the neighborhood between St. Louis Street, Tulane Avenue, Galvez and Broad Streets saw various owners in the 19th century” (City of New Orleans Office of Policy Planning and the City Planning Commission, 2002).

“Drainage and navigable waterways impacted the development of the area with the Carondelet and New Basin Canal providing drainage to the area and allowing water connections between Lake Pontchartrain and the Mississippi River. The rail lines provided additional access and the area attracted substantial industrial development. Little residential development occurred and most of the area’s houses were constructed in the late 1800’s, specifically the 1880’s and 1890’s. The development pattern of the neighborhood dates from the 1800’s (City of New Orleans Louisiana, n/d, p. 27). Most of the homes built during this period are shotgun homes and camelbacks. As commercial development increased along Tulane Avenue, Broad Street, and Canal Street in the 1900’s, it created disruptions to the residential areas. Multi-family residential began replacing single family homes all along these corridors” (City of New Orleans Louisiana, n/d, p. 3). “Most of Tulane/Gravier is a National Register District.” (City of New Orleans Louisiana, n/d, p. 27).

“Tulane/Gravier was the brewery district of the City of New Orleans in the early 1900’s. Two major structures, the Dixie Brewing Company (on Tulane Avenue) and the Jackson Brewing Company (on Perdido Street and South Dorgenois Street), housed the major breweries and constructed buildings that to this day remain as landmarks of the neighborhood. There are proposals for adaptive re-use of these properties” (City of New Orleans Louisiana, n/d, p. 3).

“The Dixie Beer Building is a landmark building that is designated as a historic structure and will undergo restoration and adaptive re-use. Historic designation has substantial economic benefits for the redevelopment of historic properties through obtaining historic preservation tax credits” (City of New Orleans Louisiana, n/d, p. 27).

### Commercial Corridor

“ReFresh has the dual purpose of anchoring economic development in the Broad Street commercial corridor and delivering much-needed, high-quality fresh foods and health-related programs to undeserved communities along Broad Street. A fundraiser was held for the projects new community garden anchor’s opening.





Figure 4, City of New Orleans, Louisiana. (Tulane/Canal Neighborhood Corp. The Phoenix of New Orleans/The Concerned Citizens of Tulane/Gravier. (2010). *Opportunity Sites* [Map], Retrieved May 4, 2014, from: [http://www.nolaplans.com/plans/Lambert%20Final/District\\_4\\_Final\\_TulaneGravier.pdf](http://www.nolaplans.com/plans/Lambert%20Final/District_4_Final_TulaneGravier.pdf)

**Physical geography:**

A sub district of the Mid-City District Area and located in Planning District 4, its boundaries as defined by the City Planning Commission are: St. Louis Street to the north, North Claiborne Avenue, Iberville Street, North and South Derbigny Street, Cleveland Street, South Claiborne Avenue to the east, the Pontchartrain Expressway to the south and South Broad Street to the west. Whole Foods Inc. is located within this neighborhood at 300 N Broad Street.



Figure 5, City of New Orleans, Louisiana. (Tulane/Gravier. (2010). *Boundaries* [Map], Retrieved May 4, 2014, from: [http://www.nolaplans.com/plans/Lambert%20Final/District\\_4\\_Final\\_TulaneGravier.pdf](http://www.nolaplans.com/plans/Lambert%20Final/District_4_Final_TulaneGravier.pdf)

In addition to the grocery, the project will soon house Liberty’s Kitchen, a nonprofit bistro, catering service and training ground for local youth interested in the industry and self-sufficiency. Tulane University’s Goldring Center for Culinary Medicine will provide a kitchen for medical school students, teaching healthy cooking to avoid food-related illnesses.

The development will also include office and community space, including the central office for First Line Schools and the offices of Broad Community Connections” (Natural Awakenings, 2014, p. 9).

*Land Use and Zoning:*

“Land use changes may be required to address the southernmost areas of the neighborhood. As the area’s medical complex is expanded, the land use may need to change from industrial to commercial or institutional” (City of New Orleans Louisiana, n/d, p. 24).

*Transportation and Public Transit:*

“At present the Canal Streetcar Line is operating and serving Tulane/Gravier. No additional transportation improvements are proposed to the internal street of Tulane/Gravier other than street improvements to address present street conditions.

Public transit improvements are to be proposed by the Regional Transit Authority” (City of New Orleans Louisiana, n/d, p. 24).

*Parks, Open Space and Landscape Architecture:*

“The neighborhood proposes the development of a number of new parks and the enhancement of existing parks. The most significant of these new parks are in and around the LSU Medical Center Complex to serve the needs of the hospital and to buffer the complex from surrounding industrial and transportation corridors. The plan also calls for the inclusion of a significant amount of green space to be located immediately to the west of the LIFT facility at the intersection of St. Louis and North Galvez. The remainder of the proposed parks is smaller infill parks to serve the residents of the neighborhood.

The drawing titled Parks-Open Spaces delineates neighborhood-identified potential park and green space sites” (City of New Orleans Louisiana, n/d, p. 24).

The closest parks relative to Whole Foods Market, Inc. are Easton Park & Louis Armstrong Park (although not in the district).

Total households in the Tulane/Gravier sub district of Mid-City according to the Greater New Orleans Data Center analysis of data from the U.S. Census totals 3,649 as of 2010 compared to Orleans Parish as a whole totaling 343,829.



Figure 6, City of New Orleans, Louisiana. (“Proposed Green Space Map” – Tulane/Canal Neighborhood Corp. /The Phoenix of New Orleans/The Concerned Citizens of Tulane/Gravier). (2010). *Parks + Open Space* [Map], Retrieved May 4, 2014, from: [http://www.nolaplans.com/plans/Lambert%20Final/District\\_4\\_Final\\_TulaneGravier.pdf](http://www.nolaplans.com/plans/Lambert%20Final/District_4_Final_TulaneGravier.pdf)

### Demographics:

“Based on Census 2000 data, the population of Tulane/Gravier was approximately 4,234 in a total of 1,583 households.

Average household income was \$16,565, which is almost a third of the average for Orleans Parish (\$43,176) and the state (\$44,833). Over half (56%) of the population of Tulane/Gravier was living in poverty. This is almost twice the percentage of the poverty rate of 27.9% for Orleans Parish and three times the statewide poverty rate of 19.7%.

The percentage of children living in poverty in Tulane/Gravier was 62.3% and almost 40% of the elderly population was living in poverty. In terms of racial make-up, the neighborhood was 78% African-American” (City of New Orleans Louisiana, n/d, p. 10).

Table 1: Occupancy, Diversity, Income, Poverty, Vehicles, Transportation

<b>Tenure (2000 Census)</b>	<b>Tulane/Gravier</b>	<b>Orleans Parish</b>	<b>Louisiana</b>	<b>United States</b>
Owner Occupied	19.30%	46.50%	67.90%	66.20%
Renter Occupied	80.70%	53.50%	32.10%	33.80%
<b>Racial &amp; Ethnic Diversity (2000 Census)</b>	<b>Tulane/Gravier</b>	<b>Orleans Parish</b>	<b>Louisiana</b>	<b>United States</b>
Black/African American	78.20%	66.00%	32.20%	12.10%
White	13.50%	26.60%	62.60%	69.20%
Other	5.30%	2.70%	1.80%	4.60%
Two race categories	0.40%	1.00%	0.90%	1.60%
Hispanic (any race)	2.60%	3.10%	2.40%	12.50%
<b>Average Household Income (2000 Census)</b>	<b>Tulane/Gravier</b>	<b>Orleans Parish</b>	<b>Louisiana</b>	<b>United States</b>
Average Household Income (1999)	\$ 16,565	\$ 43,176	\$ 44,833	\$ 56,644
<b>Population in Poverty (2000 Census)</b>	<b>Tulane/Gravier</b>	<b>Orleans Parish</b>	<b>Louisiana</b>	<b>United States</b>
Percent of Population in Poverty	56.20%	27.90%	19.60%	12.40%
Percent of Children Under 5 in Poverty	62.30%	43.00%	29.00%	18.10%
Percent of Population Over 65 in Poverty	39.80%	19.30%	16.70%	9.90%
<b>Vehicles Available (2000 Census)</b>	<b>Tulane/Gravier</b>	<b>Orleans Parish</b>	<b>Louisiana</b>	<b>United States</b>
No vehicle available	50.30%	27.30%	11.90%	10.30%
<b>Type of Transportation (2000 Census)</b>	<b>Tulane/Gravier</b>	<b>Orleans Parish</b>	<b>Louisiana</b>	<b>United States</b>
Use of public transportation to work	35.30%	13.00%	2.20%	4.60%

Source: U.S. Census 2000; the Greater New Orleans Community Data Center at <http://gnocdc.org/orleans/>

As seen in table 2 the highest proportion in regards to age groups is that of 18-34 and the lowest is 85 years old and older.

Table 2: Age

<b>Age</b>	<b>Tulane/Gravier</b>		<b>Orleans Parish</b>		<b>United States</b>	
	<b>2000</b>	<b>2010</b>	<b>2000</b>	<b>2010</b>	<b>2000</b>	<b>2010</b>
5 years old and under	8.4%	8.2%	8.4%	7.6%	8.2%	7.9%
6-11 years old	9.0%	5.9%	9.2%	6.8%	8.9%	8.0%
12-17 years old	9.0%	5.9%	9.1%	6.9%	8.6%	8.2%
18-34 years old	31.3%	42.1%	25.9%	29.2%	23.8%	23.2%
35-49 years old	19.0%	18.7%	21.9%	19.2%	23.2%	20.7%
50-64 years old	12.4%	14.9%	13.8%	19.4%	14.9%	19.0%
65-74 years old	6.6%	2.8%	6.0%	6.1%	6.5%	7.0%
75-84 years old	2.9%	1.1%	4.2%	3.4%	4.4%	4.2%
85 years old and older	1.4%	0.5%	1.5%	1.5%	1.5%	1.8%

**Source Citation:** GNOCDC analysis of data from U.S. Census 2000 Summary File 1 (SF1) and U.S. Census 2010 Summary File 1 (SF1).

The highest proportion nationality is African Americans with a staggering 78.2% and the lowest is that of American Indian at 0.2%. White or Caucasians stood at 13.5% as seen in table 3.

Table 3

Tulane/Gravier	Orleans Parish			United States			
	Racial & ethnic diversity	2000	2010	2000	2010	2000	2010
Black or African American	78.2%	71.2%	66.6%	59.6%	12.1%	12.2%	
White	13.5%	12.0%	26.6%	30.5%	69.2%	63.7%	
Asian	5.0%	3.7%	2.3%	2.9%	3.6%	4.7%	
American Indian	0.2%	0.3%	0.2%	0.2%	0.7%	0.7%	
Other	0.1%	0.5%	0.2%	0.3%	0.3%	0.4%	
2 race categories	0.4%	0.7%	1.0%	1.3%	1.6%	1.9%	
Hispanic (any race)	2.6%	11.6%	3.1%	5.2%	12.5%	16.3%	

**Source Citation:** GNOCDC analysis of data from U.S. Census 2000 Summary File 1 (SF1) and U.S. Census 2010 Summary File 1 (SF1).

*Economics:*

The median household income according to the 2010 Census was \$30,619 compared to New Orleans as a whole of \$37,468 and Louisiana as a whole of \$39,313.

Table 4 Household Income

Tulane/Gravier	Orleans Parish			United States					
	Household income type	2000	2006-2010	MOE*	2000	2006-2010	MOE*	2000	2006-2010
Wage or salary income	54.7%	78.5%	+/- 9.3%	73.3%	74.1%	+/- 0.9%	77.7%	76.6%	+/- 0.1%
Self-employment income	6.1%	7.7%	+/- 19.3%	8.7%	11.4%	+/- 0.7%	11.9%	11.6%	+/- 0%
Interest, dividends, or net rental income	11.1%	7.4%	+/- 5.1%	23.7%	19.6%	+/- 0.7%	35.9%	24.2%	+/- 0.2%
Social Security income	24.9%	22.9%	+/- 9.1%	24.7%	24.5%	+/- 0.5%	25.7%	27.5%	+/- 0.1%
Supplemental security income	11.7%	2.6%	+/- 18.2%	7.8%	5.7%	+/- 0.5%	4.4%	4.0%	+/- 0%
Public assistance income	7.9%	0.9%	+/- 18%	5.4%	2.6%	+/- 0.4%	3.4%	2.5%	+/- 0%
Retirement income	6.6%	9.2%	+/- 7.7%	13.4%	13.6%	+/- 0.5%	16.7%	17.5%	+/- 0.1%
Other types of income	14.1%	13.1%	+/- 8.7%	12.4%	11.6%	+/- 0.7%	13.2%	14.0%	+/- 0%

**Source Citation:** GNOCDC analysis of data from U.S. Census 2000 Summary File 3 (SF3) and 2006-2010 American Community Survey

As the table above shows, around 7.9% of the community received some form of public assistance in 2010. The table below lists the percentages of each line of work as it pertains to the total number of working individual in the neighborhood. The highest percentage of workers are in the accommodation and food services industry at 18.7% with the least in the utilities industry at 0.3%.

Table 5: Employment Sectors

	Tulane/Gravier	Orleans Parish	United States		2004	2010	na	na
			2004	2010				
Total number of workers living in the neighborhood			1,179	895	172,274	110,312	na	na
Agriculture, Forestry, Fishing and Hunting			0.0%	0.0%	0.1%	0.1%	na	na
Mining, Quarrying, and Oil and Gas Extraction			0.5%	0.4%	0.7%	0.7%	na	na
Utilities			0.3%	1.1%	0.7%	0.6%	na	na
Construction			4.2%	3.7%	3.1%	4.1%	na	na
Manufacturing			3.2%	2.9%	4.1%	4.3%	na	na
Wholesale Trade			4.5%	2.3%	3.0%	2.7%	na	na
Retail Trade			11.6%	11.6%	10.3%	11.2%	na	na
Transportation and Warehousing			3.6%	4.1%	3.9%	3.5%	na	na
Information			2.0%	1.1%	1.8%	2.1%	na	na
Finance and Insurance			3.1%	1.2%	4.6%	3.7%	na	na
Real Estate and Rental and Leasing			1.4%	1.5%	2.0%	1.8%	na	na
Professional, Scientific, and Technical Services			4.5%	4.1%	5.6%	6.5%	na	na
Management of Companies and Enterprises			1.4%	1.6%	1.6%	1.9%	na	na



Administration & Support, Waste Management and Remediation	9.5%	8.4%	7.0%	6.8%	na	na
Educational Services	9.2%	12.6%	11.8%	11.1%	na	na
Health Care and Social Assistance	12.6%	10.4%	13.7%	12.6%	na	na
Arts, Entertainment, and Recreation	2.5%	3.1%	3.5%	2.5%	na	na
Accommodation and Food Services	18.7%	24.5%	14.5%	18.1%	na	na
Other Services (excluding Public Administration)	3.0%	3.0%	3.5%	3.4%	na	na
Public Administration	4.3%	2.2%	4.4%	2.3%	na	na

**Source Citation:** GNOCDC analysis of Local Employment Dynamics, U.S. Census Bureau

The unemployment rate as of 2010 according to the Census stood at 9.5% compared to New Orleans as a whole of 9.4% and Louisiana as a whole of 5.0%. In the table below you can see percentages regarding the population of the community that are in poverty. A staggering 56.2% of people within the community were living in poverty as of 2000 with 43.8% just living at or above the poverty line.

Table 6

	Tulane/Gravier			Orleans Parish			United States		
	2000	<u>2006-2010</u>	<u>MOE*</u>	2000	<u>2006-2010</u>	<u>MOE*</u>	2000	<u>2006-2010</u>	<u>MOE*</u>
Population in poverty	56.2	37.3	+/-	27.9	24.4		12.4	13.8	+/-
People living in poverty	%	%	15.2%	%	%	+/- 1%	%	%	0.1%
People living at or above poverty	43.8	62.7	+/- 20%	72.1	75.6	+/- 1%	87.6	86.2	+/- 0.1%
	%	%		%	%		%	%	

**Source Citation:** GNOCDC analysis of data from U.S. Census 2000 Summary File 3 (SF3) and 2006-2010 American Community Survey

According to the 2010 Census the average estimated value of homes in the area was \$202,747 compared to Louisiana as whole which stood at \$179,842. The table below lists the average rental costs for homes in the area.

Table 7

Average rental cost (in 2010 dollars)	Tulane/Gravier			Orleans Parish			United States		
	2000	<u>2006-2010</u>	<u>MOE*</u>	2000	<u>2006-2010</u>	<u>MOE*</u>	2000	<u>2006-2010</u>	<u>MOE*</u>
Average contract rent	na	\$607	+/- \$220	na	\$781	+/- \$34	na	\$794	+/- \$4
Average gross rent	na	\$757	+/- \$270	na	\$963	+/- \$41	na	\$937	+/- \$5

**Source Citation:** GNOCDC analysis of data from U.S. Census 2000 Summary File 3 (SF3) and 2006-2010 American Community Survey

## Conclusion

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The anchor institution of Whole Foods Market, Inc. is serving as a primary economic force helping to secure the economic future and viability of the Tulane/Gravier neighborhood and community. It is fostering community partnerships and creating jobs for the citizens.

This business summary explored the information behind the industry utilizing a company profile which includes: industry information, management directories, the business' profile, and company news. The neighborhood profile illustrates information regarding the history, geography, demographics, and economics of the neighborhood. The impacts of this anchor institution in respect to the neighborhood and its citizens were the primary focus and concentration of this research project.



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University of New Orleans

# The Recovery School District

**An Anchor Institution's role in the Livable Claiborne Corridor Project**

Taryn Dunn

5-2-2014

Urban and Land Use Planning

Dr. Michelle Thompson

MURP4050

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## Research Summary

“The Recovery School District: An Anchor Institution’s Role in the Livable Claiborne Community Project” researches the importance this mid-anchor institution has in the Livable Claiborne Community (LCC). The LCC Project was commissioned by the Mayor’s office to research the neighborhoods geographically connected to Claiborne Avenue. The LCC sought to assess the needs of the communities and implement projects aimed to address those needs. The Recovery School District is one of many mid-anchor institutions that are located in the LCC study region and directly affects the economic health of the community and its residents. This paper reviews the needs addressed in the LCC study area that are directly or indirectly influenced by the Recovery School District.

## Introduction

This research paper provides a summary of the current progress of the Livable Claiborne Communities (LCC) project, a business profile of the Recovery School District (RSD) located in the LCC study area, and a profile of the Central Business District (CBD), the neighborhood the RSD is located in. The LCC study was the beginning stage of a small area comprehensive plan to address development along Claiborne Avenue, a significant transportation corridor in New Orleans. The goal of the LCC study was to analyze the current demographics, economy, and infrastructure in the study area and then to provide analysis on alternate development projects (Livable Claiborne Communities, 2013a, p. 7). The alternative development projects are aimed to improve the quality of life in the study region through various structures (i.e. small business development, community development, infrastructure improvements, etc.).

Focus will also be placed on the North Rampart Main Street Initiative located within the LCC study region. The non-profit organization North Rampart Main Street, Inc. (NRMSI) serves as the governing body for the redevelopment and historic preservation along North Rampart Street. Similar to the goals of the LCC but on a smaller scale, NRMSI seeks to return North Rampart to its original splendor by revitalizing the business community (Anderson, A., 2012, p. 14).

Finally, the paper will focus on a particular mid-level anchor institution and its importance in the economic and community redevelopment of the LCC communities. Henry Louis Taylor, Jr. and Gavin Luter summarized the many literature definitions of anchor institutions as “large, spatially immobile, mostly non-profit... [And] play an integral role in the local community” (2013, p. 8). Unfortunately, by characterizing anchors as “large”, this definition cannot be applied to those institutions that do not have a high number of employees. “Large” is still a key qualifier but the influence (passive or active) of an institution on its host community is a key factor as well.



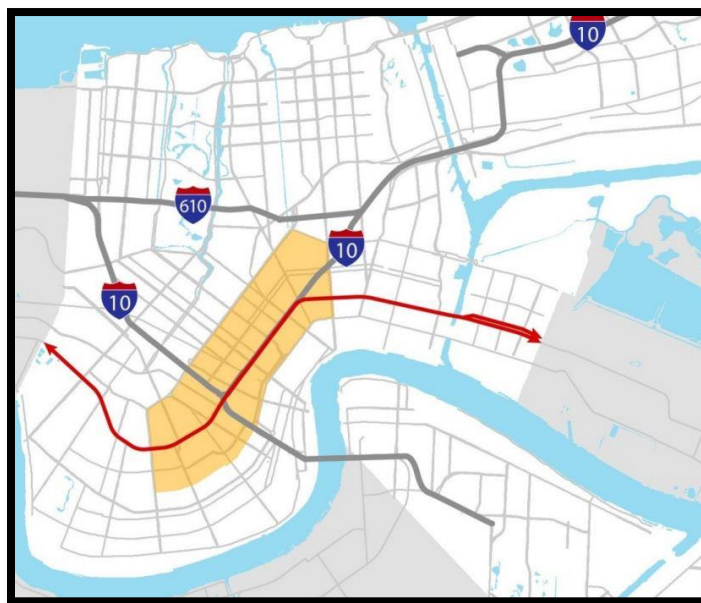
Excluding “large”, the mid-level anchor institution included in this paper meets the other qualifiers; the Recovery School District is spatially immobile, non-profit, and a significant stakeholder in the public education system and economic development of New Orleans Communities. More detailed information regarding the Recovery School District and its role as an anchor institution in the LCC will be discussed.

## Livable Claiborne Communities Project Profile

### Purpose of the Livable Claiborne Communities Study

The Livable Claiborne Communities Study was the beginning stage of a small area community wide comprehensive plan to implement a community redevelopment and sustainability plan for the Claiborne Avenue Corridor and the neighborhoods located along the corridor (Livable Claiborne Communities, 2013a). The study area encompasses Claiborne Avenue from Napoleon Avenue on its eastern border to Elysian Fields Avenue on the western border. The northern and southern borders are Broad Street and North Rampart Street respectively.

**Map 1: New Orleans and Livable Claiborne Community Study Region (highlighted), 2013**



Source: Livable Claiborne Communities, 2013c

Funding for the initial study came from the city government and two federal government grants; the Community Challenge Planning Grant from the Department of Housing and Urban Development (HUD) and the TIGER II Grant from the Department of Transportation (DOT) (LCC, 2013). The HUD grant supports organizations that aim to improve the overall quality of living in an area by “amending or replacing local master plans, zoning codes, and building codes” and “promoting (*sic*) mixed-use development, affordable housing, the reuse of older buildings and structures for new purposes and similar activities...” (U.S. Department of Housing and Urban Development, 2011). The TIGER II grant seeks applicants with “projects that [have] exceptional benefits...and make investments in our Nation's infrastructure that make communities more livable and sustainable” (U.S. Department of Transportation, 2014). Adhering to the grant requirements, the Livable Claiborne Corridor (LCC) project seeks to revitalize the corridor and the neighborhoods it supports through development in the transportation infrastructure and economy. The Claiborne Avenue corridor is defined primarily by the I-10 overpass that follows Claiborne Avenue through the city. The at-a-Glance report compiled by the LCC highlights that 40% of the households in the study region do not have access to a car (Livable Claiborne Communities, 2013a, p. 5-6) and rely on other modes of transportation. Given this characteristic and the goals developed by the LCC, the I-10 overpass does not dominate the concerns of the communities. Within the study area, there already exist many projects and businesses representing a wide array of priorities and foals aimed to enhancing the quality of life within the Claiborne Avenue corridor (Livable Claiborne Communities, 201a, p. 7).

### Goals of the Livable Claiborne Communities Initiative

Upon completion of the LCC Study, a small area comprehensive plan was developed for the Claiborne Avenue corridor and the included neighborhoods. Berke, Godschalk, Kaiser, and Rodriquez define a small area, community plan as similar to a city's land use plan excepting the scale of the plan's focus (2006, p. 348). City land use plans address the environmental and economic needs of the city while the community wide plan focuses on the human values of a small area (p. 348). To assess the human values of the LCC Study region citizen participation was a

key component to the LCC’s vision and goal development. Through engagement with the community, the LCC produced five goals that summed up the concerns and priorities of all stakeholders involved (Livable Claiborne Communities, 2013c, p. 15). These goals are “equitable access to economic opportunity, preservation of culture and identity, managed change to benefit the existing community, sustainable solutions for our flood-prone environment, and enhanced transportation choice and access” (2013c, p. 15). The goals of the LCC plan reflect the city of New Orleans’ goals in their comprehensive plan, or ResultsNOLA. Table 1 lists out the LCC goals and their counterparts in the ResultsNOLA’s key performance measures.

**Table 1: Comparison of New Orleans’ Community Development goals and the Livable Claiborne Communities’ Goals, 2013-2014**

<b>City of New Orleans Community Development Goals</b>	<b>Livable Claiborne Communities’ Goals</b>
Develop and train the local workforce, and connect residents to jobs.	1. Equitable access to economic opportunity.
Promote business growth and job creation.	
Promote business growth and job creation. (cultural economy and tourism promotion)	2. Preservation of culture and identity.
Promote quality neighborhoods.	3. Managed change to benefit existing community.
Prepare for, mitigate, and effectively respond to emergencies.	4. Sustainable solutions for our flood-prone environment.
Promote energy efficiency and environment sustainability.	
Maintain and improve public infrastructure.	5. Enhanced transportation choice and access.

**New Orleans source:** New Orleans City Planning Commission, 2014, p. 13-18.

**Livable Claiborne source:** Livable Claiborne Communities, 2013, p. 15.

ResultsNOLA's goals are broad with numerous objectives that are similar to the LCC goals. For example, LCC’s goal 1 is an objective of two ResultsNOLA’s Goals; Develop and Train the Local Workforce, and Promote Business Growth (New Orleans City Planning Commission, 2014, p. 17). Projects within the LCC have already been in existence that addresses all 3 goals; for example Oschner Hospital and Delgado Community College’s Incumbent Employee Training, and New Orleans Business Alliance’s Prosperity NOLA and its industry cluster driven economic development strategy (Gardere, A., 2014).

## Main Street Initiative

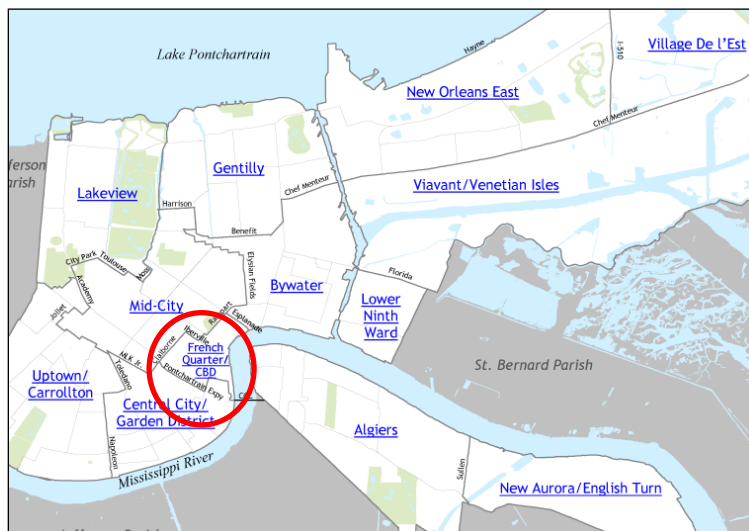
Though not recognized as a Commercial Corridor Revitalization area, the Claiborne Avenue corridor and the LCC project embodies the four fundamental points of revitalization described by the National Historic Preservation’s Commercial Corridor Revitalization program; organization, promotion, design and economic restructuring (National Trust for Historic Preservation, 2014). Within the LCC study area are multiple Commercial Corridor Revitalization programs, or Main Street Programs and the street that defines the southern border of the LCC study area is one of the Main Street Programs. The North Rampart Main Street Program governed by the non-profit organization NRMSI seeks to revitalize the corridor through historic preservation and economic development (Anderson, A. and Thompson, M., 2012. p. 14) following Hurricane Katrina. Projects of this Main Street include tax credit assistance, business development and attraction, and historic preservation (p. 14).

## Central Business District Neighborhood

### Overview

The Recovery School District is located in the Central Business District (CBD) of New Orleans. Situated between the Bywater and Garden District neighborhoods, the CBD houses the Mercedes-Benz Superdome, the Veterans Healthcare system, Tulane University Medical School, Harrah’s Casino, numerous hotels, and other major cultural and economic anchor institutions.

**Figure 1: New Orleans’ Neighborhoods**



Source: <http://www.gnocdc.org/NeighborhoodData/Orleans.html>

Once a plantation, the CBD developed into the Faubourg St. Marie community after the Louisiana Purchase of 1803 (Data Research Center, 2002). The area began developing into a Business center that housed many religious, cultural, and industrial buildings (2002). The civil war proved debilitating to the Faubourg St. Marie community and following the civil war the community began its reconstruction as a port city (2002). Presently, the CBD is a zoned a Business District with specific and varying zoning ordinances according to six districts within the CBD, and includes zoning for open spaces and parks (New Orleans City Planning Commission, 2013a). Table 2 outlines the six districts and their specific ordinances.

**Table 2: New Orleans' Central Business District Zoning Ordinances, 2013**

Zoning District	Ordinance
CBD-1: Business and Commercial District	Large Office Services(financial and commercial)
CBD-2: Mixed-Use District	Reuse of Existing Structures
	Vertically mixed-use buildings (office, retail, institutional, and residential)
CBD-3: Cultural Arts District	Museums, cultural, performing arts, and visitor services
CBD-4: Exposition District	Large Destination Uses and Related Services
CBD-5: Urban Core Neighborhood District	Residential and Residential Services
CBD-6: Bio-Science District	Large scale bio-science campuses and supportive services

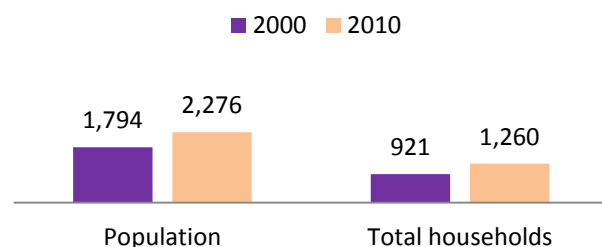
Source: New Orleans City Planning Commission, 2013b

### Central Business District Demographics

The CBD does not have areas zoned exclusively for residential but instead has mixed-use zoning that includes residential use. As the business center of the city, the CBD has a smaller residential population.

Figure 2 shows the population and households in the CBD from 2000 - 2010. Orleans parish has a population of

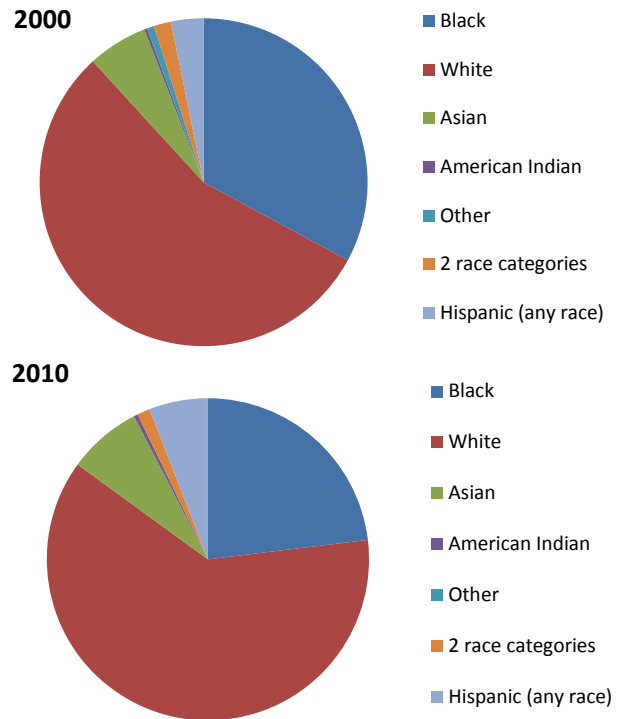
**Figure 2: Population and Households from 2000-2010, Central Business District**



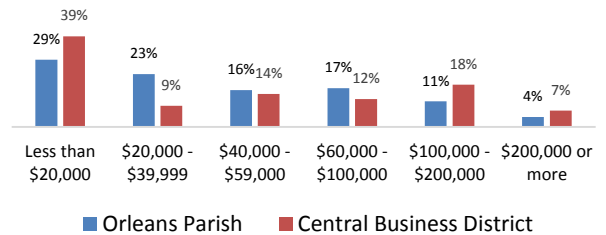
343,829 (Data Research Center, 2014) and the CBD represents .007% of the parish population.

Compared to Orleans Parish, the racial composition of the CBD differs significantly. Figure 3 compares the 2000 and 2010 racial composition for the Central Business District. In 2010 Orleans Parish was composed of 30% white and 59% black. The CBD is almost a juxtaposition of the city; 62% of the population identifies as white and 23% identify as black (2014). Another difference that exists between the CBD and Orleans Parish is the income distribution. Figure 4 shows the income distributions of Orleans Parish and the CBD. The difference between the top income ranges ('less than \$20,000' and '\$100,000 - \$200,000') represents the income disparity for residents residing in the CBD. The employment breakdown of the CBD residents supports this disparity. The two top industries, 'Accommodation and Food Services' at 16% and 'Professional, Scientific, and Technical Services' and 13% (2014) represent the top employing industries of the CBD residents.

**Figure 3: Racial Composition, 2000-2010, Central Business District**



**Figure 4: 2010 Income Distribution, New Orleans and the Central Business District**



**Figure 2 – 4 sources:** Data Research Center (2014). *Central Business District Statistical Area*

## The Recovery School District

### Overview

Created by legislation passed in 2003, the Louisiana Recovery School District (RSD) is a state turnaround agency whose mission is to “transform chronically underperforming schools across the state to raise student achievement so that all Louisiana students can attain a college degree or professional career” (Recovery School District, 2013a). The majority of schools in the RSD are located in New Orleans due to legislation enacted after Hurricane Katrina, but low-performing schools throughout the state can be placed in the RSD by the state Board of Elementary and Secondary Education (BESE) (2013a). In the 2013-14 school years, the RSD directly operated 15 schools and oversaw 59 charter schools (New Orleans Parents Guide, 2013, p. 11).

<b>Recovery School District</b>
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1615 Poydras St. Suite 1400
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New Orleans, LA 70112
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Phone (504)-373-6200
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<a href="http://www.rsdl.net">www.rsdl.net</a>
--

Central Office Employees: 105
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Provides Educational Services
-------------------------------

Of the 15 schools operated by the RSD, 5 schools were located in New Orleans and the 59 charter schools were operated by 25 charter operators that serve as their own school district (p. 12). In this sense, the city of New Orleans has 29 independent school districts that operate 82 schools; 25 Independent Charter Operators that function as autonomous school districts, the Recovery School District, the New Orleans Parish School Board, and the Board of Elementary and Secondary Education (p. 11). Prior to Hurricane Katrina, the Recovery School district had taken over 5 schools of the 136 schools originally under OPSB (Vaughan et al., 2011, p. 4-5). After Hurricane Katrina the Recovery School was able to take over 119 schools.

### Livable Claiborne Study Region

Of the five goals defined in the LCC study, the RSD is an anchor that affects the outcomes of LCC’s Goal 1; Equitable access to economic opportunity. The city of New Orleans identifies high graduation rates and standardized test scores as indicators of success for their goal; Develop and train the local workforce (New Orleans City Planning Commission, 2014, p. 17). The RSD also affects both goals

through its construction contracts and their Disadvantaged Business Enterprise (DBE) program (Recovery School District, 2013b). In 2012, the RSD introduced their DBE program that requires 25% of all construction work be provided by a DBE contractor (Bell, D., 2012). Their DBE program aims to recruit DBE contractors to undertake projects funded by the city of New Orleans and/or federal grants (2012). After Hurricane Katrina the RSD took over operations of the vast majority of schools in New Orleans leaving Orleans Parish School Board (OPSB) with control of 17 of their original 131 schools (Recovery School District, 2013a). The hurricane’s devastation produced FEMA grants to OPSB and the RSD to address the construction needs of their schools (Bell, D., 2012).

Beyond their economic influence, the RSD has significant influence in the quality of neighborhoods their schools are housed. Within the LCC study region are 11 charter schools operating under the RSD (New Orleans Parents Guide, 2013, p. 12). Table 3 lists the 11 schools and their school performance score (SPS), the states standardized unit of school performance measure (p. 23).

**Table 3: Public/Charter Schools Governed by the Recovery School District, New Orleans, 2013**

<b>Elementary Schools</b>			
Joseph Craig	T	Lawrence D. Crocker College Prep	T
John Dibert Community School	B	Edgar P. Harney	D
Success Preparatory Academy	C	KIPP Central City Primary	C
Andrew H. Wilson Charter	D	Sylvanie Williams College Prep	C
<b>Middle Schools</b>			
KIPP Central City Academy	B		
<b>High Schools</b>			
Joseph S. Clark Preparatory	T	John McDonogh	T

T = denotes school underwent change in school operator (i.e. from OPSB or RSD to Charter Operator or from one Charter Operator to another Charter Operator)

In addition to these 11 schools, there are 9 additional schools located within close vicinity of the study region. Because all of the charter schools under the Recovery School District are open enrollment, it is very likely that the neighboring schools serve students located in the LCC Study region. The overall



success of the schools directly affects the quality of life factor in the neighborhood and city. Furthermore, a poor primary education is usually a determining factor in a child's success and overall educational attainment (New Orleans City Planning Commission, 2014, p.107).

## **Conclusion**

The Livable Claiborne Communities Study and Project serves as a small area comprehensive plan that seeks to address the priorities and goals of the community members and other stakeholders. This plan intends to focus and guide development along the Claiborne Ave corridor and the neighborhoods found along it. Within the LCC study includes a Main Street Initiative Program, North Rampart Main Street program which focus on the economic development and historic preservation of industries along North Rampart Street (Anderson, A. and Thompson, M., 2012. p. 14).

The mid-level anchor institution represented in this paper, the Recovery School District, has a significant role in the LCC as a provider of primary educational services and a contractor of DBE firms. The performance of the schools under its operation directly affects the quality of living in the neighborhoods and contracted DBE firms provide local employment for those DBE's located within the study region and the city of New Orleans. Overseeing the governance of 59 schools in New Orleans (New Parents Guide, 2012, p. 12), the RSD has a huge economic and social stake in the city and therefore renders the RSD as immobile and a permanent company in New Orleans.

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Urban Land Use Planning and Plan Making 5050

Sarah LaRock

5/5/2014

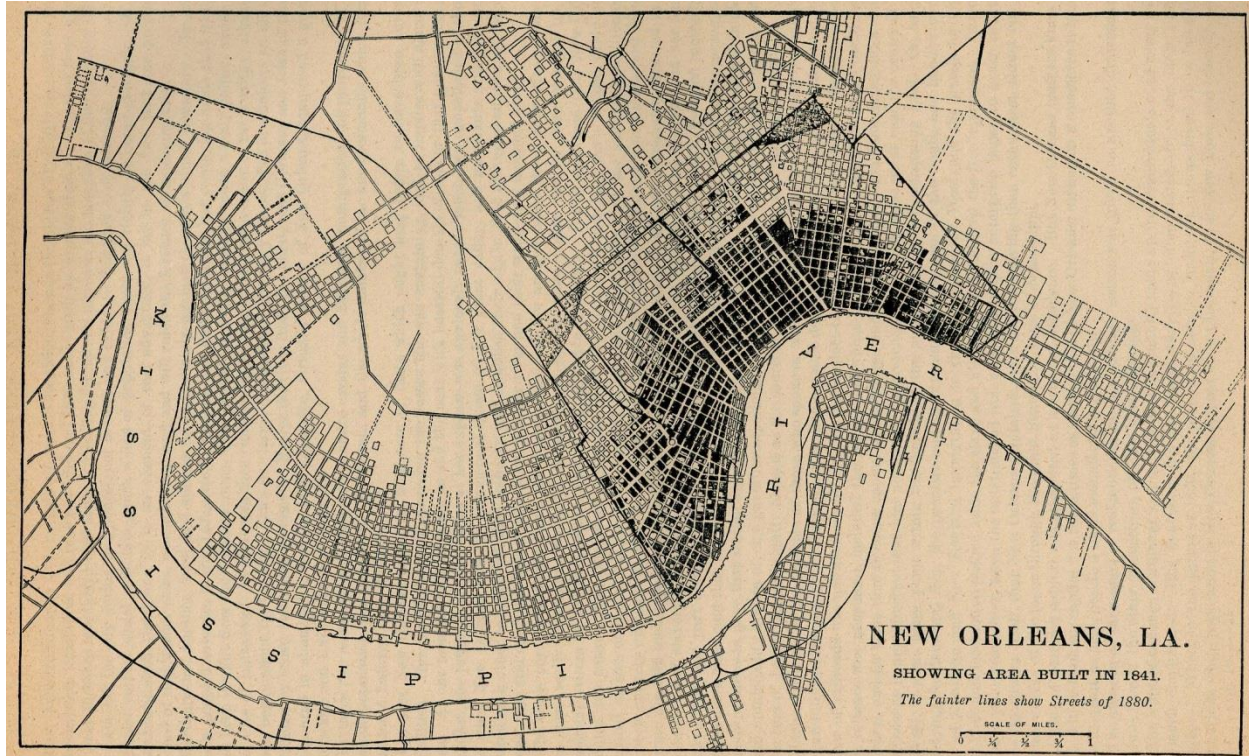


Figure 1: Map of New Orleans c. 1841

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## **Research Summary:**

This study reviews the work of the Livable Claiborne Communities in reference to both small areas and the greater city of New Orleans. It examines the history and demographics of one area, the Tremé, and considers the role of a mid-anchor business in both economic development and community revitalization through an analysis of the Charbonnet Funeral Home.

## **Introduction**

New Orleans is a diverse city with neighborhoods in many different stages of development. Since Hurricane Katrina, the city has been in a state of reconstruction. While some neighborhoods were hardly affected by the storm, others have yet to rebound due to unstable conditions established long before the city was devastated. In planning efforts to rebuild the city, there are certain neighborhoods that have become a priority for special district-wide plans. A district-wide plan “recognizes the individuality of each small area and its value as part of the overall urban mosaic, and describes how the small areas relate to each other and to area wide activity centers, the transportation network and open spaces system.” (Berke, 2006)

In discussing an overview of New Orleans, this paper will outline the area wide activity centers, transportation network and open spaces system that effect a district-wide planning study called the Livable Claiborne Communities or, LCC. The work of the LCC will be discussed in reference to the needs of the study area and strides taken to address those needs. There will also be a discussion of anchor-businesses and their role in community development, followed by an analysis of a commercial corridor/main street organization within the study area. Finally, this paper will discuss a specific small area called the Tremé and a local business, the Charbonnet Funeral Home that has become an important mid-anchor for the neighborhood.

## **New Orleans, an overview**

The City of New Orleans has made impressive strides to improve infrastructure, livability and economic development since hurricane Katrina. “As of August 2013, FEMA has obligated \$10.3 billion for debris removal and infrastructure repairs for the New Orleans metro...” (Waller, 2013) Despite these efforts, much of the city’s population, especially those from neighborhoods that were struggling before the storm, continue to suffer from a lack of support and remain in need of investment.



The population of New Orleans has dropped 24% since hurricane Katrina. Almost half of the city's neighborhoods have yet to recover 90% of their residents. (Waller, 2013) These population

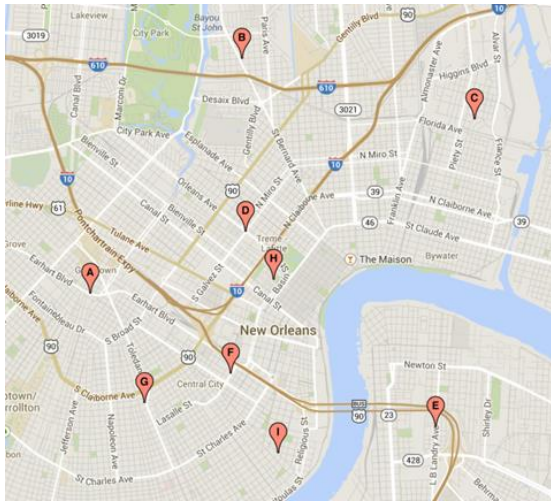


Figure 2: Public Housing Locations, New Orleans

rates, in combination with a lack of economic development have left 25% of the city blighted. Additionally, post-Katrina housing is unaffordable. The cost of renting has risen nearly 40% since the storm, causing 54% of renters to be cost burdened, spending more than a third of their pre-tax income on rent and utilities. (Waller, 2013) The Housing Authority of New Orleans remains the primary affordable housing provider in the city, currently serving close to 20,000 households (one in four renter households) through public housing and the Housing

Choice Voucher (HCV-formerly known as Section 8). (Kittelson & Associates Inc, 2013) Since Katrina, the organization has participated in the redevelopment of 9 mixed income and public housing communities throughout the city. These investments are central to the economic and community revitalization aspects of rebuilding New Orleans.

In addition to the HANO projects, which enhance livability in the city, a major investment to improve economic development is the New Orleans Bio District. “BioDistrict New Orleans



Figure 3: Stats, BioDistrict New Orleans

encompasses 1,500 acres spanning the Downtown and Mid-City areas of New Orleans. The BioDistrict is focused on the development of a biosciences industry in New Orleans that will provide world-class biosciences research and development; local, regional, and global healthcare delivery; and stable, high-paying jobs for professionals, managers and workers representing a wide range of skills (BioDistrict New Orleans)”. This development follows a broader trend of growth in knowledge-based industries, including higher education and insurance services. (Waller, 2013) Unfortunately, adult education attainment is not being advanced in the New



Orleans metro area at the same rate as in the nation, especially for African American men who have experienced no increase in percent obtaining a degree since 2000. (Waller, 2013)

Another municipal investment that affects both blight and neighborhood revitalization, is the Lafitte Greenway. “The Lafitte Greenway Bicycle and Pedestrian Path are a 2.6-mile multi-use trail and linear park connecting the French Quarter to Bayou St. John and Mid-City.” (City of New Orleans, 2014) Funded by \$9.1 million in Disaster Community Development Block Grants and Louisiana Recreational Trails grants, the Lafitte Greenway project broke ground in 2013. Plans to clean up the blighted canal and railway will improve the neighborhood but there is potential that this development will attract wealthier home buyers, driving up housing prices and displacing current residents.

Though New Orleans is making considerable progress in rebuilding, it is important that efforts are made not to drive out disadvantaged citizens but rather to connect those citizens to the resources that are becoming available. One of the most important practices in city planning is to create an inclusive process that involves citizens from all backgrounds planning collaboratively. “A crucial step in collaborative planning is to identify and analyze community stakeholder groups. These are residents, neighborhoods, interest groups, power holders, decision makers, public officials, committees, business people, nongovernmental organizations, educational institutions, professionals and constituencies affected by and able to effect community policies and plans.” (Berke, 2006) The Livable Claiborne Communities Study did exactly that in researching the potential development of the Claiborne corridor.

## **The Livable Claiborne Communities Study and Initiative**

### **Mission and Scope**

“The Livable Claiborne Communities Study is a multidisciplinary study focused on community revitalization and economic development in neighborhoods along Claiborne Avenue, and the role of the avenue as a regional connector. It seeks to catalyze revitalization opportunities through transportation and other public facilities investments”. (Livable Claiborne Communities).

The geographic focus of the study covers several neighborhoods spanning a 3.9 mile corridor along Claiborne Avenue. The boundaries of the study are from Napoleon Avenue to Elysian Fields

Avenue and between Broad Street on the lake side to Danneel Street, Oretha Castle Haley Boulevard, Rampart Street and St. Claude Avenue at the riverside.



Figure 4: Livable Claiborne Communities Study Area

### Demonstrating Need

“People living in the LCC Study Area are more likely than New Orleanians as a group to be poor, to rent rather than own, to lack high school or college credentials, and to be unemployed.” (Kittelsohn & Associates Inc, 2013) Both the city as a whole and the LCC have high levels of blight.

- 38% of households in the LCC live in poverty compared with 21% poverty city wide
- 71% of LCC residents are renters compared with 52.2% of residents city wide
- Below 20% of people have a college degree in the LCC compared to ~30% city wide
- 20.7% of people in the LCC are unemployed compared to 12% in New Orleans
- Both the LCC and New Orleans have a rate of blighted properties at 25%

(Kittelsohn & Associates Inc, 2013)

**Poverty**

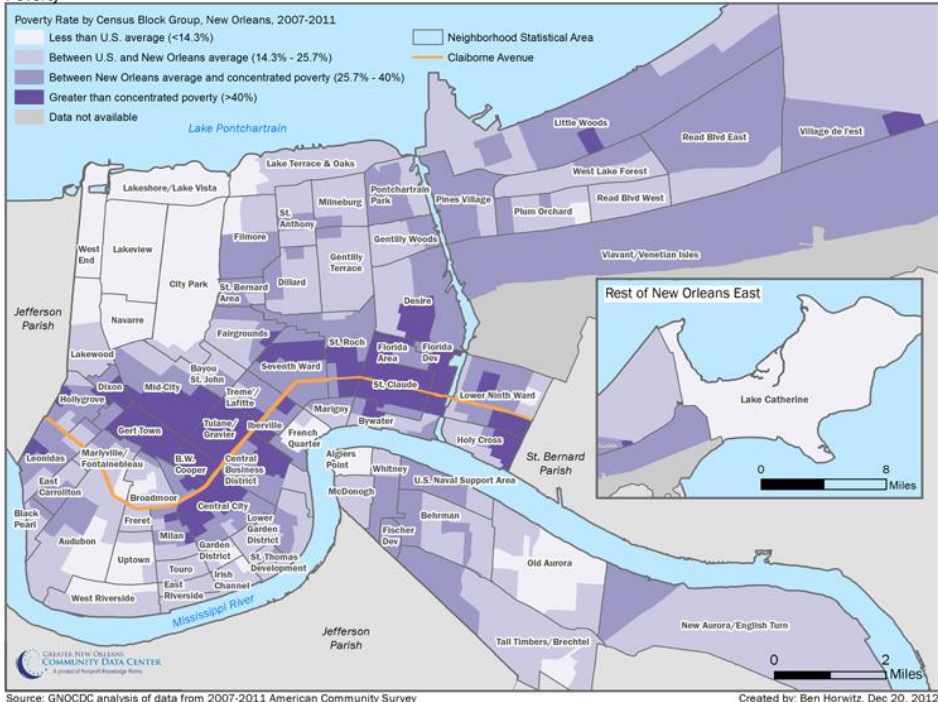


Figure 5: Concentrations of Poverty, New Orleans

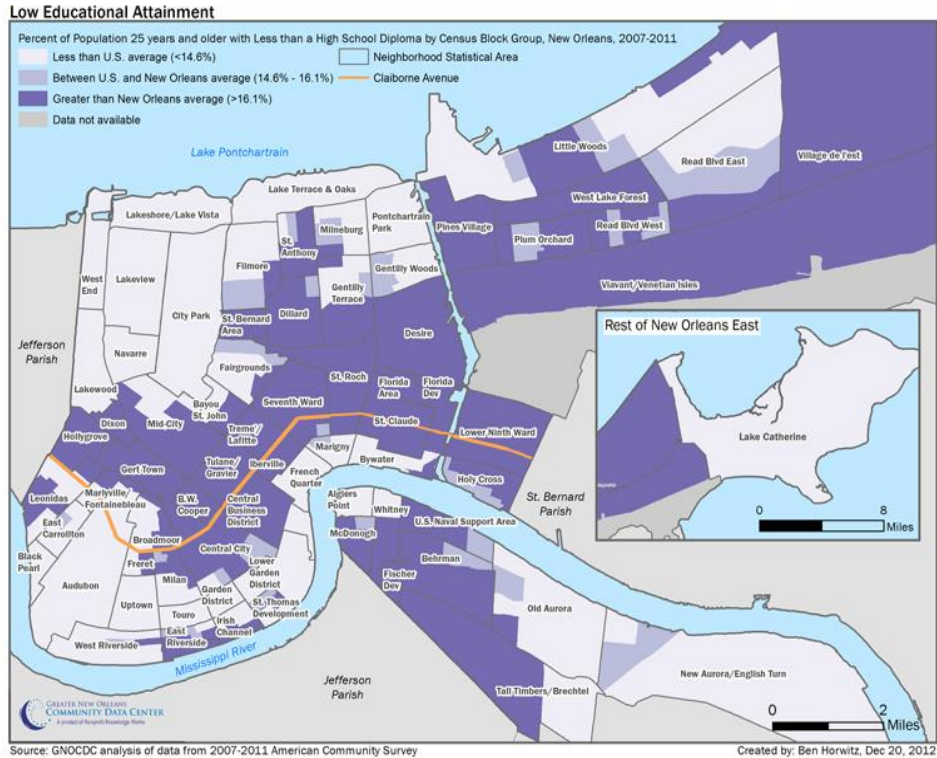


Figure 6: Education Attainment, New Orleans

The above maps demonstrate how both poverty and lack of education trend along the Claiborne Corridor. These statistics indicate that the study area of the LCC is in great need of investment for economic development and neighborhood revitalization.

### **Stakeholder Perspectives**

The work of the LCC is to gain community input through stakeholder outreach that will shape analysis and form future goals for investments in the area. (Livable Claiborne Communities)

One of the main points of discussion in the LCC Study was whether or not to take down the I-10 overpass that runs above Claiborne Avenue. Most stakeholders were skeptical of the proposition, especially those representing the Port of New Orleans who fears that interference with a central route of transportation would make it difficult for trucks to reach the port. (White, 2013) Claiborne corridor residents were also skeptical of the project because they feared it would encourage gentrification of their neighborhoods and dilute their cultural traditions. Residents did welcome proposals for revitalization improvements, employment opportunities and help for small businesses. (Kittelson & Associates and Goody Clancy, 2013)

### **Anchor Businesses**

Anchor businesses are a key component of community revitalization and economic development. Anchor businesses have four main components: spatial immobility, corporate status, size, and a mission in social purpose. (Taylor, 2013) Immobility gives anchors a strong economic stake in the health of the surrounding community. Corporate status draws billions of dollars in funding, usually from non-local sources allowing the institution to spend large amounts on local goods and services, act as a major employer, train the local workforce and utilize vast resources to benefit the local community. Although there is no specific size requirement that an institution must meet to be an anchor, most studies suggest that anchors are institutions whose land holdings, purchasing power, employment and cultural influences impact the local economy. The mission in social purposes such as democracy, equity, social and racial justice, place and community will enable an anchor to build mutually beneficial and sustainable relationships with its host community, thereby enabling it to become a change agent and engine of socioeconomic development. (Taylor, 2013)



## The Livable Claiborne Communities Initiative

After creating a baseline study through stakeholder outreach the organization learned that whether the interstate overpass stays up or comes down, there is a need to connect residents to jobs, healthcare and green space. Biodistrict New Orleans, a center for livable-wage work and quality healthcare is partially within the Claiborne corridor. The Lafitte Greenway and three of the public housing communities are also within the study area boundaries. The Livable Claiborne Communities Initiative plans to work with the community to create easy pathways of transportation to the new resources that will become available to the community.

One group that the study reached out to that is already working to improve neighborhoods in the LCC area, is the Broad St. Communities Connection.

## Main Street Analysis: Broad Community Connections

Broad Community Connections is a Main Street organization dedicated to the Broad Street corridor. “Broad Community Connection’s mission is to revitalize Broad Street from Tulane Avenue to Bayou Road as a vibrant commercial corridor, bringing together the surrounding neighborhoods and promoting their economic, residential, and cultural development.” (Broad Community Connections) The organization was founded as a 501(c) (3) in 2008 and was accredited as a Main Street organization by the National Trust for Historic Preservation in 2009. Membership to the organization is free and open to businesses and residents of neighborhoods surrounding the North Broad Corridor. The majority of members are residents.

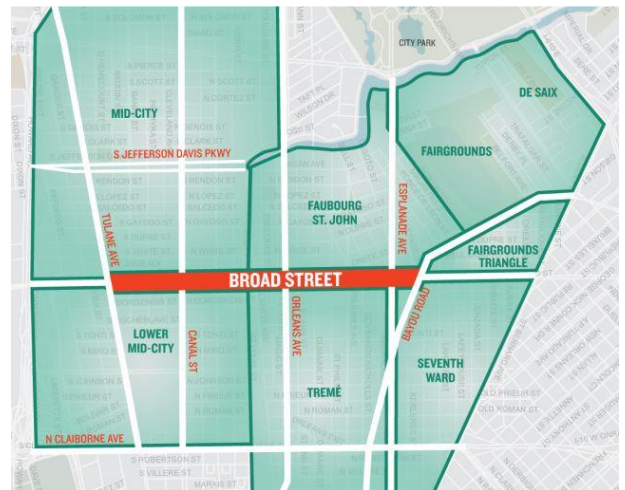


Figure 7: Broad Community Connections Corridor

The organization has several programs and events. It is the primary sponsor and contributor to the Bayou Road Brewhaha, an annual street festival that celebrates coffee and beer brewing. Broad Community Connections also does events through two of their programs: 100 Trees on Broad and Bayou Road, which does tree plantings along the corridor, and Refresh Project which hosts meetings and fundraisers. Other programs run by the organization include Iconic Signage which helps to provide professional and artistic signage to businesses throughout the corridor, and

The Broad Street Story Project which highlights the unique cultural identity of the community through the stories of local residents and business owners.

Figure 8: Iconic Signage



Figure 9: Grand Opening, Whole Foods on Broad St



Broad Community Connections seeks to alleviate blight and promote commercial investment. One major success has been the construction of a Whole Foods Market that will act as an anchor institution for the neighborhood.

## The Tremé

### History of Tremé

The Tremé is another neighborhood in the LCC that stands to gain from economic development and neighborhood revitalization. This neighborhood, more than any other in New Orleans, carries an historical significance for African American culture in the city.

The Tremé was an essential life line for African American tradition since the time of slavery. Enslaved African Americans were brought together every Sunday in the Tremé at a place called Congo Square, then known as “Place des Nègres”, to drum and dance. Though the white population saw this practice as simple entertainment, the custom became the most important expression in continuing African culture in the New World. This tradition flourished until officials grew more anxious about unsupervised gatherings of slaves in the years before the Civil War. (Wikipedia)

**Figure 10: Illustration of Congo Square c. 1886**



**Figure 11: St Augustine Church c. 1930**

The City of New Orleans purchased the 40 acres of what is now known as the Tremé from Claude Tremé in 1810 and incorporated the land in 1812. The area was highly populated by large numbers of white and black immigrants from Saint-Domingue (now Haiti) and other free people of color in the late 18<sup>th</sup> and early 19<sup>th</sup> centuries. In the mid-19<sup>th</sup> century, African Americans such as Rodolphe Desdunes and Thomy Lafon endowed educational facilities, orphanages and religious institutions to serve people of color, causing the area to emerge as a center of African American culture and power in the city. As an example, St. Augustine’s Church on Governor Nichols and

Henriette Dilille St, built in 1841, was the first racially integrated church in New Orleans.  
(Preservation Resource Center)

After thriving for over one hundred years, the neighborhood was deeply impacted by two major projects constructed by the City of New Orleans: Armstrong Park displaced twelve blocks of historical Tremé housing and Congo Square, and the 1-10 over pass on Claiborne Avenue bisects the Tremé through its center where there was once a large neutral ground with mature oak trees.  
(Charbonnet)

### Physical Geography

For mapping and statistical purposes, the Tremé District has been combined with the Lafitte Corridor, the site of the aforementioned Lafitte Greenway. The Tremé/Lafitte neighborhood borders the French Quarter on North Rampart St. between St. Louis and Esplanade Avenue and extends past Claiborne Avenue all the way to North Broad (also between St. Louis and Esplanade). The map shown was chosen to highlight the relative density of businesses and cultural institutions below the Claiborne Corridor that cuts through the Tremé.



The lower part of Tremé (riverside of Claiborne), particularly around Charbonnet Funeral home, is a hub of economic and community activity. Just around the corner from the funeral home is the Candlelight Lounge, a popular music venue for brass bands that serves creole food. Other cultural institutions such as the New Orleans African American Museum and the Backstreet Cultural Museum are also located in the area. Joseph Craig Elementary School and the Tremé Recreation Center are located two blocks south of the funeral home. A short distance further south is the beginning of Armstrong Park. There are a variety of other businesses along North Rampart St though noise ordinances have shut down many of the historical music venues, even those that came back after Hurricane Katrina.

Figure 12: Map Tremé



Housing in the area consists of early Creole Cottages dating from the 1830s along with larger scale townhouses from the 1840s. Tremé saw continued development in the later 1800s with many double shotgun homes built in the 1880s and 1890s. Large scale houses can also be found scattered throughout the area, particularly along Esplanade Avenue. The most dominant house type above North Claiborne is the late 19<sup>th</sup> century shotgun cottage. (Preservation Resource Center)



Figure 13: Tremé Homes

## Demographics

The Tremé/Lafitte neighborhood lost more than half of its population between 2000 and 2010, dropping from 8,853 to 4,155 people, largely due to the devastating effects of Hurricane Katrina. The Tremé reflects a deeper impact than neighboring areas such as the French Quarter and Bayou St John which lost about a quarter of their total populations, percentages more similar to the losses that the city witnessed as a whole. (The Data Center, 2014)

The largest age group living in the Tremé as of 2010 was 18-34 year olds which makes up just over 25% of the neighborhood's population. People 35-49 years old and 50-64 years old make up the rest of the majority at 22.6% and 22.9% respectively. Of this majority, the neighborhood reflects a higher proportion of 35-49 and 50-64 year olds than averages for the rest of the city (about 19% for each group). It also reflects a relatively lower percent of 18-34 year old compared to the city at large (29.2%). (The Data Center, 2014)

Racially, the Tremé is predominantly Black/African American. As of 2010, the neighborhood was 74.5% black, showing greater densities of African Americans than the rest of the city which is 59.6% black. Before Katrina, the percentage of African Americans in Tremé was about 20% higher where white populations in the area have grown over 12% since the storm. (The Data Center, 2014)

The age profiles combine with the race profiles suggest that a certain amount of gentrification may be occurring in the area. This trend helps to justify concerns of the LCC residents about redevelopment and threats to neighborhood culture.

### **Economic Characteristics**

- The average household income in the Tremé/Lafitte neighborhood is \$35,166 as compared to the average for Orleans Parish at \$59,952 per household. (The Data Center, 2014)
- Over 50% the neighborhood's population receives income support. (The Data Center, 2014)
- At 22.6%, accommodation and food services is the most prevalent type of work. Also common is work in healthcare and social assistance at 13.3%, retail trade at 11.7% and educational services at 8.1%. (The Data Center, 2014)
- There is about a 21% unemployment rate through the Claiborne Corridor which includes the Tremé compared to 12% for the city as a whole. (Kittelson & Associates and Goody Clancy, 2013)
- The median sale price for a home in the Tremé is \$169,000. (The Data Center, 2014)

These economic trends indicate a high need for economic development in the Tremé. Access to accommodation and food services work is easier for residents of the neighborhood because of its proximity to the French Quarter. If residents had better access to transportation and job training, they might be able to find higher paying jobs.

### **Tremé and the LCC**

In reference to the statistics within the LCC, Tremé residents are more likely to be poor, at 39.3% poverty level than those in the greater LCC (38%) and are less likely to have a college degree at only 13.6% compared with nearly 20% for the LCC. Tremé residents are less likely to be renters at 65.7% of the population compared to 71% of renters in the LCC. Perhaps the most compelling statistic for the Tremé area is the amount of blight: 37% of houses in the Tremé are vacant and blighted compared to 25% in the LCC and city wide. (The Data Center, 2014)



**Figure 14: Blight in Tremé**

### **Definition of a Mid-Anchor Business**

Mid-anchor businesses have all of the same characteristics as anchor businesses except that the corporate status and size are much smaller. The business must be spatially permanent and serve a greater purpose within the community. The Charbonnet Funeral Home is a distinguished example of a mid-anchor business for the Tremé.

### **Business Profile: Charbonnet - Labat - Glapion Funeral Home**

Address: 1615 St. Philip Street

New Orleans, Louisiana 70116

Phone: 504-581-4411

Website: <http://charbonnetfuneralhome.com>

Facebook: <https://www.facebook.com/pages/Charbonnet-Funeral-Home/192458767592666>

E-mail: [charblabat@aol.com](mailto:charblabat@aol.com)

Type of business/service: Funeral home and crematory

Products/services: Full-service funeral home and crematory, specializing in personalized gatherings, ceremonies and jazz funerals.

Hours: Mon - Sat: 8:00 am - 6:00 pm

Location: The Charbonnet Funeral Home is located on the corner of St. Phillip and Claiborne Avenue. It lives in the shadow of the I-10 overpass though it was built years before the bridge was constructed.



Figure 15: Charbonnet Funeral Home

Staff: The staff of over 30 people consists of President and CEO, Louis Charbonnet, III, Secretary and Treasurer, Armand L. Charbonnet, 3 Funeral Directors, 2 Morticians, 2 Lawyers, a Chaplain, 8 administrative positions, a housekeeper, 8 Chauffeurs, a Jazz Funeral Consultant and a Physical Plant Consultant. (Charbonnet Funeral Home) Due to the low education rates within the Tremé area, where there are more people who lack a high school degree (more than 16%) than people who have a college degree (less than 14%), the number of jobs offered by Charbonnet Funeral Home that do not require a degree makes an important economic impact on the community.

Background: Founded in the 19<sup>th</sup> century at its original location in the French Quarter, the Charbonnet Funeral Home was called the Labat-Ray Funeral Home after the great uncle of the current owners. The third generation of owners moved the funeral home to St Phillip and Claiborne, in the Tremé, where, in 1958, it was destroyed by a fire and rebuilt to its current structure. The same owners who moved and rebuilt the business incorporated it under Louisiana state law in 1981. The current owners are the fourth generation in the family to run the business, Louis Charbonnet III and his brother Armand L. Charbonnet. Louis Charbonnet III has excelled in the area of business, civil and political contributions to the community and has also served on the Louisiana Board of Funeral Directors and Embalmers as past president and current board member. (Charbonnet Funeral Home) The generational history of the business as well as its presence in the same location for more than

half a century make the Charbonnet Funeral Home suitable for the immobility qualification as a mid-anchor business.

The mission statement of the business is to support clients through every step of their arrangements and to pay tribute to the special memory of their loved one. (Charbonnet Funeral Home)

The Charbonnet Funeral Home is one of seven funeral homes that serves the New Orleans area and is the larger of the two serving the Tremé. The establishment performs over thirty ceremonies per month and specializes in Jazz Funerals; funeral processions accompanied by brass bands and mourners that celebrate the lives of the deceased. This tradition is a mixture of many cultures, strongly influenced by the Haitian Voodoo tradition of celebrating the dead so as to please the spirits that will protect them. Through the production of Jazz funerals, the traditions of the Charbonnet Funeral Home reflect the Haitian ancestry of the Tremé neighborhood. Because of this specialization, many of the city's most culturally important figures, including musicians and Mardi Gras Indians are taken to Charbonnet when they die. (Charbonnet Funeral Home) Additionally, many of the funeral home's clients are too poor to afford the business's services. In many such cases, the Charbonnet Funeral Home will work together with another cultural institution, Social Aid and Pleasure Clubs (organizations in the city who pool money together for celebrations and often funerals) to pay for the services, making them accessible to lower income clients. Charbonnet Funeral Home is a cultural center for place and community, fulfilling their social mission as a mid-anchor business.

## **Conclusion**

As New Orleans continues to make strides towards reconstruction, it is important for planners to find ways to connect local residents to the resources that are becoming available, linking the assets of small areas to the opportunities of the city as a whole. "Small area plans provide opportunity to enhance the 'place making' aspect of the livability dimension of the sustainability prism, particularly in small-area plans for commercial areas, historic districts, neighborhoods and transit stations."

(Berke, 2006) The Tremé represents all four of these types of places, a perfect example of a valuable small area within the LCC district. Taken as a whole, the Tremé neighborhood is currently economically poor and culturally rich. But with mid-anchor businesses like Charbonnet Funeral Home holding together the fabric of the community, and initiatives like the LCC working to

connect residents to larger anchors in the city, it is clear that development is taking place. The Charbonnet Funeral Home and the entire Tremé area stand to gain from carefully organized redevelopment in their neighborhood and the larger LCC study area.

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## Final Paper

### Matt Loftis

This paper will provide an Overview of the Livable Claiborne Communities project, the Main Streets program, the Central City neighborhood and the role of the Youth Empowerment Project as an anchor institution in this study area.

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## Introduction

The Youth Empowerment Project (YEP) is located within a strategic corridor of the city, the Claiborne community. The Claiborne community has been targeted by the city of New Orleans as a unique opportunity for revitalization. The organization, Livable Claiborne Communities (LCC), was since founded to study the characteristics of each of the neighborhoods on this corridor and to guide the revitalization goals and objectives. According to the LCC's website, their study is "a multidisciplinary study focused on community revitalization and economic development in neighborhoods along Claiborne Avenue, and the role of the avenue as a regional connector." (LCC)

The LCC focus area encompasses the neighborhoods adjacent to Claiborne Avenue. These neighborhoods include: Broadmoor, Milan, Central City, B.W. Cooper, Tulane-Gravier, the Central Business District, Iberville, Tremé-Lafitte and the Seventh Ward. The LCC study area is bounded by Napoleon Avenue to the West, Broad Street to the North, Elysian Fields Avenue to the East, and Oretha Castle Haley Boulevard to the South. A map of the specific study area can be seen in Figure 1.

The Youth Empowerment Project is strategically located on Oretha Castle Haley Boulevard, just one block East of Martin Luther King Jr. Boulevard, as indicated by the blue arrow on the map. As a mid-anchor institution in Central City, the Youth Empowerment Project plays an important role in the revitalization of the neighborhood. Employing over 25 individuals and staying open despite the aftereffects of Hurricane

Katrina and the economic recession, the Youth Empowerment Project has cemented itself as a mainstay to the Central City neighborhood.

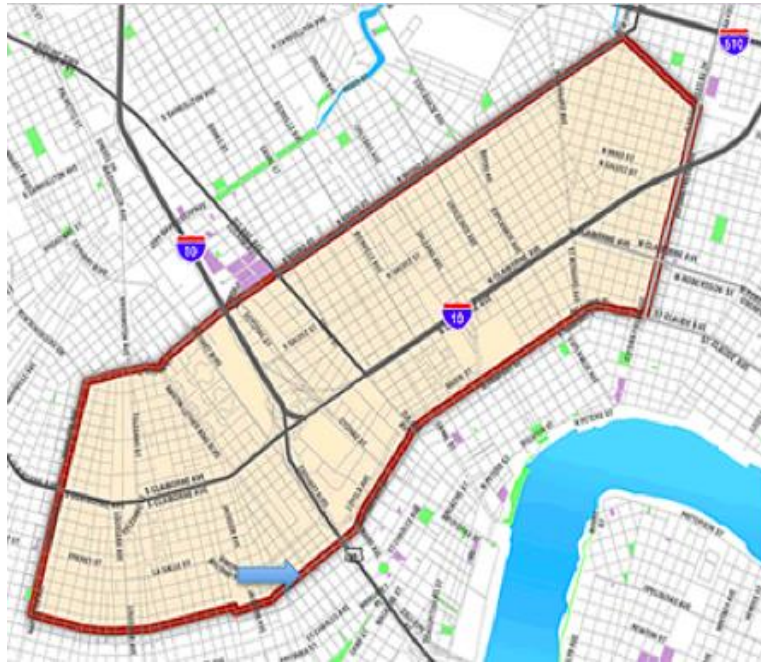


Figure 1: Livable Claiborne Communities boundary map

## Livable Claiborne Communities

The Livable Claiborne Communities is a study that took place analyzing the neighborhoods adjacent to Claiborne Avenue. The goal of this study was to identify potential methods of redevelopment for an area of the city that has seen significant population loss and disinvestment over the past decade. Through a public planning process, guided by consultant planners and community development experts, the LCC was able to identify “a set of scenarios combining transportation, revitalization, economic development and sustainability options” (LCC).

The LCC investigated removing an elevated section of Interstate-10 as a potential redevelopment scenario (LCC). Currently, the Interstate acts as a physical barrier between parts of the study area. By removing it, the city could reclaim valuable space and promote more local connectivity between neighborhoods. Unfortunately for the progression of this initiative, many citizens did not take this scenario warmly, and there has been a considerable amount of backlash following the publishing of this alternative. While the LCC is not a study of whether or not I-10 should be removed, many people see it as solely a proponent for this alternative. It is not within the mission or the authority of the LCC to propose specific changes, but rather to identify all likely and beneficial scenarios for redevelopment of this study area. It is up to the City Planning Commission and the City Council to adopt and vote on any specific changes. For the LCC to continue to make positive change, it is imperative for them to reframe their purpose as more than just deciding the fate of I-10.

The importance of this community initiative group can not be overstated. While the LCC does not directly propose or fund major physical investments in this corridor, they do analyze the impacts that various projects would have on the community. Being able to advocate for positive change and advise against negative impacts is perhaps the most important function of the LCC.



## Anchor Institutions

Over the last several decades the characteristics of the United States economy have changed dramatically. Manufacturing and the production of physical goods used to be the backbone of this country. Now, however, the service economy has emerged as the nation's strongest sector. In many communities these changes were difficult to manage, and for those without strong anchor institutions, these changes quickly lead to population loss as people seek new opportunities elsewhere. According to the Initiative for a Competitive Inner City's publication, *Inner City Insights: Anchor Institutions and Urban Economic Development*, Anchor Institutions such as Hospitals and Universities (Meds and Eds) are important for the continuing development of urban areas, because they are strongly invested in the places they operate. "They hold significant investments in real estate and social capital, making it extremely difficult for them to pull up stakes and leave" (ICIC).

Anchor institutions are able to provide a level of consistency to local economies that other businesses often struggle to provide. While some localities slip into economic hardship, communities can often rely on the Anchor Institutions to provide a steady stream of employment and capital investment to the area. The Youth Empowerment Project, while not a traditional large anchor institution, is beginning to be seen as an integral mid-level anchor to the central city neighborhood. While the rest of the area experienced economic disinvestment and population loss from 2004-2014, the Youth Empowerment Project grew steadily

during this time, providing jobs to local individuals and making a positive impact on the community as a whole.

Many large anchor institutions provide value to their communities in the form of cash in lieu of taxes. This financial investment can be used to enhance city services and make communities more livable and attractive to residents. This, however, is not the only way in which anchor institutions can boost local economies. The Initiative for a Competitive Inner City states, “there is another, more efficient way for anchors to bolster their local economies: by working with their communities to create a shared value for both” (ICIC). The author goes on to explain shared value as “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social condition in the communities in which it operates” (ICIC).

The Youth Empowerment Project falls into this second category of community impact. The shared value that they create by mentoring and educating the community’s youth population is immeasurable. They are able to do this all while expanding their own operating budgets and employing more and more residents of the community. Mid-anchor institutions like the Youth Empowerment Project sustain the pulse that gives life to neighborhoods like Central City in New Orleans.

## **Business Summary of the Youth Empowerment Project**

The Youth Empowerment Project (YEP) is a non-profit organization with 501 (c) 3 status. This organization was founded in 2004 and has been growing

consistently ever since. YEP works in the business of bettering our communities' at-risk-youth population. Their official mission statement is as follows "By providing intensive case management, mentoring and educational services to at-risk New Orleans youth, we will strengthen each young person's capacity to successfully connect with his or her family and community and lay the foundation for a healthy transition to adulthood." (YEP)

As a social entrepreneurial organization, YEP operates with dual bottom lines, fiscal and social. Since its founding in 2004, YEP has worked well to improve on both of these bottom lines, increasing operating budget, staff, fundraising as well increasing the number of programs they offer and number of youth enrolled in these programs. "In our first year of operation, we had one program, served 25 youth and had an annual budget of \$235,000. Today, we manage an annual budget of over \$2.6 million and serve over 1,000 youth annually through our seven programs" (YEP)

YEP is managed by 24 full-time staff members, 5 part-time staff members and a 14-member board of directors. Funding for YEP is provided from a variety of sources and donors. Many large-scale corporations, organizations and municipal entities have made commitments to help keep the mission of YEP alive and running. These include but are not limited to: the City of New Orleans, AT&T, Capital One, JP Morgan Chase Foundation, and many other local and national philanthropic foundations. Like many nonprofit organizations, funding is almost entirely reliant on outside sources and grant writing. The team at YEP has done a great job to not only sustain their operating budget but also to consistently increase it.

## Neighborhood Information

The Youth Empowerment Project is located in the Central City neighborhood of New Orleans. Like most of New Orleans, this neighborhood is steeped in historical significance. Central City is home to one of New Orleans' most recognized and important landmarks, the Saint Charles Streetcar, which was officially added to the National Register of Historic Places in 1973. (Preservation Resource Center) Additionally, Central City served as an important district in New Orleans during the Civil Rights movement. Dr. Martin Luther King addressed this neighborhood in 1957, just three years before the Dryades street boycott. (Preservation Resource Center). Unfortunately, the population loss that was experienced in Central City following Hurricane Katrina was even more drastic than what was experienced in other parts of the city. According to the Greater New Orleans Data Center, Central City went from a population of 19,072 in the year 2000 to 11,257 in 2010, a nearly 50% decrease. More work needs to be done to reinvest in and to revitalize this area. It is no surprise that the LCC has targeted this neighborhood as a specific study area.

Central City is, as its name suggests, centrally located in the city of New Orleans. Central City is bounded by I-10 to the East, Saint Charles Avenue to the South, Toledano Street to the West and Broad Street to the North. Central City is accessible by various modes of transportation, be that automobile, traditional bus routes, or Streetcar service as mentioned above. Furthermore, convenient access to the interstate system allows for increased thru-traffic and for economic benefits to the businesses located near Claiborne Avenue. Some of New Orleans' most valuable

attractions are located inside or nearby to Central City, including the Superdome and the New Orleans Arena, which lie just east of this neighborhood.

### **Main Street Programs**

Throughout the Nation, Main Street programs have emerged as a tool for revitalizing historical commercial corridors. Typically corridors are chosen that were once lively cultural landmarks, which have experienced some level of disrepair or disinvestment. Within Central City lies Oretha Castle Haley Boulevard, a corridor that has been chosen by the City of New Orleans to be included in their Main Streets Program. The purpose of the Main Street Program is to restore these once-dynamic corridors to their former beauty. The City of New Orleans has awarded three other corridors this designation. These include the following: North Rampart Street, Oak Street and Saint Claude Avenue.

The Youth Empowerment Project is opportunely located on Oretha Castle Haley Boulevard. According to Michelle Thompson's and Alena Anderson's publication, *Where Y'at: An Evolution of Commercial Corridor Revitalization Programs in New Orleans*, "New Orleans Commercial Corridor Revitalization Programs (CCRPs) are designed to minimize blight, increase the number of jobs and businesses, attract private developers and investors, support historic preservation, promote arts / cultural identity, and increase community engagement in neighborhoods" (Where Y'at, pg.6) The Oretha Castle Haley Boulevard is positioned to successfully meet these goals and has already seen serious commitments in both Private and Public development activity.

## Demographic Characteristics

### A) Population

Table 1: 2000, 2010 Population for Central City & Orleans Parish

	Central City	Central City	Orleans Parish	Orleans Parish
Year	2000	2010	2000	2010
Population	19,072	11,257	484,674	343,829

Source: gnocdc.org

### B) Average Age

Table 2: 2000, 2010 Age for Central City & Orleans Parish

	Central City	Central City	Orleans Parish	Orleans P
Age	2000	2010	2000	2010
5 years old and under	9.20%	7.50%	8.40%	7.60%
6-11 years old	11.00%	6.40%	9.20%	6.80%
12-17 years old	9.70%	5.90%	9.10%	6.90%
18-34 years old	23.90%	27.20%	25.90%	29.20%
35-49 years old	20.50%	18.40%	21.90%	19.20%
50-64 years old	13.10%	21.60%	13.80%	19.40%
65-74 years old	6.70%	7.30%	6.00%	6.10%
75-84 years old	4.20%	3.90%	4.20%	3.40%
85 years old and older	1.70%	1.80%	1.50%	1.50%

Source: gnocdc.org

## C) Ethnic Groups

**Table 3: 2000, 2010 Race for Central City & Orleans Parish**

	Central City	Central City	Orleans Parish	Orleans
Racial & ethnic diversity	2000	2010	2000	2010
Black or African American	87.10%	72.40%	66.60%	59.60%
White	9.90%	17.30%	26.60%	30.50%
Asian	0.60%	1.40%	2.30%	2.90%
American Indian	0.10%	0.30%	0.20%	0.20%
Other	0.00%	0.20%	0.20%	0.30%
2 race categories	0.70%	1.30%	1.00%	1.30%
Hispanic (any race)	1.60%	7.10%	3.10%	5.20%

Source: gnocdc.org

Besides the sharp decline in population loss, which has been covered above, the other demographic features that tend to stand out in this neighborhood are the average age ranges and the ethnic make-up of the area. Despite having 11% of the population in the 6-11 age cohort in 2000, only 5.9% of the population fell into the 12-17 age cohort in 2010. This shows that a significant number of individuals who were between 6-11 years old in 2000 are no longer here in 2010. The most likely explanation for this is displacement after Hurricane Katrina. Furthermore, the racial makeup of this neighborhood varies slightly from the rest of the Parish. 72.40% of the population in Central City identifies as Black or African American compared to 59.60% of Orleans Parish who identify as the same ethnicity.

## Economic Characteristics

### A) Income by type

Table 4: 2000, 2006-2010 Income for Central City & Orleans Parish

	C.C	C.C.	O.P.	O.P.
Household income type	2000	2006-2010	2000	2006-2010
Wage or salary income	56.90%	61.10%	73.30%	74.10%
Self-employment income	5.00%	7.00%	8.70%	11.40%
Interest, dividends, or net rental income	9.60%	8.90%	23.70%	19.60%
Social Security income	27.50%	28.70%	24.70%	24.50%
Supplemental security income	14.80%	11.50%	7.80%	5.70%
Public assistance income	8.80%	1.30%	5.40%	2.60%
Retirement income	9.90%	10.60%	13.40%	13.60%
Other types of income	12.90%	13.40%	12.40%	11.60%

Source: gnocdc.org

### B) Household Income

Table 5: 2000, 2006-2010 Household Income for Central City & Orleans Parish

	Central City		Orleans Parish	
Year	2000	2006-2010	2000	2006-2010
Average household income	\$30,407	\$39,200	\$56,497	\$59,952

Source: gnocdc.org – represented in 2010 dollars

The Central City neighborhood of New Orleans tends to perform slightly weaker than the rest of the Parish in terms of income. While the percentage of wage or salary income has increased in Central City over the past 10 years from 56% to



61%, that figure is still 13% lower than the Parish average. Additionally, interest, dividends, or rental income are only half of what they are in Orleans Parish—8.9% compared to 19.6%. When looking at the average household income, the blatant discrepancy between Orleans Parish (\$59,952) and Central City (\$39,200) becomes quite obvious. These figures represent the challenges that the LCC was designed to face. Promoting economic development and revitalizing this historic and centrally located corridor will provide a much needed jolt of energy for Central City and New Orleans as a whole. Groups like the Youth Empowerment Project are already working to meet that end.

## **Conclusion**

The City of New Orleans has undergone many dramatic changes in the past decade, largely due to the aftermaths of Hurricane Katrina. While much of the city has struggled to rebuild back to the levels before the storm, some areas like the Claiborne Corridor are recovering at even slower paces. Fortunately for the residents within this area, groups like the Livable Claiborne Communities have picked up the task of analyzing economic development scenarios. The Private and Public sectors are beginning to come together to make serious and long-lasting investments in this area as well; these investments will continue to move the redevelopment efforts forward.

As the neighborhoods within the LCC study area continue to recover, it is important for them to not lose sight of their initial goals. They will be met with many challenges along the way, from changing demographics to potential increases

in property value. Ensuring equitable options for residents to move back to their former neighborhoods must continue to be a primary focus of the revitalization of these neighborhoods. Newly built developments like the Harmony Oaks Apartment Complex and the Faubourg Lafitte Housing Complex offer affordable housing options and have taken the lead on drawing residents back to their communities.

Mid-anchor institutions like the Youth Empowerment Project will continue to play an important role in the redevelopment of this study area. While larger anchor institutions have the ability to employ more individuals, the presence of multiple mid-anchors compounds their importance and offers employment and added revenue to the neighborhood residents. The LCC has identified an approach they call “Rooftops to Retail” which simply refers to the strategy of encouraging residential growth to promote commercial activity. The idea is that the more people who live in an area, the more demand there will be for small business activity. It is important to recognize the work that has already been done and the organizations that have contributed to it, however, there is still much to be accomplished.

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### Photograph of Youth Empowerment Project Office Site





# TULANE/GRAVIER:

Ahead of community revitalization, one grocer is  
already trying to water the food desert

Taylor M Jones

May 05, 2014

The University of New Orleans

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Figure 1: Rendering of Claiborne Corridor with I-10 removed

Source: [http://www.nola.com/politics/index.ssf/2012/11/new\\_orleans\\_community\\_meetings.html](http://www.nola.com/politics/index.ssf/2012/11/new_orleans_community_meetings.html)

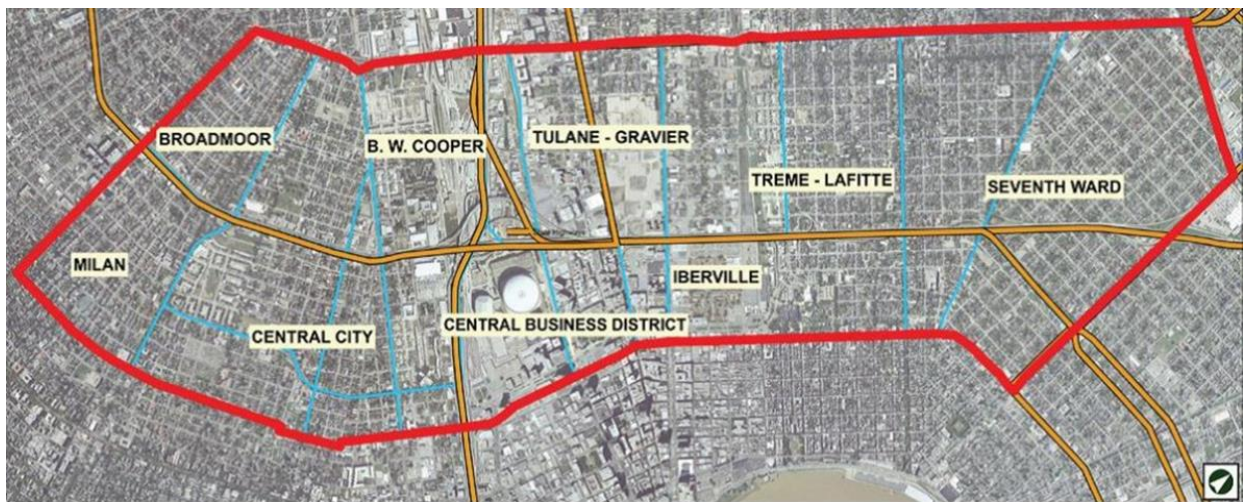
## Introduction

This paper examines the role and potential impact of Ideal Market, a mid-level anchor business, in the functioning of the Tulane/Gravier neighborhood within the larger Livable Claiborne Corridor study area in New Orleans. Anchor institutions are fixtures within the urban and social landscape of inner cities, such as universities, hospitals, sports venues or cultural institutions that are rooted within the community and unlikely to leave. They are also usually the largest employer in the area (Initiative for a Competitive Inner City). A mid-level anchor is a business, organization or institution that is not necessarily the largest employer, but still plays an important role as an employer to the surrounding community and creates shared value for them as well as their community.



## Livable Claiborne Communities

The Livable Claiborne Communities study is aimed at finding resources and ways to strengthen the neighborhoods in the Claiborne Avenue corridor. The focus is on economic development and revitalization as well as what role the corridor plays within the region as a transportation connector, and how efforts to improve the neighborhoods could affect that role, and vice versa. The corridor stretches from Napoleon Ave. along Claiborne to Elysian Fields Ave., and lies between Broad St. and Oretha C. Haley Boulevard west of the central business district, and between North Rampart St., St. Claude Ave. and Broad St. east of the central business district (City of New Orleans, 2013d).



Source: <http://www.theneworleanstribune.com/main/many-residents-leery-of-claiborne-corridor-study/>

**Figure 2:** Map of the Livable Claiborne Corridor

The proposed interventions range greatly in terms of both cost and scope, but all revolve around the raised section of Interstate-10 that runs through the corridor. On one end of the spectrum, there are proposals for removing several of the on-ramps to that section of Interstate-10, using the newly available space to construct infill development, and a number of options are explored that try to bring life to the underpass along the neutral ground of Claiborne Ave (City of



New Orleans, 2013a). One of the more involved proposals call for the removal of the elevated section of Interstate-10 and returning Claiborne to its original form as a tree lined boulevard with many commercial institutions. This would be in addition to the construction of infill development on the lots currently occupied by the interstate's on-ramps (City of New Orleans, 2013b). One proposal builds off of that even further and suggests the removal of Interstate-10 through the downtown area and filling in the space with new high-rise development, which would dramatically change the character of the area. Given the role that New Orleans plays in terms of the interstate, as well as its port infrastructure, this could greatly affect not just the neighborhoods in this corridor or even the entire city, but the region as a whole (City of New Orleans, 2013c).



Figure 3: Broad Community Connections Logo

Source: [broadcommunityconnections.org](http://broadcommunityconnections.org)

## Broad Community Connections

Broad Community Connections is an officially accredited Main Street Program founded in 2008 that aims to revitalize the commercial corridor on Broad St. between Tulane Ave. and Bayou Rd. Main Street is a program created by the National Trust for Historic Preservation, a private non-profit organization that focuses on fostering awareness for historical places around the country and advocates for their preservation. The Main Street Program was created in order to change the way people think about their communities and promote a sense of neighborhood and community pride ahead of improvements in urban design and economic diversity in neighborhoods, commercial districts and other economic corridors. Broad Community

Connections aims to foster community ties and partnerships, and nurture economic and cultural growth in the neighborhoods surrounding Broad St. It has several ongoing projects, including the Iconic Signage project and the ReFresh Project, a hub of fresh food markets and organizations working to improve the community's access to healthy, quality food (Broad Community Connections, n.d.).

## Tulane/Gravier Neighborhood



Figure 4: St. Joseph Cathedral

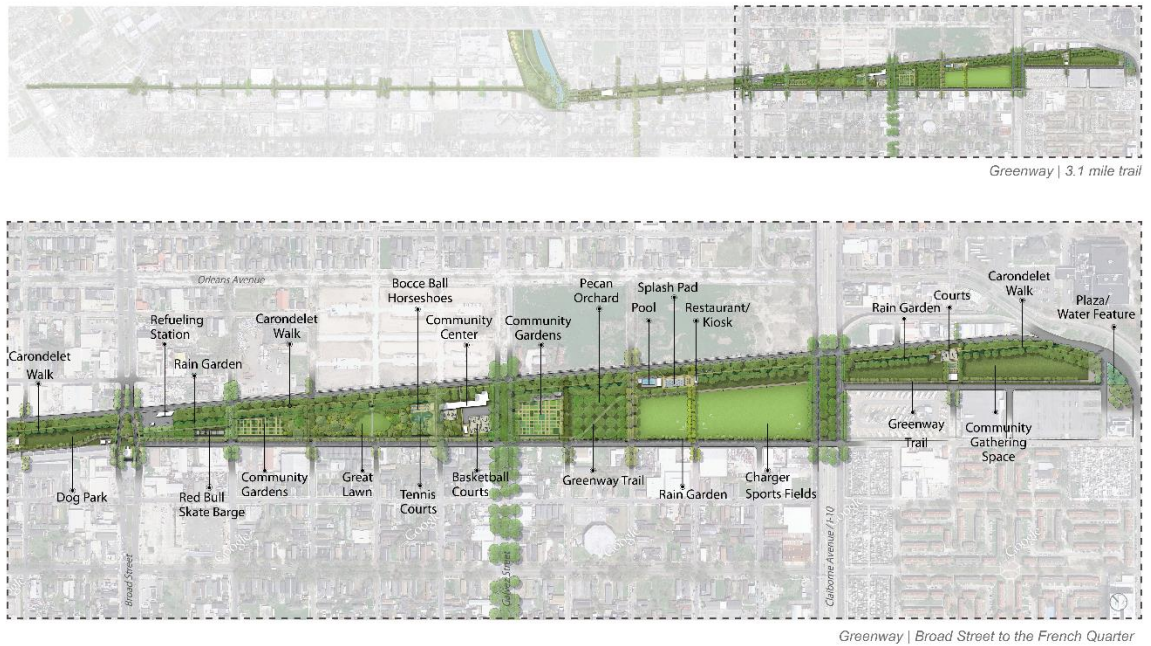
Source: <http://hdrcreme.com/photos/27213-St-Joseph-Cathedral>

## Physical Geography

The Tulane/Gravier neighborhood lies in the heart of New Orleans, just north of the Mercedes Benz Super Dome, and is bordered by the Pontchartrain Expressway, Saint Louis St., South Broad St. and Claiborne Ave. The area is home to many historic shotgun and camel back houses, as well as The University Hospital, part of Louisiana State University's Medical Center and New Orleans' Medical Center of Louisiana. Historic St. Joseph Cathedral, built in 1892 and pictured above, is also located in the neighborhood (Greater New Orleans Community Data Center [GNOCDC], 2002a). There is one streetcar line that runs through Tulane/Gravier with 5 stops in the neighborhood along Canal St. There are also four different bus lines that service the neighborhood with 14 stops. There are no parks or playgrounds in the neighborhood, although

officials recently broke ground on the Laffite Greenway Bicycle and Pedestrian Path, a 2.6 mile linear park that borders the neighborhood (McClendon, April 01, 2014).

### Lafitte Greenway + Revitalization Corridor | Vision for the Future



The Greenway trail weaves through fields, orchards, rain gardens, and recreational spaces, creating dynamic experiences across the site. The Greenway is transformed into a spine that not only connects neighborhoods, but provides distinction of design, function, context, and environmental responsibility.

Figure 5: Rendering of Lafitte Greenway along Broad Street

Source: Analysis and Planning, <http://www.asla.org/2013awards/328.html>

### History

The land on which Tulane/Gravier now lies was originally owned by the Order of the Jesuits, but after they were evicted by the King of France in 1763 the land changed hands many times before ultimately being granted to Marquis de Lafayette in 1806 as a show of gratitude for his

help in the American Revolution. It remained with him for nearly 40 years before being sold to John Hagan, leading to the land changing hands many times again. Nothing much became of



it until several canals were dug through the area in the mid nineteenth century, allowing for rail and industrial development to begin along the waterways. This spurred several developments and housing began being built around 1860, although most of the housing came towards the end of the century. As commercial development from the rest of the city spread into the neighborhood, more and more of the area's single family homes were converted into multifamily housing, until citizens began forming citizen development corporations in the 1990s and started reversing that trend (GNOCDC, 2002a).

Source: <http://www.gnocdc.org/orleans/4/46/maps.html>

Figure 6: Map of Tulane/Gravier Neighborhood

### Demographic Characteristics

In general the neighborhood experienced a decline in overall population, like the rest of the city, the primary cause of which is likely Hurricane Katrina, though there could be other factors. The population consists primarily of young to middle-aged African Americans. Whites still form the

next largest ethnic group in the neighborhood, although they are quickly being overtaken by Hispanics. Their demographic quadrupled from 2000-2010, and much of this

Table 1: **Demographics**

Demographics			
Location:	Tulane/Gravier		New O
Year:	2000	2010	2000
<b>Total Numbers:</b>			
Population	4,234	3,649	484,674
Total households	1,583	1,222	188,251
Family households	818	570	112,977
<b>Gender:</b>			
Female	54.30%	44.00%	53.10%
Male	45.70%	56.00%	46.90%
<b>Age:</b>			
5 years old and under	8.40%	8.20%	8.40%
6-11 years old	9.00%	5.90%	9.20%
12-17 years old	9.00%	5.90%	9.10%
18-34 years old	31.30%	42.10%	25.90%
35-49 years old	19.00%	18.70%	21.90%
50-64 years old	12.40%	14.90%	13.80%
65-74 years old	6.60%	2.80%	6.00%
75-84 years old	2.90%	1.10%	4.20%
85 years old and older	1.40%	0.50%	1.50%
<b>Racial &amp; Ethnic Diversity:</b>			
Black or African American	78.20%	71.20%	66.60%
White	13.50%	12.00%	26.60%
Asian	5.00%	3.70%	2.30%
American Indian	0.20%	0.30%	0.20%
Other	0.10%	0.50%	0.20%
2 race categories	0.40%	0.70%	1.00%
Hispanic (any race)	2.60%	11.60%	3.10%

Source: GNOCDC analysis of data from U.S. Census 2000 Summary File 1 (SF1) and U.S. Census 2010 Summary File 1 (SF1)

growth came after Hurricane Katrina in 2005.

To put this in context, the Hispanic population in this neighborhood grew by nearly 400% in this time span, while this same demographic grew by roughly 68% in the rest of the city. This demographic is also the only major ethnic group to experience any growth at all during this period. According to Table 1, from 2000 to 2010, the African American population fell by 7%, the White population by 1.5%, and the Asian population by 1.3%. Another important statistic is that of this quickly growing Hispanic population, over a third either do not speak English well or not at all.

Table 2: **English as a Second Language**

English as a Second Language						
Location:	Tulane/Gravier			New Orleans		
Year:	2000	2006-2010	MOE*	2000	2006-2010	MOE*
Native English speaker or speaks English as a second language "well" or "very well"	98.10%	96.00%	+/- 31.9%	98.70%	97.80%	+/- 0.7%
Speaks Spanish at home and speaks English "not well" or "not at all"	1.20%	4.00%	+/- 16.2%	0.60%	1.30%	+/- 0.2%
Speaks other languages at home and speaks English "not well" or "not at all"	0.70%	0.00%	+/- 31.3%	0.70%	0.90%	+/- 0.2%

Source: GNOCDC analysis of data from U.S. Census 2000 Summary File 3 (SF3) and 2006-2010 American Community Survey

\*Margins of error (MOE) for the 2006-2010 ACS data are based on a 90% confidence level.

### Economic Characteristics

The vast majority of the residents of Tulane/Gravier are renters rather than home owners, a trend which has increased modestly since 2000. Most of the population's income comes from wages and salaries, with about a fifth coming from social security. Less than one percent of incomes are from public assistance. The majority of employment is in accommodation and food services, followed by education services, retail, and healthcare. Unfortunately no unemployment data at the neighborhood level could be found. According to Table 3, the average household income is \$28,974 per year, roughly half of the New Orleans average of \$60,280. This likely coincides with the low level of education for the neighborhood – 55.4% of the population has a high school education or lower.

These two facts, coupled with the rapidly growing Hispanic population, over a third of who do not speak English, make finding businesses that can hire these types of workers vital to the health of the neighborhood. If jobs that cater to this demographic are not found, the unemployed population in this neighborhood could see dramatic growth. This would potentially lead to an increase in crime and serve as a barrier to the neighborhood's success.



Table 3: Poverty and Education

Poverty and Education				
Location:	Tulane/Gravier		Orleans Parish	
Year:	2000	2008-2012	2000	2008-2012
People living in poverty	56.20%	45.30%	27.90%	27.20%
People living at or above poverty	43.80%	54.70%	72.10%	72.80%
Average household income (in 2012 dollars)	\$22,832	\$28,974	\$59,497	\$60,280
Education				
Less than 9th grade	13.20%	9.60%	7.20%	4.50%
9th to 12th grade, no diploma	24.80%	16.20%	18.20%	11.10%
High school diploma or GED	23.40%	29.60%	24.00%	25.50%
Some college, no degree	22.20%	23.30%	24.20%	25.00%
Associate's degree	0.50%	2.00%	3.30%	3.80%
Bachelor's degree	10.00%	10.10%	13.90%	17.90%
Graduate or professional degree	6.00%	9.30%	9.20%	12.10%

Source: GNOCDC analysis from U.S. Census 2000 Summary File 3 (SF3) and 2008-2012 American Community Survey

Table 4: Housing and Occupancy

Housing				
Location:	Tulane/Gravier		New Orleans	
Year:	2000	2010	2000	2010
Total occupied housing units:	1,583	1,222	188,251	142,158
Owner occupied	19.30%	13.70%	46.50%	47.80%
Renter occupied	80.70%	86.30%	53.50%	52.20%
Occupancy status:				
Total housing units (full count)	1,934	1,878	215,091	189,896
Occupied housing units	81.90%	65.10%	87.50%	74.90%
Vacant housing units	18.10%	34.90%	12.50%	25.10%

Source: GNOCDC data from U.S. Census 2000 Summary File 1 (SF1) and U.S. Census 2010 Summary File 1 (SF1)

Table 5: Wages and Employment by Industry Sector

Wages and Employment by Industry Sector				
Location:	Tulane/Gravier		New Orleans	
Year:	2004	2010	2004	2010
Total number of workers living in the neighborhood:	1,179	895	172,274	110,312
Accommodation and Food Services	18.70%	24.50%	14.50%	18.10%
Educational Services	9.20%	12.60%	11.80%	11.10%
Retail Trade	11.60%	11.60%	10.30%	11.20%
Health Care and Social Assistance	12.60%	10.40%	13.70%	12.60%
Administration & Support, Waste Management and Remediation Services	9.50%	8.40%	7.00%	6.80%
Transportation and Warehousing	3.60%	4.10%	3.90%	3.50%
Professional, Scientific, and Technical Services	4.50%	4.10%	5.60%	6.50%
Construction	4.20%	3.70%	3.10%	4.10%
Arts, Entertainment, and Recreation	2.50%	3.10%	3.50%	2.50%
Other Services (excluding Public Administration)	3.00%	3.00%	3.50%	3.40%
Manufacturing	3.20%	2.90%	4.10%	4.30%
Wholesale Trade	4.50%	2.30%	3.00%	2.70%
Public Administration	4.30%	2.20%	4.40%	2.30%
Management of Companies and Enterprises	1.40%	1.60%	1.60%	1.90%
Real Estate and Rental and Leasing	1.40%	1.50%	2.00%	1.80%
Finance and Insurance	3.10%	1.20%	4.60%	3.70%
Utilities	0.30%	1.10%	0.70%	0.60%
Information	2.00%	1.10%	1.80%	2.10%
Mining, Quarrying, and Oil and Gas Extraction	0.50%	0.40%	0.70%	0.70%
Agriculture, Forestry, Fishing and Hunting	0.00%	0.00%	0.10%	0.10%
Wage Level:				
\$1,250 per month or less	44.90%	31.40%	33.80%	24.50%
\$1,251 - \$3,333 per month	44.80%	51.30%	44.00%	42.50%
More than \$3,333 per month	10.30%	17.30%	22.20%	33.00%

Source: GNOCDC analysis of Local Employment Dynamics, U.S. Census Bureau

## Ideal Market

### Primary Location:

250 South Broad St  
New Orleans, LA 70119

Phone: (504) 822-8861

### Additional Locations:

653 Terry Parkway  
Gretna, LA 70056

3805 Hessmer Ave  
Metairie, LA 70002



Source: [www.laidealmarket.com/departments/dairy](http://www.laidealmarket.com/departments/dairy)



Source: Taylor Jones

Annual Sales: \$1-2.5 million

Total Employees: 15-27

Primary Line of Business: Discount Grocery Store, Kitchen and Bakery

Management Directory:

Jimmy Saad, Manager

(Manta Media, Inc., n.d.)

### Neighborhood Context

Ideal Market's primary location is on S. Broad St. near the northwestern edge of the Tulane Gravier neighborhood, between Canal St. and Tulane Ave. The business is accessible by foot to the residents of



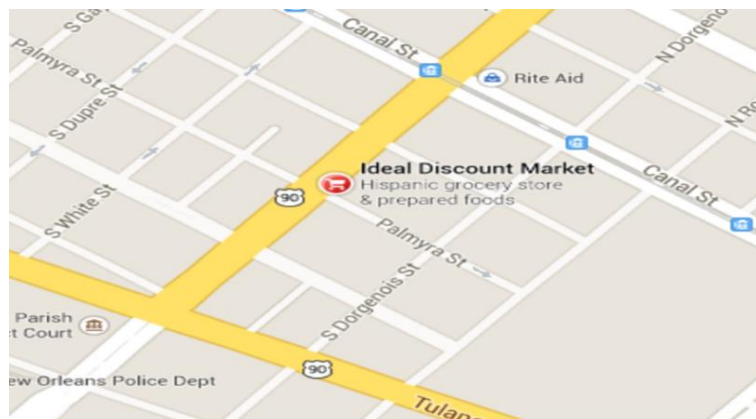
Tulane/Gravier and nearby Mid-City, and there is a bus stop one block away, and a streetcar stop two blocks away. This portion of S. Broad St. experiences fairly heavy automobile traffic, and is also home to a number of small local businesses. Directly off of Broad St. in this area there are many historic shotgun homes and the campus of Israel M. Augustine Middle School is just a few blocks away. Ideal's location in this area, close to public transportation and within walking distance of many of the neighborhoods Spanish speaking residents, is critical because Ideal is Spanish speaking friendly and can provide jobs to this quickly growing population, in turn helping to prevent crime and unemployment growth.

### Business Profile:

With three current locations and three more on the way, Ideal Market has quickly become the premier family owned Hispanic Grocer in the New Orleans area. Everyone is welcome at Ideal, but they specialize in foods from Latin America, offering numerous specialty items from countries across Central and South America. In addition to imports, Ideal also offers a wide range of fresh meats, poultry and seafood in their deli, pastries, tortillas and breads baked daily, and a variety of delicious home cooked Latin, Southern and Louisiana staples prepared fresh every day in their kitchen. Ideal strives to offer customers and their families' authentic, fresh, healthy food at the lowest prices and make every shopping and dining experience a pleasure (Ideal, n.d.).

Map of Ideal Discount Market

Source: Google maps



## Conclusion

Ideal Market has the potential to increase its role and importance as an anchor institution by catering to the quickly growing Hispanic population in the Tulane/Gravier neighborhood. It can provide employment opportunities to this population, some of whom may be difficult to employ because over 30% of this population does not speak English. Ideal also provides cultural support to them, in that it allows this mainly immigrant population to maintain cultural ties to their home countries, which is both socially and emotionally important for them and it increases the already rich cultural fabric of New Orleans. Additionally, Ideal provides access to quality food for an area that until recently has been bereft of it. These attributes make Ideal Market a vital institution to the Tulane/Gravier neighborhood and to the overall mission of the Livable Claiborne Corridor project.

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THE LIVABLE CLAIBORNE CORRIDOR:  
THE NEIGHBORHOOD PROFILE OF TREME'/LAFITTE &  
BUSINESS PROFILE OF L+M DEVELOPMENT PARTNERS

MURP 5050: Land Use Planning & Plan Making

Dr. Michelle Thompson

Spring 2014

Tyinna M. Jones  
May 5, 2014

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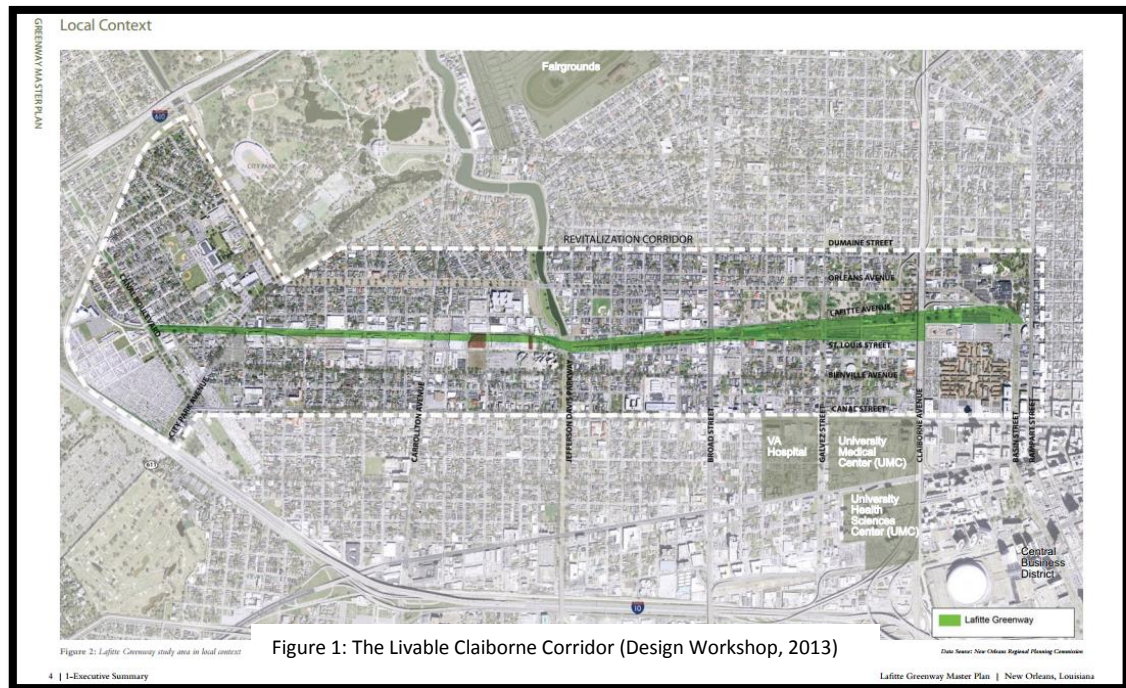
## Summary

The Livable Claiborne Corridor is made up of 3 miles of green space connecting Mid-City New Orleans to the neighborhood of Tremé. The purpose of this initiative is to revitalize the surrounding communities and promote the use of open space in urban areas. Each neighborhood along the green way are all demographically different, and foster multiple types of business. For the purpose of this report, statistical data from the Data Center, formally known as the Greater New Orleans Community Data Center (GNOCDC), is used to compile a neighborhood profile of the Tremé/Lafitte area. Also included is a business profile of L + M Development Partners, an anchor institution located within the Tremé/Lafitte neighborhood. Information on Broad Street Commercial Corridor is included as it is the nearest commercial corridor. This report aims to provide profiles on Tremé/Lafitte, L+M Development partners, and Broad Community Connections in order to help the reader better understand the relationship between neighborhoods and the businesses located there in.



# The Livable Claiborne Communities Initiative

The Livable Claiborne Communities (LCC) Initiative seeks to foster community cohesiveness and revitalization through the development of a 3.1 mile greenway referred to as the Claiborne Corridor as it intersects prominent Claiborne Avenue in New Orleans, LA. The vision of the project is “to



provide publicly accessible open space that reflects the needs and desires of the surrounding neighborhoods.” The greenway spans from Louis Armstrong Park to Canal Boulevard connecting the neighborhoods of Tremé, Iberville, Tulane/Gravier, Lafitte, Bayou St. John, Mid City, and Navarre. The project is expected to require an estimated 3 billion in funding in which the city of New Orleans is seeking to acquire through HUD Challenge and TIGER DOT II grants (Design Workshop, 2013).

The primary purpose of the project is to stimulate economic growth and improve the quality of life throughout the corridor while preserving the rich culture that resonates from one neighborhood to the next.

In order to stimulate economic growth, the LCC project aims to accomplish the following goals:

- Connect residents to nearby jobs, schools, and health care facilities through an innovative transit system.
- Evaluate future alternatives of the elevated I-10 expressway at Claiborne Avenue.
- Eliminate blighted and abandoned properties
- Public and private sector collaboration
- Storm Water Management

This initiative is vital to the recovery of impoverished, yet significant neighborhoods in the city of New Orleans. The cultural fabric that holds the city together has its origin throughout the Claiborne Corridor. The Livable Claiborne Corridor Project recognizes the need to stimulate a declining community of cultural significance. Furthermore it represents the resilience of New Orleans. It gives the people hope the city can come back bigger and better than ever, one neighborhood at a time (Design Workshop, 2013).

## Tremé Lafitte Neighborhood Profile

The development of Tremé dates back to 1730 when Chevalier Charles de Morand built New Orleans' first brick yard in the area referred to as the Moran Plantation. By the late 1700s, most of the Moran Plantation had been acquired by Claude Tremé who was also in the business of slave labor for profit. The area became increasingly populated when the Louisiana government built a canal stretching from the French Quarter to Bayou St. John, running right through Tremé.

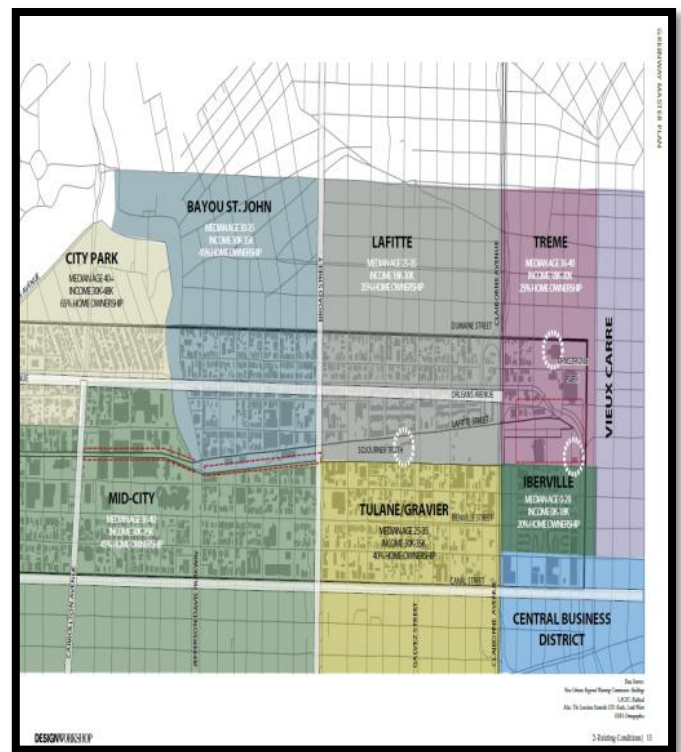


Figure 2: The Livable Claiborne Communities (Design Workshop, 2013)

Throughout the 1800s Tremé became home to many people, most of which were free African Americans and creoles who were arriving from Haiti. It was a diverse neighborhood of growth with many markets and grocery stores locally owned by residents (*"Tremé/Lafitte neighborhood snapshot," 2005*).

Tremé is also the birthplace of Jazz. Musicians like the famous Rebirth Brass band call it home. Popular social aid and pleasure Club, Zulu, has supported the neighborhood since its founding in 1910. When blacks were not allowed to participate in Mardi Gras on St. Charles Avenue, Zulu paraded down Claiborne Avenue and featured local brass bands and the Mardi Gras Indians. Tremé remained a center for black growth until 1960 when the business district was destroyed by the construction of the Claiborne Bridge. Today Tremé is recognized on the National register of Historic Places. It is home to Armstrong Park, The Mahalia Jackson Performing Arts Center, and many other nationally recognized attractions. Unfortunately, the neighborhood has never fully recovered from the destruction of shady Claiborne Avenue (*"Tremé/Lafitte neighborhood snapshot," 2005*).

The population of Tremé has declined since the millennium, much of which is believed to be caused by the devastation of Hurricane Katrina in 2005. In 2010, the population of Tremé was 4,155. This is nearly a 50% decline from the year 2000 population estimates. Although the area has remained occupied by predominately African Americans, it has seen a positive shift in diversity in recent years.

In 2000, there racial makeup of Tremé was 92.4% Black leaving no room for any other race.

	Treme'/Lafitte		Orleans Parish		United States	
	2000	2010	2000	2010	2000	2010
Total numbers						
Population	8,853	4,155	484,674	343,829	281,421,906	308,745,538
Total households	3,429	1,913	188,251	142,158	105,480,101	116,716,292
Family households	2,064	827	112,977	76,643	71,787,347	77,538,296

Source Citation: GNOCDC analysis of data from U.S. Census 2000 Summary File 1 (SF1) and U.S. Census 2010 Summary File 1 (SF1)

Table 1: Treme'/Lafitte Total Population 2010 (GNOCDC, 2010)

By 2010, that number had fallen to 74.5% as more Caucasians move into the area and the presence of Hispanic cultures started to appear (*"Mid city statistical," 2012*).

Figure 2: Tremé/Lafitte Racial Composition 2010 (GNOCDC, 2010)

Racial & ethnic diversity	Tremé/Lafitte		Orleans Parish		United States	
	2000	2010	2000	2010	2000	2010
Black or African American	92.4%	74.5%	66.6%	59.6%	12.1%	12.2%
White	4.9%	17.4%	26.6%	30.5%	69.2%	63.7%
Asian	0.1%	0.4%	2.3%	2.9%	3.6%	4.7%
American Indian	0.3%	0.3%	0.2%	0.2%	0.7%	0.7%
Other	0.3%	0.6%	0.2%	0.3%	0.3%	0.4%
2 race categories	0.5%	1.4%	1.0%	1.3%	1.6%	1.9%
Hispanic (any race)	1.5%	5.4%	3.1%	5.2%	12.5%	16.3%

Source Citation: GNOCDC analysis of data from U.S. Census 2000 Summary File 1 (SF1) and U.S. Census 2010 Summary File 1 (SF1)

The residents of Tremé are relatively young with 88.2% being under 49 years old in 2010. There was a steep decline in the number of household between the year 2000 and 2010. This decline works against economic growth, but some interesting things can be observed regarding this decline. The number of single parent households headed by females dropped from 32.2% in 2000, to only 13% in 2010. Also, 80% of households had no children under the age of 18 in 2010 (*"Mid city statistical," 2012*).

The average income of residents in the neighborhood of Tremé was \$35,166 in 2010. Average income increased nearly \$1000 per year from 2000 to 2010. Although the average income increased over a ten year period, More than 37% residents lived below the poverty level. This could be connected to education level. Only about 23% of residents obtain associate, bachelorette, or Master's degrees according to 2010 census data (*"Mid city statistical," 2012*).

# Broad Community Connections Commercial Corridor Highlight

The commercial corridor located closest to L+M Development is Broad Street. Broad Community Connections (BCC) is the respective main street program. BCC was established in 2008 and became nationally recognized by the Nation Main Street center in 2009. The mission of Broad Community Connections is to revitalize the Broad Street commercial corridor and surrounding community post Katrina. Membership in BCC is open to residents and local business owners and like most main street programs, most of the funding comes in the form of a grant from the Louisiana Main Street Program (*Anderson & Thompson, 2012*).

Many partnerships have been formed between the BCC and local organizations like the Friends of Lafitte Corridor and the Zulu Social Aid and Pleasure Club. Broad Community Connections sponsors an annual celebration of coffee and beer brewing in New Orleans called “Brewhaha” every November on Bayou Road. The BCC has recently made an impact on the Broad street commercial corridor through its partnership with L+M development partners for the Refresh Project. The mission of this project is to provide fresh food options for residents (*Anderson & Thompson, 2012*).

The Iconic Signage initiative and Broad Street Story Project has also had positive impacts on local businesses. The Iconic Signage initiative set out to improve aesthetics by creating appealing signage for business owners along the corridor. The Broad Street Story Project showcases the stories of business owners and others important to the community as a way of preserving a sense of place on Broad Street (*Anderson & Thompson, 2014*).

# L+M Development Partners Business Profile

2165 Lafitte St.  
New Orleans, LA 70112  
(504) 821-6164

**Annual Sales:** N/A

**Total Employees:** 51-200

**Employees at This Location:** N/A

**Primary Line of Business:** Real Estate

## Executive Directory:

- Ron Moelis, CEO & Chairman
- Sanford loewentheil, Vice Chairman
- Richard Weinstock, President of Construction
- Debra Kenyon, Chief Operation Officer
- Lenny Rueben, Chief Financial Officer
- Lisa Gomez, Executive Vice President of Development
- Gerald L. Miceli, Executive Vice President of Construction
- David Dishy, Executive Vice President for Acquisition & Investment



Figure 3: Map of L+M Development (Google Maps, 2014)

## Business Profile:

L & M Development Partners, Formally L & M Equity Participants, was founded in 1984 in New York, NY. L & M is a full service development company focused on mixed use and affordable Housing. Since its founding, L & M Development has expanded to Harlem, Brooklyn, The Bronx, and most recently, New Orleans. The company is responsible for over \$2.5 Billion in Development, Construction and Investment since its founding in 1984. It is referred to by its executives as a “Double Bottom Line Company.” This means its success is measured not only in dollars, but also by the positive impact of development in the community. Currently there are three offices: New York, NY, Larchmont, NY, and New Orleans, LA. L & M Development also supports local nonprofits



and offers after school and on the job training programs. A scholarship is offered annually to perspective students interested in the field of Affordable housing and mixed use development.

## **Company News:**

### **Broad Street Whole Foods**

The Refresh Project, a fresh food initiative fostered by L+M Development Partners in conjunction with Broad Community Connections (BCC), and Liberty's Kitchen welcomed Whole Foods this past January on Broad Street in New Orleans, LA. Broad Community Connections is a local Main Street Program focusing on the revitalization of Broad Street. Liberty's Kitchen is a local cooking program for at risk youth in the New Orleans area. Liberty's kitchen will source 100% of its ingredients from whole foods and provide food items for sale in the store.

The New Whole Foods at the intersection of S. Broad and Bienville will have a gumbo bar. The base of the gumbo sold in the gumbo bar, which will include both vegetarian and traditional sausage options, will be made by New Orleans youth at Liberty Kitchen.

### **The Redevelopment of Faubourg Lafitte**

L+M Partnered with Enterprise Community Partners and Providence Housing Community for \$77 million in development of Mix income with 276 public housing /low income units single family, duplexes, and 6-plexes at the Faubourg Lafitte Housing Development. In the near future, an additional 241 units to be built featuring senior living units, market Rate apartments & units for sale.

### **Industry Snapshot**

The first affordable housing efforts came in the early 1900s when congress authorized the use of \$100 million to build 25 war worker projects. Other attempts had been made in the late 1800s by President Roosevelt, but where unsuccessful. In 1934 the National Housing Act gave way to the Federal Housing Administration (FHA), which insured single family loans (*Edson*).

## Background and Development

The Business of Real Estate Development is basically what the name says, the development of real estate. This can encompass many activities such as acquisition, construction, management, renovation, demolition, and more.

## Current Conditions

Trends in the market for 2014 suggest that multifamily development will decline as supply and demand evens. Cities in the North East are projected to be the focus of the Real Estate Market this year. As more emphasis is placed on suburban sprawl, there will be a shift from suburban development to inner city, urban development (*Glink, 2013*).

## Employment

In 2012, there were 485,000 jobs in the construction management field. The average wage for a construction manager is about 82K annually. The field is expected to expand by 2022 as the demand for construction managers will continue to rise over the next decade.

(*"Occupational outlook handbook," 2014*).

Quick Facts: Construction Managers	
2012 Median Pay ?	\$82,790 per year \$39.80 per hour
Entry-Level Education ?	Bachelor's degree
Work Experience in a Related Occupation ?	None
On-the-job Training ?	Moderate-term on-the-job training
Number of Jobs, 2012 ?	485,000
Job Outlook, 2012-22 ?	16% (Faster than average)
Employment Change, 2012-22 ?	78,200

Table 3: 2012 Outlook for Construction Managers (*Occupational Outlook Handbook, 2012*)

## Conclusion

The Livable Claiborne Corridor seeks to revitalize the surrounding communities through the development of green space. The corridor stretches 3 miles from Mid-City New Orleans, to the neighborhood of Tremé in which L+M Development partners is located. This mid anchor institution serves the community primarily through the development of mix use and low income



housing, but also partners with local organization for community revitalization. The nearest commercial corridor to L+M Development is Broad Street, which is serviced by Broad Community Connections. Both L+M Development and Broad Community Connections partnered with other local organization to make the Refresh project possible. The Refresh Project is a fresh food initiative which includes the opening on Whole Food on Broad and Bienville Street. In New Orleans, LA. The Livable Claiborne Corridor, L+M Development, and Broad Community Connections all work together in an effort to revitalize the surrounding area. As presented in this report, there is a strong relationship between neighborhoods and the businesses located there in.

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**Figure 1:** The Livable Claiborne Corridor

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**Figure 2:** The Livable Claiborne Communities

Design Workshop. (2013). The lafitte green way master plan. Retrieved from [http://uno.mrooms3.net/pluginfile.php/774355/mod\\_resource/content/1/MP Part 1.pdf](http://uno.mrooms3.net/pluginfile.php/774355/mod_resource/content/1/MP Part 1.pdf)

**Table 1:** Tremé/Lafitte Total Population 2010

*Mid city statistical area* . (2012, June 18). Retrieved from <http://www.gnocdc.org/NeighborhoodData/4/MidCity/index.html>

**Table 2:** Tremé/Lafitte Racial Composition 2010

*Mid city statistical area* . (2012, June 18). Retrieved from <http://www.gnocdc.org/NeighborhoodData/4/MidCity/index.html>

**Figure 3:** Map of L+M Development

[www.google.com/maps](http://www.google.com/maps)

**Table 3:** 2012 Outlook for Construction Managers

*Occupational outlook handbook*. (2014, January 8). Retrieved from <http://www.bls.gov/ooh/management/construction-managers.htm>

# **LEIDENHEIMER BAKING COMPANY & The LIVABLE CLAIBORNE COMMUNITIES STUDY:**

## **The Expanding Role of Mid-Level Anchors in Neighborhood Development**



MURP 4050: Land Use Planning and Plan Making  
Elizabeth Major  
May 5, 2014

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## **Introduction: *Anchor Institutions and the Livable Claiborne Community Plan***

While the city of New Orleans has known no shortage of hard times, it remains a vital and thriving community dedicated to preserving its identity and continuing to improve and grow, even in the face of uncertainty. The Livable Claiborne Communities study is an outstanding example of this dedication, and was conducted between September 2012 and October 2013 (Livableclaiborne.com, 2014). The study, officially titled *Claiborne Corridor Plan: Leveraging infrastructure to build inter-parish access and equity*, is seeking to “improve transit, connect housing to jobs, schools and healthcare; manage soil and water; and promote livable communities as economic development” (City of New Orleans, 2010) within the nine neighborhoods in the bounds of the corridor. The plan is committed to improving transportation infrastructure and increasing sustainability and community in the area, with its most controversial aspect being the proposal to reroute I-10 and remove the raised highway that bisects what was once a vibrant community. The City of New Orleans made use of a Tiger III grant from the US Department of Transportation and a Community Challenge Grant from the US Department of Housing and Urban Development in order to conduct the million-dollar study (Livableclaiborne.com, 2014), which utilized public participation to determine goals and common objectives for the study area. Citizen participation is vital to a study like this as, according to *The Citizen’s Guide to Planning*, “...the degree to which a comprehensive plan is perceived as coming *from* the community, as opposed to being imposed *on* the community, can make or break it. Successful community plans are grassroots plans, meaning they are developed by more than just an inner circle of community leadership,” (Duerkson & Smith, 2009, p. 46).

Especially in an area like the Corridor that has experienced years of disinvestment, a bottom-up approach is necessary to gain the residents' trust and build relationships in the community.

In order to understand what affect an undertaking like this might have, particularly on local businesses, the concept of mid -level anchor institutions is being used to evaluate the Corridor. Anchor institutions are increasingly being recognized as important development footholds within communities, and while the term was traditionally only used to describe larger entities like hospitals and colleges- the 'eds and meds'- it has been expanded to include smaller institutions and recognizes their ability to build "a more democratic, just and equitable society" (Taylor & Luter, 2013, p. 4). Mid-level anchors within the corridor include a broad range of institutions, all of which employ local people and have a stake in their respective areas. This paper aims to analyze one such institution, the Leidenheimer Baking Co., in relation to the Central City neighborhood around it and the Corridor as a whole.

## **Neighborhood Profile: Central City**

Central City is a traditional back-of-town neighborhood in New Orleans, centrally located and with a great deal of historic character. Its development began in the 1830s in conjunction with the nearby Garden District. Although it was at first a swampy and inhospitable area, it filled in fairly quickly due to building speculation and by the end of the 19<sup>th</sup> century it was a residential section almost entirely composed of rental properties, drawing a significant immigrant and working class population. Two housing projects, the CJ Peete and Guste housing developments, were built in Central City in the mid-20<sup>th</sup> c. although they have since been demolished. The neighborhood's primary business corridor was located on Dryades Street, which has since been renamed Oretha Castle Haley Boulevard in honor of one of the area's

active residents. The corridor boomed in the 1960s as it was one of few places where African Americans and other ethnic minorities could shop without harassment. It was home to over 200 African American owned businesses during this peak, but it has been on a steady decline since integration (gnocdc.org, 2004). Central City experienced flood waters of up to six feet during and following Hurricane Katrina, and recovery has been slow. The area is known for having a great deal of abandoned and blighted structures (Jonassen, 2012), but still has outstanding architectural character and a great deal of potential.

Central City today is known as one of the most dangerous neighborhoods in New Orleans (Rose, 2009), but it remains vital and is working to change its image for the better. It is home to several cultural institutions such as the Ashé Cultural Arts Center and has a rich history that ties in with the story of New Orleans as a whole. Many of the great Jazz musicians lived in, or came from Central City, and to this day the area has a strong tradition of second line parades and other New Orleans cultural institutions (gnocdc.org, 2004). The neighborhood is also the home of several historical social aid clubs as well as more current neighborhood associations and resources like the Central City Renaissance Alliance and Home First.

### ***Physical Geography of Central City***

Central City is a large neighborhood whose official boundaries are MLK Boulevard, South Claiborne Avenue, the Pontchartrain Expressway, Magazine St., Thalia St., Prytania St., Felicite St., Saint Charles Avenue, Toledano St., and Louisiana Avenue (see figure 1). It is bordered by the CDB, Garden District, Lower Garden District, Milan and Broadmoor neighborhoods. The area is on average 3-10 feet below sea level and is primarily residential in nature. Before Katrina, Central City boasted over 2800 shotgun houses, New Orleans' most indigenous housing type (gnocdc.org, 2004), but since the storm many of the properties have



been abandoned and are considered blighted. The Pontchartrain Expressway overpass on the northern border of the neighborhood is an important feature to note, as it definitely detracts from

**Street map boundaries**



the overall pleasantness of the area. There is only one park within the neighborhood, A.L. Davis Park, on the corner of Freret and Washington. Central City represents a crucial area within the Livable Claiborne Corridor, whose boundaries are shown in Figure 2.

Figure 1- Central City Street Boundaries (gnocdc.org, 2002)

***Demographics and Economic Characteristics of Central City***

Central City’s population has declined between 2000 and 2010 from 19,072 to 11,257, most likely due to circumstances surrounding Hurricane Katrina. The population is a fairly even 50.4% female/ 49.6% male split, and there were 5,279 total households in the neighborhood in 2010. The largest age group in the neighborhood is the 18-34 years range at 27.2%, which is

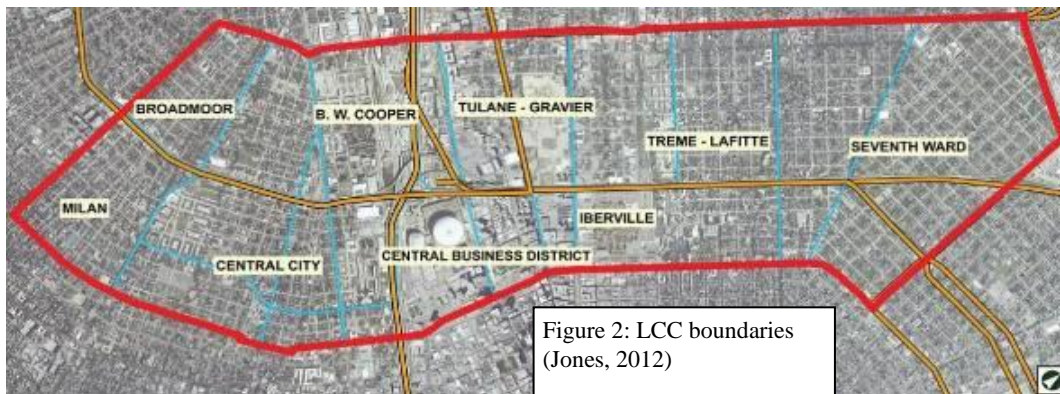


Figure 2: LCC boundaries (Jones, 2012)

somewhat comparable with Orleans Parish and the USA as whole. The next largest age group is 50-64 years, at 21.6% of the whole. Central City's racial majority is African American at 72.4% of the whole, with 17.3% white following. There is also a growing Hispanic population at 7.1% and a relatively small number of ethnically Asian residents (1.4%). It is important to note that while the African American population has decreased in both Central City and New Orleans in general since 2010, the white and Hispanic populations have increased significantly (gnocdc.org, 2012).

Economically, the largest proportion of Central City residents make less than \$10,000 annually at 23.9%, which has actually decreased from 41.9% in 2000, indicating that many of the most impoverished residents probably never returned after Katrina. This is much higher than both the New Orleans and USA averages. In 2010, 35.1% of residents had no car for transportation and the average commute was 23 minutes. Thirty percent of residents do not have a high school diploma, compared with 16.7% in Orleans Parish and 15.2% of the USA. Of the 11,257 total population in Central City, only 3,607 were in the labor force in 2010 and the largest employer of residents was the Accommodation and Food Services sector at 18.8%. Almost a third (28.7%) was on Social Security in 2010, which is not too deviant from the Orleans Parish and USA amounts: 24.5% and 27.5%, respectively (gnocdc.org, 2012). Recently, the price of housing has gone up in Central City, with price per square foot increasing by 34% to \$133 in representative zip code 70113 (White, 2013). Examined together, all of these statistics demonstrate a serious need within the Central City neighborhood for investment in job opportunities, education and transportation infrastructure. While better schools with more dedicated programs to getting students to graduate are obviously required, it is also necessary to provide good jobs within the area with opportunities for career advancement and reliable,

accessible transportation to get people to and from these jobs. The better opportunities we can provide people with, the less likely they are to be driven out of their homes by rising housing costs.

## **Leidenheimer Baking Co. Business Profile**

The Leidenheimer Baking Co. was established in 1896 and is a local bakery and distributor dedicated to baking French bread and a number of other products using traditional methods. Leidenheimer is a family-run operation and has been located at its 1501 Simon Bolivar Avenue address in Central City since it moved from Dryades Street (now Oretha Castle Haley) in 1904 (Leidenheimer.com/history, 2002). The bakery, which is known for making the best bread for iconic po'boy sandwiches in all of New Orleans, sells around 50,000 loaves per day (MacDonald, 2004). Locally distributed products include paper-wrapped po'boy loaves, pistolettes, muffuletta buns and a variety of breadcrumbs, and most breads can be ordered seeded or unseeded (Leidenheimer.com/products\_1, 2002). Leidenheimer's sells its own line of products, called Zip, and also has taken over the production of Reising Brand breads since 1990 (Berne, 2002, 42). They deliver fresh product multiple times a day in the city of New Orleans and are distributed nationally to eleven other states through food services like Sysco. They pride themselves not only on producing great bread, but also on their relationship with their employees. The average production employee tenure is 12 years, while for salesmen it is 13 (Berne, 2002, p. 40). Leidenheimer employs 50-100 people at any given time, with a high percentage coming from within the surrounding neighborhood. Overall, they remain a family oriented business and deeply value their role in preserving New Orleans culture.

### ***The Property: 1501 Simon Bolivar Avenue***

The Leidenheimer Baking Company's 40,000 square foot (Berne, 2002, p. 42) facility is located on the corner of Simon Bolivar and Martin Luther King, JR Boulevard, only four blocks from the US-90 Business route, an elevated expressway leading to the Crescent City Connection bridge, which provides access to the West Bank. The property is zoned Light-industrial within the overlaying Central City multi-family MDS Interim Zoning District as of December 2013 (property.nola.gov, 2013). The property occupies a large portion of the block, from Martin Luther King Boulevard to Terpsichore Street. The bakery is open for business from 9 am to 5pm but begin baking for deliveries in the early hours of the morning, before the facility opens to the public. However, this is a commercial bakery and as such purchases of Leidenheimer products must be made through secondary businesses... you cannot purchase bread from the baking company itself. The surrounding blocks are primarily residential, with several churches located nearby. Hurricane damage and blight is still very evident. The actual building that Leidenheimer occupies is fairly closed off to the surrounding neighborhood. There is not an entrance to the public on the street, but rather a gated loading dock. Views of the property are shown below.



Fig. 3: Loading Dock, 04/03/2014, Elizabeth Major



Fig. 4: Leidenheimer Facade, 04/03/2014, Elizabeth Major



Fig. 5: Leidenheimer Logo, 04/03/2014, Elizabeth Major



Fig. 6: Hurricane Damage on Bolivar, 04/03/2014, Elizabeth Major



Fig. 7: Intersection of MLK and Bolivar, 04/03/2014, Elizabeth Major



Fig. 8: View Down MLK, 04/03/2014, Elizabeth Major

### ***Culture and Meaning: Leidenheimer and New Orleans Cuisine***

The company uses the same process to bake bread that George Leidenheimer first used when he founded it over 100 years ago. “In a city like New Orleans, where eating is almost a religion, producing the perfect French bread is a sacred mission to the employees of Leidenheimer Baking Company”, claims their website (leidenheimer.com, 2002). The baking company is a leading supplier of the breads for both po’boy and muffuletta sandwiches, two of New Orleans’ most iconic dishes. In a city where tourism is the number one industry and cuisine is a major part of that, the contribution that Leidenheimer makes to the image of the city is crucial. Not only are they well known and in demand dishes to travelers and locals alike, but the po’boy and muffuletta are also integral to the city’s history.

The po'boy, traditionally a large sandwich on an elongated French bread loaf with fillings like roast beef, ham and cheese, or fried seafood, was a product of the 1929 Streetcar Strike. Bennie and Clovis Martin, two former streetcar operators who also owned the Martin Brothers Coffee Stand and Restaurant in the French Market, are credited with coining the sandwich. During the long and tumultuous summer strike, in which operators fought for their right to unionize, the brothers Martin promised a free meal to any members of Division 194, the union chapter (Mizell-Nelson, 2014). The provisions for these “poor boys” stuck as a culinary tradition for New Orleanians and today po'boy shops can be found on street corners in any neighborhood of the city.

The muffuletta also has important historical significance in New Orleans and can trace its origins back to the French Market. The sandwich, usually composed of olive salad, salami, ham, mortadella, provolone and swiss cheese on dense rounded sesame buns, is a product of the Sicilian enclave that occupied sections of the lower French Quarter. The first muffuletta was sold by Salvatore Lupo of Central Grocery, who in 1906 combined all the ingredients that the Sicilians frequently ordered into a single sandwich to make eating them more convenient for the farmers who frequented his store (Logsdon, 2014). Both of these sandwiches allow locals and tourists alike to experience history and tradition in New Orleans, but it's also important to note that neither of these items are gourmet or exclusive. They are a delicious piece of culture that can be experienced and enjoyed by anyone, in any neighborhood

### ***Interview with Current Owner, Sandy Whann***

In perhaps the most obvious testament to Leidenheimer's dedication to the community, the current owner and CEO of the baking company, Sandy Whann, agreed to share some insight into the Leidenheimer and its connection to the city. Whann, who is George Leidenheimer's



great-grandson, was open and candid in providing information about the business but spoke most about the relationship to the surrounding community. He highlighted the importance of tradition and family ties, claiming that many of the restaurants he does business with have been in their respective families as long as Leidenheimer has been in operation, creating multi-generation bonds. New Orleanians, he said “don’t eat to live, they live to eat”, and as such demand certain quality products that his bakery is happy and well-equipped to provide. He also spoke about his experience during Katrina to demonstrate Leidenheimer’s commitment to supporting and supplying local restaurants, and as such they were back online in October of 2005.

When asked about the Livable Claiborne Communities study, Whann said that he hadn’t really followed the process of the study and didn’t attend any of the meetings. However, even if the most radical of the scenarios were to take place, he claimed that Leidenheimer wouldn’t move from its current location. Although he wasn’t comfortable providing an exact number of employees that lived within Central City, he said it was a high percentage and that the number of restaurants in the neighborhood that they supplied was significant... around a hundred, give or take. Overall, his message was that Leidenheimer is an important provider or bread to the restaurants of the city, but that is often a secondary mission to the culture and relationships they defend within the city. They are dedicated to Central City and New Orleans and they aren’t going anywhere (Whann, 2014).

## **Conclusion: Looking to the Future**

Central City, like the rest of New Orleans, is facing uncertain times as its racial makeup, income, and housing stock shuffle and resettle. Projects like the LCC will hopefully be able to have a positive impact on how things change in the area, if they are carried out in a timely and equitable manner. Leidenheimer and other mid-level anchors like it hold a unique position in the

community in that they are relatively small and independent but are able to provide stability and partner with one another to make a positive impact, if they are so inclined. Leidenheimer's donations of french bread to Central City restaurant and non-profit Café Reconcile is an excellent example of mid-level anchors partnering to create one such positive impact, but there is potential for much more. Now that Leidenheimer has verbalized its support for the community and its intention to stay in the Central City neighborhood no matter what, steps can be taken to utilize this commitment for the benefit of the city.



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THE CLAIBORNE  
CORRIDOR AND  
MEDIUM ANCHOR  
BUSINESS  
PROFILE: BACKSTREET  
CULTURAL MUSEUM

*MURP 5050  
Land Use Planning  
& Plan Making  
Eric Pate  
May 5, 2014*

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## Research Summary

The purpose of this paper is to provide a general overview of the Claiborne Corridor and Tremé neighborhood and a more in depth analysis of African American processional traditions in New Orleans. These processional traditions include the well-known Mardi Gras Indians which involve different groups, or tribes, competing amongst one another to determine who has the most elaborate costume, the lesser known Skull and Bone Gangs, who parade through neighborhood. In the early morning Mardi Gras krewes morning to wake up neighbors, start jazz funerals, and create processions meant to honor the deceased with music. The New Orleans baby doll groups, whose provocative parade routines are credited with breaking racial and gender barriers in the early 20<sup>th</sup> century, are key to the Mardi Gras events.

This overview will include a brief summary of the history, from colonial times to the present, physical geography, including rates of subsidence and topographical descriptions, demographics that look at the racial make-up of the community and economic characteristics of Tremé as it relates to New Orleans as a whole. In addition, this paper will also look at the role that a small, local museum plays in preserving and promoting African American processional traditions for the city of New Orleans through collections, exhibitions, publications, public programs, and performances.<sup>1</sup>



*Photo by David Grunfeld, Nola.com | The Times-Picayune*



*Image by Kim Welsh for Offbeat Magazine. Flickr.*

### **Brief History of Tremé**

The first developments in the area around what is now known as Tremé date back to the early 1700's when Fort St. Ferdinand and Fort St. John were built in the area. Early land uses in the area were industrial and industrial support focused around a large regional brickyard owned by Chevalier Charles de Morand.<sup>2</sup> After his plantation was largely sold to Claude Tremé and then subdivided throughout the late 1700's, the area began to attract new immigrants from Haiti; these new immigrants included free people of color, Caucasians, and Creoles.<sup>3</sup>

This community became renowned for their craftsmanship and musical talent and would begin to develop one of the richest cultures in North America. This rich culture was identified by its' wealth of architectural design, music, processional traditions, and social aid and pleasure clubs. Throughout the 1800's, Tremé prospered and offered minority communities a stable and thriving environment.

Beginning in the early 1900's with the construction of the Municipal Auditorium adjacent to Congo Square, Tremé suffered numerous setbacks. The major setbacks included the construction of Louis Armstrong Park and the I-10 overpass along Claiborne Avenue under the banner of urban

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<sup>2</sup> Renne, John, ET. al. New Orleans Claiborne Avenue Redevelopment Study. A University of New Orleans Analysis of Best Practices and Public Opinion. August 2011. Pg. 14.

<sup>3</sup> Ibid.

renewal. Nearly one third of historic Tremé was destroyed to allow for improved convenience of new affluent communities around the city.



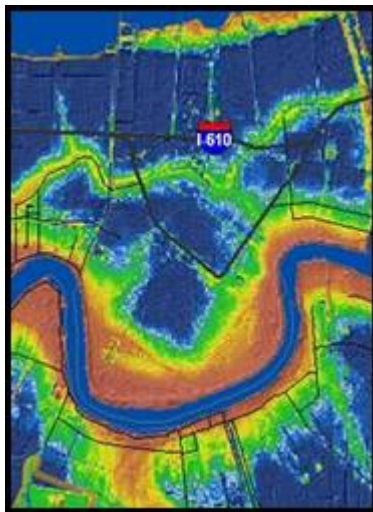
*cnu.org*



*cnu.org*

### Physical Geography

The majority of the Claiborne Corridor lies below the elevation of the neighborhoods along the Mississippi River except for a small ridge travelling through the center of the corridor from southeast to northwest known as the Lafitte Corridor which was originally an open waterway accessible from Lake Pontchartrain to the north known as the Carondelet Canal, the canal was



*Elevation Map*

<https://www.uvcc.edu/jolbm/EH3/Group7/Home.htm> Map

eventually turned into a railroad corridor and its elevation was increased.<sup>4</sup> Due to the deltaic nature of the geology of the region, the moist soils of the Mississippi Delta when cut off from a replenishment of ground water compounded with dense development will contract and over time cause a significant decrease in elevation. This issue affects all of New Orleans and can cause significant damage to neighborhoods during heavy storm events due to increased risk to flooding.

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<sup>4</sup> Waggoner & Ball Architects. Greater New Orleans Urban Water Plan. Vision. Pg. 108. November 2013.



## The Claiborne Corridor

The Claiborne expressway is the most visual landmark of this section of New Orleans between Broad Street to the north and Oretha Castle Haley Boulevard, N. Rampart Street, and St. Claude Avenue to the south.<sup>5</sup> The neighborhoods along this corridor began as large plantations which were then subdivided and sold to form new neighborhoods surrounding the French and American (now the CBD) Quarters. These vibrant and thriving communities were some of the most influential amongst the African American communities around the country.<sup>6</sup> Other communities included throughout the corridor include St. Roch, the Seventh Ward, Tremé, Lafitte, Tulane, Gravier, Iberville, the Central Business District, B.W. Cooper, Central City, Broadmoor, and Milan.



*Google Maps*



*livableclaibornecommunities.org*

The Claiborne corridor is characterized by a number of communities that have suffered heavily from Hurricane Katrina in 2005 and are subject to low repopulation rates. These communities are also sites of significant development, especially in the Tulane/Gravier

<sup>5</sup> City of New Orleans. Claiborne Corridor Plan: Leveraging Infrastructure to Build Inter-parish Access and Equity. HUD Challenge / DOT TIGER II Planning Grant Funding Request. N.d.

<sup>6</sup> Renne, John, et. al. New Orleans Claiborne Avenue Redevelopment Study. A University of New Orleans Analysis of Best Practices and Public Opinion. August 2011. Pg. 14.



neighborhood with the construction of a new biomedical district. In addition, construction has recently began on the Lafitte Greenway, a public right of way once devoted to light industrial uses and a rail line, and prior, to an industrial canal, now planned to become a linear park stretching from Louis Armstrong Park to Bayou St. John to the north and further on to City Park Avenue. Adjacent to this development is the newly redesigned mixed income housing development that has taken the place of the old Lafitte housing projects. This development differs from an overall history of disinvestment from the majority of these neighborhoods.

The Claiborne corridor is an area of contrasts, from large redevelopment projects to a large number of properties still subject to structural damage and vacancy from Hurricane Katrina.



*Biodistrictneworleans.org*



*folc-nola.org*

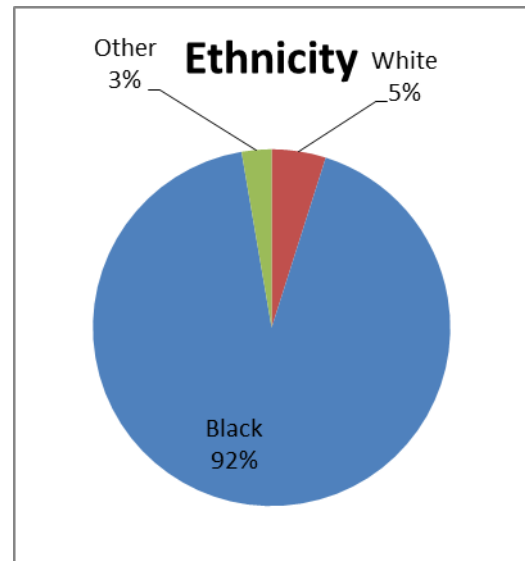
## **Livable Claiborne Communities**

With rebuilding efforts throughout the metro New Orleans area, there has been a renewed interest in redevelopment along the Claiborne corridor. This interest culminated in the Livable Claiborne Communities study headed by the City of New Orleans and funded through grants from the U.S. Department of Housing and Urban Development and the U.S. Department of Transportation.<sup>7</sup> “The Livable Claiborne Communities (LCC) Study is a multidisciplinary study

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<sup>7</sup> Livable Claiborne Communities. What is the LCC Study? Who’s Leading It? <http://www.livableclaiborne.com/what-is-the-lcc-study/who-is-leading-it.aspx>. Accessed 2/25/2014.

focused on community revitalization and economic development in neighborhoods along Claiborne Avenue, and the role of the avenue as a regional connector. It seeks to catalyze revitalization opportunities through transportation and other public facilities investments.”<sup>8</sup>



The Livable Claiborne Communities study, upon its completion, proposed a series of options for the future that it organized and articulated for the City and community members to debate and decide upon, all focusing on the Claiborne Expressway. The first scenario allowed for no change except for a continuation of current trends, the second called for the removal of a select group of on and off ramps, the third scenario called for a removal of all on and off ramps, and a fourth scenario advised the removal of the entire expressway and a return to the oak lined Claiborne Avenue of the

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<sup>8</sup> Livable Claiborne Communities. What is the LCC Study? <http://www.livableclaiborne.com/what-is-the-lcc-study/default.aspx>. Accessed 2/25/2014.

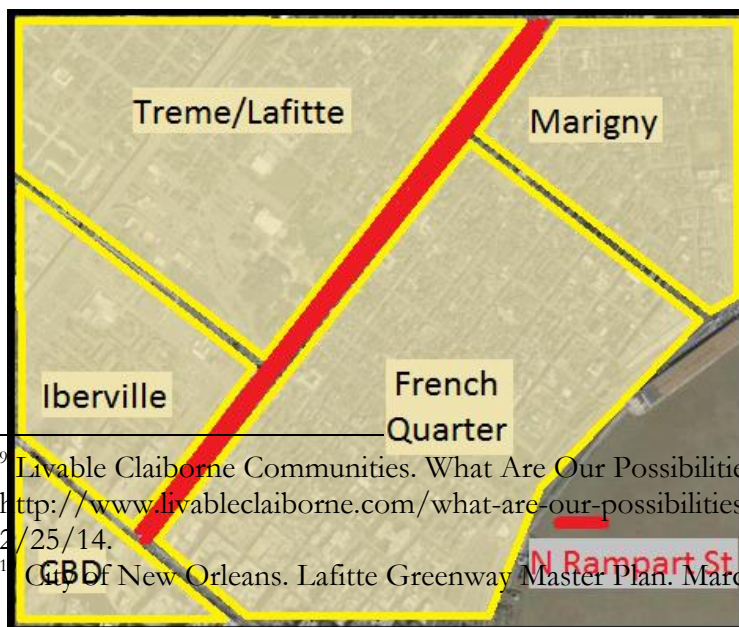
past.<sup>9</sup> In addition to plans for the removal of the expressway, there were numerous plans made for a variety of smaller projects throughout the area. These plans called for basic infrastructure improvements, incorporation of storm water management design principles in the streetscape, and the incubation of arts and cultural organizations throughout the community.

### Demographics

The average age of residents in Tremé is between 16 and 40 years old with an average income of \$18,000 - \$30,000. This coupled with a 56.9% poverty rate and a 25% home ownership rate are indicators of an economically stressed community not yet recovered from the damage of Hurricane Katrina, as of 2010, the community had a 63% repopulation rate since the storm.<sup>10</sup>

### North Rampart Main Street, Inc.

When visiting N. Rampart Street, in between the neighborhoods of Tremé and the French Quarter, one will be able to see a series of streetlamps donated to the City of New Orleans by the Paris, France in commemoration of the significant ties between the cultures of the two cities. N. Rampart St. was chosen as the site for these streetlamps at a time when N. Rampart St. was one of the more lively and prosperous streets in the city.



The main vision of the North Rampart Main Street program is “to revitalize North Rampart Street and encompasses the properties located between Canal Street and Esplanade

<sup>9</sup> Livable Claiborne Communities. What Are Our Possibilities for the Future? Scenario Booklet. <http://www.livableclaiborne.com/what-are-our-possibilities-for-the-future/default.aspx>. Accessed 2/25/14.

<sup>10</sup> City of New Orleans. Lafitte Greenway Master Plan. March 2013.

Avenue. These properties, whether through abandonment, neglect, or Katrina damage, are to be nurtured back to the glory days when Rampart Street meant prosperity, vitality, and life on the edge of the historic French Quarter and Tremé.”<sup>11</sup> This belief that the future of a revitalized N. Rampart St. corridor lies in its past is a typical perspective in New Orleans and especially areas surrounding the Vieux Carre.

The North Rampart Street Main Street program offers a variety of tools to facilitate redevelopment along the corridor. Tools such as façade grants that aim to assist rehabilitation through economic incentives play key roles in redevelopment. The North Rampart Main Street program states that “The historic restoration of building exteriors is an important component of the revitalization of the district. Our wish is to work closely with building owners to offer technical and financial assistance to ensure that, our significant architectural heritage is preserved or ‘rescued’ from inappropriate ‘modernizations’ and neglect.”<sup>12</sup> It is evident that the North Rampart Main Street program considers its role as a steward of the traditional cultures of the area and maintains as its mission to preserve and promote this culture. Institutions that share a similar vision will benefit from a relationship with the North Rampart Main Street program.

## **African American Processional Traditions**

### **Mardi Gras Indians**

One of the more popular Carnival traditions in New Orleans consists of processions of elaborately dressed Mardi Gras Indians. As their name suggests, the Mardi Gras Indians claim a



*Christian Belanger. flicker.com*

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<sup>11</sup> North Rampart Main Street, Inc. Economic Rehabilitation Incentiv  
<http://www.northrampartmainstreet.org/NRMSIpdfs/grantcriteria.p>

<sup>12</sup> North Rampart Main Street, Inc. Economic Rehabilitation Incentiv  
<http://www.northrampartmainstreet.org/NRMSIpdfs/grantcriteria.pdf>



lineage derived from African American descendants of runaway African slaves who were taken in by southern Native American Tribes. While living with these tribes, the runaway slaves were treated equally amongst the other community members and were adopted into the tribes. After the Civil War, many moved back to the city and were appalled at the nature of racial segregation at every level of society; and as an answer to segregated carnival celebrations developed their own processional traditions. Historically, the individual Mardi Gras Indian tribes were independent of each other and competed with other neighborhood tribes. The competitions often became violent with members bringing weapons such as tomahawks and shotguns to competitions. In the early 1960's, "Big Chief Tootie Montana" was named "chief of all chiefs" and ended the conflicts through an annual contest which determines the next "chief of all chiefs" through acknowledgement by the tribes of the "prettiest" chief based on who has the most elaborate costume.<sup>13</sup>

### Skull and Bones Gangs

Other traditions include the Skull and Bones Gangs of New Orleans. Although lesser known than the Mardi Gras Indians, the skull and bones gangs share a similar heritage. The Skull and Bones Gangs are the oldest of all the Mardi Gras Indian tribes, tracing their history back to the early 1800's. These gangs dress up as skeletons and meet at the Backstreet Cultural Museum before dawn on Mardi Gras day and march through the streets of Tremé waking up locals with chants such as "You next!" and "You better live right, or I'm coming for you tonight!" This tradition is based on Haitian spiritualism and is meant to remind locals of how



*Charles Silver. flicker.com*

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<sup>13</sup>The Economist. "Mardi Gras Indians. Home-grown and spirit-raised." December 2012. <http://www.economist.com/news/christmas/21568588-exuberant-new-orleans-ritual-commemorates-friendship-escaped-slaves-and-native>

precious and frail life can be and of our mortality.

### **Backstreet Cultural Museum**

The cultural traditions of the African American community of New Orleans are a unique and inseparable part of the city of New Orleans and Tremé. In recognition of such, many cultural institutions highlight these traditions. However, the Backstreet Cultural Museum, as a medium level anchor institution, holds a unique place in the Tremé community. The Backstreet Cultural Museum is a small scale museum administered by a select staff from the surrounding community with the sole purpose of preserving and maintaining the African American processional traditions of the area. With the world's most extensive collection of Mardi Gras Indian costumes and other artifacts that showcase these traditions, the Backstreet Cultural Museum provides a priceless service to not only the surrounding community, but the city of New Orleans and for all those interested in such traditions. According to Henry Taylor and Gavin Luter in their publication *Anchor Institutions: An Interpretive Review*, certain institutions have a unique connection to a geographical location that prevents them from locating somewhere else. These anchor institutions are commonly associated with large infrastructure investments in an area. However, it is possible for entities to develop strong connections to a geographical location based on strong cultural ties.<sup>14</sup>

Backstreet Cultural Museum is a relatively recent addition to the Tremé



*The New Orleans Tribune*

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<sup>14</sup> Taylor, Henry. Luter, Gavin. “Anchor Institutions. An Interpretive Review. Anchor Institutions Task Force. University of Buffalo. 2013.

neighborhood as it was opened in 1999.<sup>15</sup> However, the origins of many of the exhibits were from small collections held throughout the community over many decades. The Museum is located in a small historic building in which are housed countless items documenting the culture of Mardi Gras Indians, jazz funerals, Social Aid and Pleasure Clubs, and New Orleans Baby Dolls. An extensive collection of films is also available.<sup>16</sup> This critical storehouse for the culture of the Tremé area is a centerpiece in the area. Many of the participants in such traditions use the Backstreet Cultural Museum as a gathering space and central point of collaboration.

The Museum's efforts at community outreach and education also play an important role in the community. Efforts to instill reverence for these traditions in younger generations are an integral component of the strategy of the Backstreet Cultural Museum to preserve African American processional traditions. These programs consist of Mardi Gras Indian costume sewing programs and outreach in local schools with the Mardi Gras Indian tribes.

## **Conclusion**

With such a wide array of unique carnival related traditions throughout this area of New Orleans, the preservation and promotion of African American processional traditions is well received by many. In a rapidly changing community, with new development and changing demographics, it is crucial for these traditions to be documented and preserved. The medium anchor institution of the Backstreet Cultural Museum fulfills this role in a way that is not achievable by outside actors due to its grassroots support network.

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<sup>15</sup> Backstreet Cultural Museum. History. <http://www.backstreetmuseum.org/#/about-us/4544606754>. Accessed 2/25/2014.

<sup>16</sup> *Ibid.*

**Revitalization of the Livable Claiborne Corridor**  
**Café Reconcile: Anchor in Central City, New Orleans**



Source: Café Reconcile Website 2014  
[www.cafereconcile.com](http://www.cafereconcile.com)

René Pastorek

MURP 5050: Urban Land Use Planning

Dr. Michelle Thompson

May 4, 2014



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## Abstract

The following paper describes the Livable Claiborne Communities Initiative, a new plan aimed at the revitalization of several disadvantaged neighborhood in the city of New Orleans. The city, in partnership with the United States Departments of Transportation and Housing and Urban Development, originally conducted a study to determine feasibility of tearing down an elevated expressway that runs through the heart of these neighborhoods. While the plan did not expressly state an opinion on interstate removal, city leaders saw the need for neighborhood revitalization regardless of a decision. With that said, the following information will provide an overview of Central City, a neighborhood within the Livable Claiborne Communities, in addition to a profile of a neighborhood business that serves as an anchor for the area and its residents. As the city continues to push forward in a true city renaissance, leaders can use this report to learn more about the needs of residents throughout these disadvantaged neighborhoods. Moreover, leaders should look at the profile of Café Reconcile as a starting point to seek out other types of anchor institutions for the community.

## Introduction

Prior to the devastation following Hurricane Katrina, many neighborhoods in the city of New Orleans were in a state of decline. Since the 1960s, the majority of middle-class residents in the historic, urban neighborhoods fled for the new subdivisions that were popping up on the outskirts of the city in New Orleans East and in Jefferson Parish. Moreover, a disastrous school system and changes in both the regional and national economic system have left many residents unable to keep steady jobs. As the city's tax base has depleted, formerly working-class neighborhoods have become synonymous with blight, crime, and the failure of municipal government. Despite the fact that federal dollars continue to flow into the city to help continue its transformation into the 21<sup>st</sup> century economy, these historic, working-class neighborhoods are still being left out of the process. To remedy this problem, the city has just completed the Livable Claiborne Communities Study that approaches the problem of urban disinvestment through multiple lenses in order to achieve full revitalization of the inner city of New Orleans. Moreover, the study seeks to demonstrate how strategic investment in transportation infrastructure and creative partnerships can bring opportunity and revitalization to these valuable neighborhoods (Livable Claiborne Fact Sheet, 1).

The Livable Claiborne Communities Study is funded through local funds and a large sum from a "Community Challenge Grant from the U.S. Department of Housing and Urban Development and a TIGER II Planning Grant from the U.S. Department of Transportation" (Livable Claiborne Fact Sheet, 1). While a main portion of the study focuses on the potential demolition of an elevated interstate highway that runs through the heart of these disadvantaged neighborhoods, it also validates the fact that these inner



Figure 1: Livable Claiborne Communities Logo.

Source: Livable Claiborne Communities  
[www.livableclaiborne.org](http://www.livableclaiborne.org)

city neighborhoods along Claiborne Avenue are crucial to the continued success of the New Orleans economy. Moreover, the study outlined five key goals around which future investments should be centered: equitable access to opportunities, affordable housing, environmental sustainability, cultural preservation, and transportation (Let's Build Plans for the Future 2013, 2). It is through investment and collaboration in these five areas where true community and regional revitalization will occur.

Finally, it is necessary to point out that a major task associated with the Livable Claiborne Communities Study is the need for anchor institutions to be involved in the revival of their communities. Anchor institutions are traditionally large entities such as hospitals, universities, or major cultural institutions that are stable and cannot easily close or move to another location. Moreover, these anchors use a large amount of money securing procurement contracts from outside service providers like laundry, lawn-care, food service, etc. The main way of using anchor institutions as a source of inner city revitalization stems from the idea that these large entities could potentially provide community members and businesses with jobs and contracts (Initiative for a Competitive Inner City 2011, 3-7). However, an anchor institution can also be a smaller company or organization that works for profit but also shares a vision for a better community with neighbors. By sharing such a vision, these smaller anchors are able to provide stable jobs and workforce training for the larger economy. This report will include a business profile of Café Reconcile in Central City, a large neighborhood within the Claiborne Corridor. By outlining the general characteristics of the neighborhood and looking into the work of this specific businesses, the report will demonstrate how smaller companies can act as successful anchors, provide much help in community revitalization, and even attract outside investment to their neighborhood or retail corridor. Moreover, future community leaders in the revival of inner city neighborhoods can use this report as a guide for attracting or creating new anchor institutions in neighborhoods or cities that may not have them.

## History of Central City

Originally known as “back of town,” the neighborhood of Central City in New Orleans has played an important part in the cultural and economic development of the city (GNOCDC 2002, 1). First, the area was originally developed as a center for working-class immigrants and African-Americans who worked in the establishments of nearby elite Garden District or in the bustling port activity along the now defunct New Basin Canal. The New Basin Canal was originally constructed by the American businessmen of this uptown section of the city as a back entrance for ships via Lake Pontchartrain. A similar canal, the Carondelet Canal, existed across Canal Street in the Francophone section of the city. As the city’s economic importance grew throughout the 1800s, many new neighborhoods sprang up as a way to house the thousands of new residents each year who would work along the docks of this large canal. Because of its history as a neighborhood for working-class residents, Central City is composed largely of shotgun houses, the city’s vernacular design for rental properties (GNOCDC 2002, 1). Although the city of New Orleans has become celebrated for its unique architectural heritage and history, Central City has been largely left out of the tourism industry for the aforementioned reasons of blight, crime, and disinvestment. Nonetheless, the neighborhood plays an important part in the city’s cultural milieu.

On top of the city’s important economic and architectural history, the neighborhood is perhaps even more famous for its important contributions to the arts. Central City has produced some of the greatest jazz musicians in history such as King Oliver and Papa Celestin. Moreover, the neighborhood is also home to many of the world-famous Social-Aid and Pleasure Clubs and Mardi Gras Indian Tribes that perform second-lines and rituals year round (GNOCDC 2002, 1). Finally, the neighborhood is home to Oretha Castle Haley Boulevard (formerly known as Dryades Street) that was historically the center of African-American and immigrant shopping in the city. While Canal Street dominated as the city’s premier shopping district, Dryades Street allowed for racial integration



Despite the amount of blight and vacancy in Central City, there are some assets that the community does have. For example, Google Maps tells us that the neighborhood has two parks in its boundaries: A.L. Davis Park and Taylor Park. These two green spaces can provide much needed activity for neighborhood children to partake in. Of course, the level of programming upkeep by the city's Recreation Department would determine just how valuable these parks actually are to residents. In addition to a decent amount of green space for an urban neighborhood, the area is also home to a state-designated Main Street, Oretha Castle Haley Boulevard. Because it is part of the Main Street program, the street benefits from the organization's four-point approach to revitalization: organization, promotion, design, and economic restructuring (Louisiana Division of Historic Preservation 2014, 1). With this focusing of organization on the marketing of the boulevard to attract new businesses and shoppers, the street and the neighborhood is poised for continued success. Moreover, the program helps to spur investment from both the public and private sector. For example, the city and the New Orleans Redevelopment Authority have recently announced a new façade improvement grant program to help property owners to update facades and improve the design of the overall district (McClendon 2014, 1). From the private sector, the boulevard is seeing investment in many new projects like a new location for the established Southern Food and Beverage Museum and the New Orleans Jazz Orchestra. These new projects and grant programs are providing a huge amount of investment into this neighborhood which has been in decline for decades. Moreover, Main Street designation and the fact that the neighborhood is of great importance culturally and architecturally to the city remains some of the best assets which leaders should leverage in community revitalization efforts. Conveying these important assets to funders and developers will help the neighborhood overcome stigma associated with blight and crime while attracting much needed investment.

## Demographics and Economic Characteristics

As of 2010, Central City has only recovered 60% of its population before Hurricane Katrina.

Moreover, there were 11,257 residents in 2010 compared to 19,072 in 2000. The fact that Central City and other inner city neighborhoods in New Orleans were in a state of decline and blight before the devastating storm depict just how much work is needed to revitalize this important area.

However, the Greater New Orleans Community Data Center has released “newer data from Valassis, Inc. on households receiving mail” that “suggests that growth in Central City has occurred through June 2013; moreover, the researchers found that the number of active residential addresses in the neighborhood has grown by 17% during this three-year period (Ortiz and Plyer 2012 , 1).

While these numbers can be encouraging to an outside observer, it would be worth researching

Neighborhood	Jun-05	Jun-10	Jun-13	% Change June 2010- June 2013	% Recovery June 2013
Central City	8,175	6,417	7,517	17.1%	92.0%

Source: Greater New Orleans Data Center 2014.

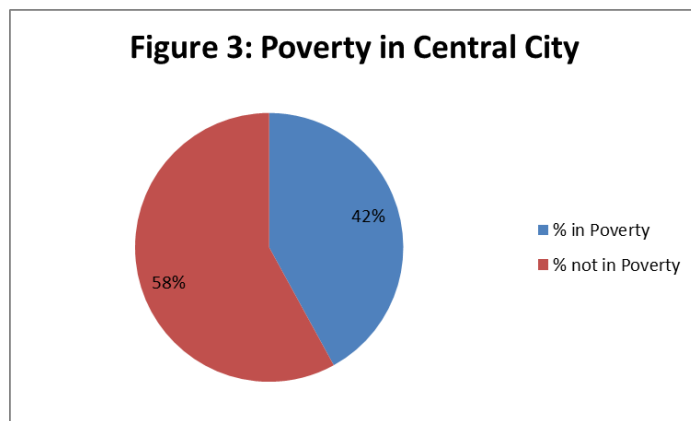
whether or not this growth can be attributed to former residents returning to the neighborhood or new residents speculating on the potential investment opportunity of the neighborhood.

A look into the economic characteristics of Central City is also necessary to accurately depict the current state of the neighborhood. According to the Greater New Orleans Community Data Center, almost 42% of neighborhood residents are living in poverty. This is a much lower number than the 50% of residents in poverty in 2000 (GNOCDC 2012, 1). However, the level of poverty still remains the most pressing need for this community. Again, the change in poverty could be from several different factors. First, residents could be doing better on the whole due to rising wealth and opportunity. On the other hand, new residents could be moving into the neighborhood which



would skew the statistical data to show that poverty is falling. A more thorough analysis with greater depth of detail would be needed to come to a conclusion on this matter.

On top of the high rate of poverty present in Central City, the neighborhood also holds a high amount of rental housing. About 77% of residential structures in this area function as rental housing leaving less than 25% of structures owner-occupied. As leaders continue to push forward in efforts like blight remediation, increased transportation, etc. they must be wary of the vulnerability



Source: GNOCDC 2014.

Essentially, there must be a balance between new investment in this community (and all in the Livable Claiborne Communities) in order to achieve a stable revitalization that all can benefit from.

### Profile of Café Reconcile

Café Reconcile is a restaurant located on Oretha Castle Haley Boulevard (formerly Dryades Street) in the heart of Central City. However, this is not a typical restaurant like those found in most neighborhoods in New Orleans or other cities. First off, the restaurant is a non-profit meaning that it does not work towards a profit and must reinvest all extra revenue back into the programming of the organization. Café Reconcile proudly states that they “are a community of concerned people committed to addressing the system of generational poverty, violence and neglect in the New Orleans area” (Café Reconcile 2014, 1). While the restaurant serves traditional New Orleans fare to

of the many renter residents. If there is a sudden increase in amenities and safety in Central City, new residents will want to move in and take advantage. Subsequently, renters could become victims in gentrification even though investments are meant to help those meant to help.

tourists, business persons, and community members, the company also works to provide workforce development and training for those members in the community who are under-educated and under-employed. Moreover, Café Reconcile allows residents to partake in life skills classes and 4-6 week on-the-job training in the culinary industry. Following their training in cooking, service, and other restaurant positions, the company places their graduates into internships and high-profile restaurants across the city (Café Reconcile 2014, 1). According to their website, the organization uses the:

“21<sup>st</sup> Century Success Principles curriculum, developed by the New Orleans Jobs Initiative over a ten-year period, which addresses participants’ understanding of workplace culture and is tailored for African-American youth with little connection to the labor market? We [Café Reconcile] also provide personalized and comprehensive case management services to help students overcome obstacles such as unstable housing and unreliable transportation. Outside referrals enable students to address substance abuse issues, pursue domestic violence counseling, and obtain legal assistance.” (Café Reconcile 2014, 1).

This comprehensive approach to workforce development, soft skills training, crisis intervention, and restaurant service has truly enabled the organization to find success and to become established in the city. By using a proven method of improving access to economic opportunity to Central City residents, and those in the Livable Claiborne Communities, Café Reconcile continues to be an anchor.

As stated earlier in this report, Central City and more specifically Oretha Castle Haley Boulevard are in the midst of investment by both the private and public sector. Because of the renewed interest in the boulevard and area, Café Reconcile is actually in the midst of an expansion of its physical space and programming (Café Reconcile 2014, 1). Not only does this expansion of service show how public and private investment can have an exponential trigger effect on

neighborhood development, but it shows that there is still a great need for job skills training programs in the neighborhood and city overall.

Readers should take several ideas from this quick profile of Café Reconcile. First, this organization is truly an anchor for the community even though it is not a large hospital or institution. The restaurant has been successful for many years and continues to make a positive impact on the lives of many. Next, because this restaurant has a proven and established business model, leaders and policy makers should work with Café Reconcile to study the possibility of opening up similar restaurants in other neighborhoods throughout the Livable Claiborne Communities Corridor. Because the tourism and hospitality industry has been so entrenched in the local economy, there is presently a multitude a service jobs available for residents with few credentials. However, if policy-makers and city leaders hope to diversify the local economy and see an increase in the wealth of residents, new organizations could be formed in other industries like manufacturing. For example, a manufacturing organization could work to train local residents in job skills while selling products to help continue programming. This is similar to the Café Reconcile and will help to create more anchors for the Claiborne Corridor and continue revitalization for all members of the community.

## **Conclusion**

By acting as a job training and placement center for disadvantaged community members, Café Reconcile acts as an anchor institution for Central City. Without key institutions such as this, many residents would not be able to secure stable jobs or partake in the greater economy. Although jobs in the tourism sector are not traditionally the highest-paying, the business model that Café Reconcile uses could be duplicated in other economic industries across the country in declining inner cities. A partnership with Café Reconcile and other similar, small anchor institutions will help

the Livable Claiborne Communities Initiative meet its goals in providing residents with more opportunities for economic inclusion. Moreover, non-profit business models aimed at providing a community benefit are vital in true community development.

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# Appendix

Context Map of Central City:



Source: GNOCDC 2014.

© 2002 GNO Community Data Center <www.gnocdc.org>

Picture of Oretha Castle Haley Boulevard in Central City

Source: Author, 2014.



Picture of Café Reconcile.

Source: Author, 2014.





# REVERE INDUSTRIES:

A BUSINESS AND NEIGHBORHOOD PROFILE OF A POTENTIAL MID-LEVEL ANCHOR INSTITUTION IN THE LIVABLE CLAIBORNE COMMUNITIES STUDY AREA

Brooke Perry  
Land Use Planning & Plan Making  
May 5, 2014

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# EXECUTIVE SUMMARY

Revere Industries is located within the Livable Claiborne Communities (LLC) study region. The study, "is a multidisciplinary study focused on community revitalization and economic development in neighborhoods along Claiborne Avenue, and the role of the avenue as a regional connector." (Livable Claiborne Communities) Since completion of the study, the Livable Claiborne Communities Initiative (LCCI) was created to promote livability, opportunity, and sustainability in neighborhoods in the heart of New Orleans. A focus of the LCCI has been on anchor institutions because they are rooted in their communities and have "an economic self-interest in helping to ensure that the communities in which they are based are safe, vibrant, healthy, and stable." (Serang, Thompson, & Howard, 2013)

This report will examine the business Revere Industries, a manufacturer specializing in security, video and sound products. Unfortunately, an interview with the business was not possible, however information about the business was gathered through research. This information can be utilized to understand the role the business may play in the New Orleans economy and what efforts by LCCI or other organizations may be appropriate for this business. The report will also provide an overview of Rampart Main Street Inc., a main street corridor which Revere Industries is located on. It will also examine the French Quarter neighborhood within which Revere Industries is located and its socioeconomic and demographic characteristics.

## BACKGROUND

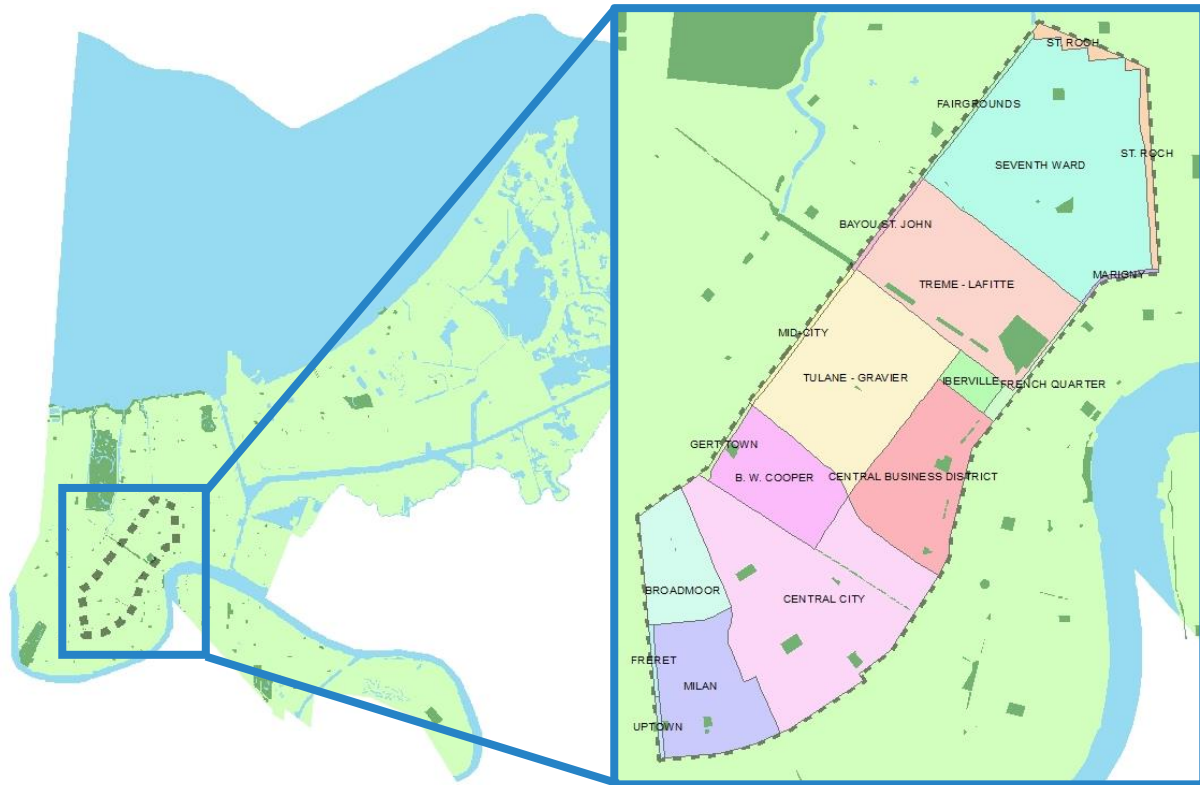
The Livable Claiborne Communities (LLC) study sought to identify "a set of scenarios combining transportation, revitalization, economic development and sustainability options," for several neighborhoods along Claiborne Avenue. (Livable Claiborne Communities) The 3.9-mile-long corridor included some of the most economically and socially distressed areas in New Orleans (Figure 1). The revitalization of these areas is essential to the future growth and prosperity of the City.

The LLC study provides, "a comprehensive analysis of alternatives to inform strategies and investments that will guide communities, the public agencies, not-for-profit partners and private sector development." (Livable Claiborne Communities) The LCCI and other agencies are using the detailed demographic, socioeconomic, housing, and other information gathered from the study to inform new programs and initiatives that will address identified issues.

The LCCI is interested in identifying anchor institutions within the study area and the region. Traditional anchor institutions are commonly referred to as "eds and meds" referring to universities and hospitals which often "hold significant investments in real estate and social capital, making it extremely difficult for them to pull up stakes and leave." (Initiative for a Competitive Inner City, 2011) While these large institutions are extremely important, smaller organizations such as "museums, sports franchises, military installations, and large corporations can, and do, play catalytic roles in community economic development." (Rutheiser) The LCCI is interested in identifying mid-level anchor institutions in New Orleans. Once identified, they hope to strengthen these institutions and deepen their connections to the community. This report,

along with several others from the University of New Orleans Spring 2014 Land Use and Plan Making class will provide information to the LCCI on several potential mid-level anchor institutions.

Figure 1: Livable Claiborne Communities Study Area with Neighborhoods



Map produced by Brooke Perry on May 1, 2014  
Map and data source: (City of New Orleans, 2013)

# BUSINESS SUMMARY

## COMPANY INFORMATION

### Revere Industries, Inc.

301 N Rampart St

New Orleans, LA 70112

Phone: 504-523-3503

Fax: 504-523-4322

Email: [info@reverenet.com](mailto:info@reverenet.com)

<http://reverenet.com>

## BUSINESS PROFILE

Revere Industries is a manufacturer specializing in security, video and sound products. They create innovative products by drawing on their years of experience in producing electronic devices. (Revere Industries, 2014) Revere Industries is registered as a "Business Corporation" by the state of Louisiana, a copy of their business filing is found in the Appendix. The original business registration date was December 30<sup>th</sup> of 1985, indicating that the business has been registered in Louisiana for 28 years. (Louisiana Secretary of State, 2013) This is significant because the company owners may have family ties to New Orleans, meaning they would be less likely to move away from the region and could be a potential anchor institution.

According to the Louisiana Secretary of State website, the registered agent for the company is Lesly Labadie and the vice president is Lori Herbert. If both of these individuals are women, Revere Industries can be certified as a woman-owned business. Many state, local and federal governments guarantee a certain percentage of project contracts for women-owned businesses. Several agencies certify and register women-owned businesses, including the federal Small Business Administration and the City of New Orleans through its State and Local Disadvantaged Business Enterprise program. Several nonprofits and organizations in New Orleans offer business counseling and technical assistance that could potentially help Revere Industries in the application process.

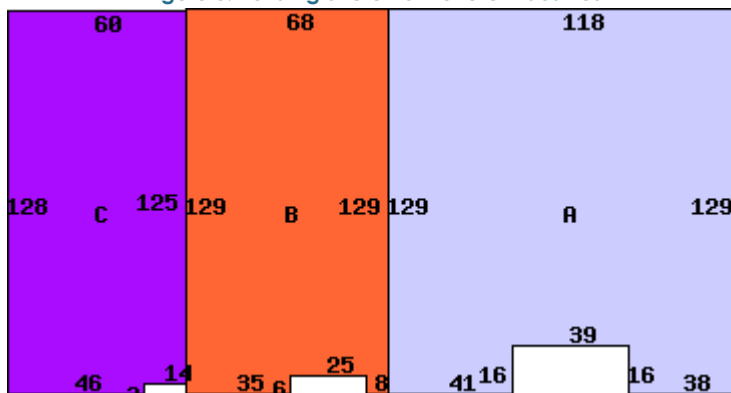
**Figure 2: Revere Industries Product Assembly**



(Revere Industries, 2014)

## ZONING & PROPERTY INFORMATION

**Figure 3: Building Sketch of Revere Industries**



(Orleans Parish Assessor's Office, 2014)

According to the Orleans Parish Assessor's Office, the property is owned by Lesly Labadie and Lori Herbert and was transferred to their possession from Howard Herbert in 2012. (Orleans Parish Assessor's Office, 2014) In 2014 the land was valued at \$849,920 and the building was valued at \$433,300 for a total property value of \$1,283,300. The building sketch (Figure 3) shows that the building is split up into three separate areas, main offices (3,776 square feet),

offices (2,026 square feet), and warehouse (7,638 square feet). It is unclear whether the manufacturing of products actually occurs at the building located at 301 Rampart Street.

Revere industries is located in the CBD-6 Central Business District zoning district. The purpose of this district is to "provide facilities and services along an entrance corridor to the Central Business District for persons making daily or occasional visits to the area for business or recreation purposes." (City of New Orleans, 2014) Manufacturing is not permitted in this district except for

the manufacture of “jewelry, art objects, art needlework, watches and fine instruments, optical, dental and medical equipment, and similar products where the ratio of value to weight is high.” (City of New Orleans, 2014) Due to the higher traffic volumes in the CBD, “development intensity is restricted to moderate levels and new generators of heavy traffic are prohibited or subject to conditional use provision.” (City of New Orleans, 2014) Thus, a manufacturing use which can generate traffic might not be appropriate for this site.

## NORTH RAMPART MAIN STREET

North Rampart Main Street, Inc. (NRMSI), a urban Main Street designated by the National Trust for Historic Preservation, was established after Hurricane Katrina to help the area recover. Revere Industries is located within the boundaries of NRMSI, which includes the area along North Rampart Street from Canal Street to Esplanade. NRMSI works to revitalize the corridor and “has helped business obtain available tax credits for the rehabilitation of historic buildings, attract new business and investors into the area, increase the walkability and change the negative preconceived attitudes about the corridor.” (Anderson & Thompson, 2012) This organization offers technical assistance and business counseling to businesses applying for state historic preservation programs.

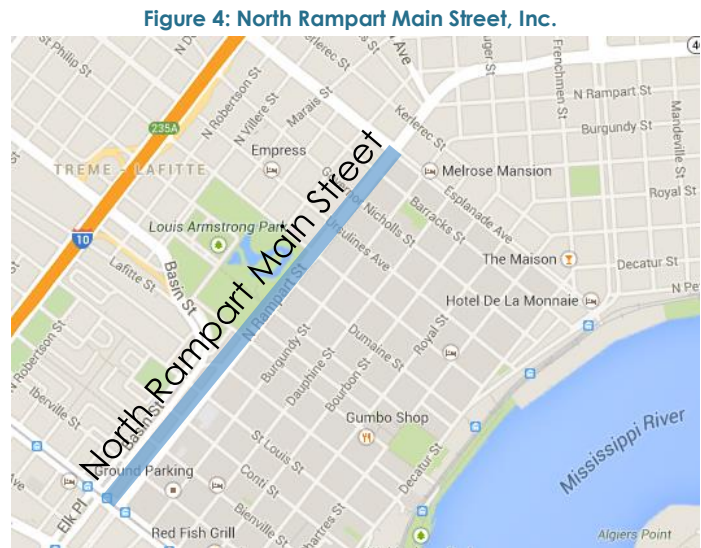


Figure 4: North Rampart Main Street, Inc.

(Google Maps, 2014)

# NEIGHBORHOOD PROFILE

## ABOUT NEIGHBORHOOD STATISTICAL AREAS

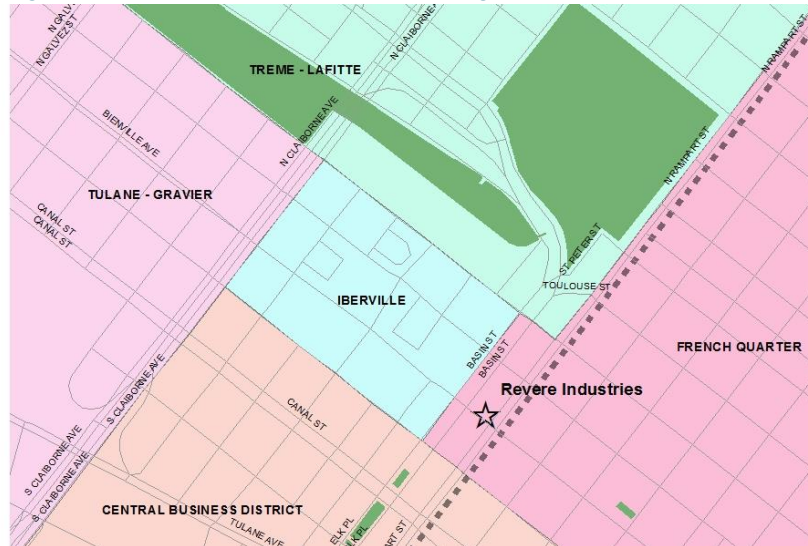
Census Tracts are “small, relatively permanent geographic entities within counties (or the statistical equivalents of counties) delineated by a committee of local data users.” (US Census Bureau) New Orleans was originally divided into Census Tracts in 1980 by the City Planning Commission. Since then, additional neighborhoods were added in the 1990 and 2000 Censuses. After Hurricane Katrina, the Greater New Orleans Community Data Center (GNOCDC) decided to utilize Census Tract boundaries for neighborhood level data analysis. During the 2010 Census, “these neighborhoods underwent further change...due to modifications (consolidation and/or splitting) of Census Tracts, the resulting boundaries were renamed as 'Neighborhood Statistical Areas' to reflect their actual function.” (City of New Orleans, 2013)



## LOCATION: REVERE INDUSTRIES

Revere Industries' location on Rampart Street is within the boundaries of the French Quarter neighborhood statistical area as designated by the Greater New Orleans Community Data Center. As can be seen in Figure 5, this location is close to several other neighborhoods, including Iberville, Treme-Lafitte, and the Central Business District.

**Figure 5: Revere Industries & New Orleans Neighborhood Statistical Areas (2013)**



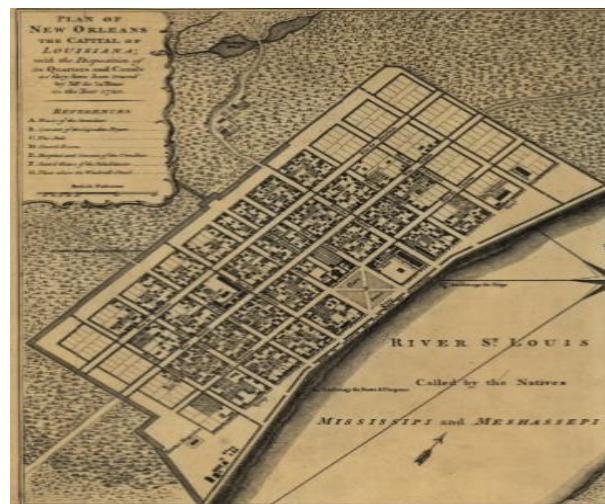
Map produced by Brooke Perry on February 22, 2014  
Map and data source: (City of New Orleans, 2013)

## FRENCH QUARTER: HISTORY

The French Quarter or Vieux Carré is New Orleans's oldest neighborhood. New Orleans was inhabited by Native Americans for centuries before being discovered by a French explorer named Cavalier de la Salle in 1682. He claimed the land for the King of France. Jean Baptiste le Moyne, sieur de Bienville, a French colonizer, founded the City of New Orleans thirty-six years later in 1718.

Once the swamps and heavy foliage were cleared, the city was laid out "in a grid pattern with the Place d'Armes (Jackson Square) occupying the center portion of the town facing the levee." (Greater New Orleans Community Data Center, 2002) In its early years, the French Quarter experienced two devastating fires. This destroyed many of the earliest structures, however the majority of this original street network remains today.

**Figure 6: Plan of New Orleans (1720)**



(Library of Congress, 1720)



## FRENCH QUARTER: PHYSICAL GEOGRAPHY

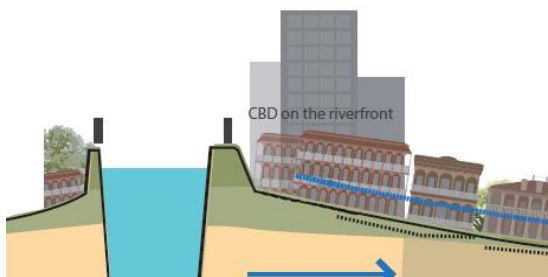
The French Quarter neighborhood statistical area is defined by Esplanade Avenue to the north, the Mississippi River to the east, Canal Street, Decatur Street and Iberville to the south and Basin Street, St. Louis Street and North Rampart Street to the west. The boundaries of the French Quarter are shown in Figure 5.

There are seven parks within the French Quarter. The largest park is Woldenburg Park, which is adjacent to the Mississippi River. Jackson Square and the Washington Artillery are the second and fourth largest parks, respectively. Other parks include Cabrini Playspot, Latrobe, Edison Place, and Bienville Place.

In addition to the parks within the French Quarter, several prominent parks are located within close proximity. Armstrong Park and the Treme Center are located across Rampart Street from the French Quarter. The Laffite Greenway, a former railroad that is in the process of being converted to a pedestrian and bike pathway, will connect the French Quarter to several neighborhoods and City Park.

The French Quarter was built on the natural levee of the Mississippi River. This ground is naturally higher than other areas because historically when the River would overflow, sediment that was carried from upriver was deposited on its banks. Thus the topography of the French Quarter is highest at the levee and slopes downward towards Lake Pontchartrain.

**Figure 8: French Quarter Topography**



Source: (Waggonner & Ball Architects, 2013)

In 2010, the French Quarter had a population of 3,813 which is an 8.69% decrease from its 2000 population of 4,176. While the French Quarter has experienced population loss, it is less than Orleans Parish overall, which lost 9.39% of its population from 2000 to 2010. The City of New Orleans suffered significant population loss following Hurricane Katrina, thus this does not necessarily indicate a future trend in declining population in the French Quarter or Orleans Parish. Interestingly, while

**Figure 7: Parks within French Quarter Neighborhood Statistical Area**



Map produced by Brooke Perry on February 22, 2014  
Map and data source: (City of New Orleans, 2013)

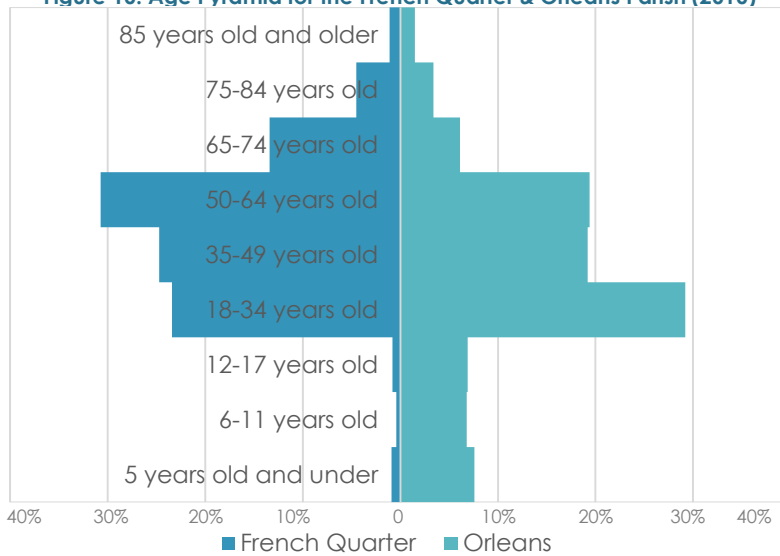
## FRENCH QUARTER: DEMOGRAPHICS

**Table 1: Total Population in the French Quarter and Orleans Parish (2000 & 2010)**

	French Quarter		Orleans Parish	
	2000	2010	2000	2010
<b>Total numbers</b>				
Population	4,176	3,813	484,674	343,829
Total households	2,908	2,635	188,251	142,158
Family households	509	549	112,977	76,643

Source: (Greater New Orleans Community Data Center, 2012)

**Figure 10: Age Pyramid for the French Quarter & Orleans Parish (2010)**



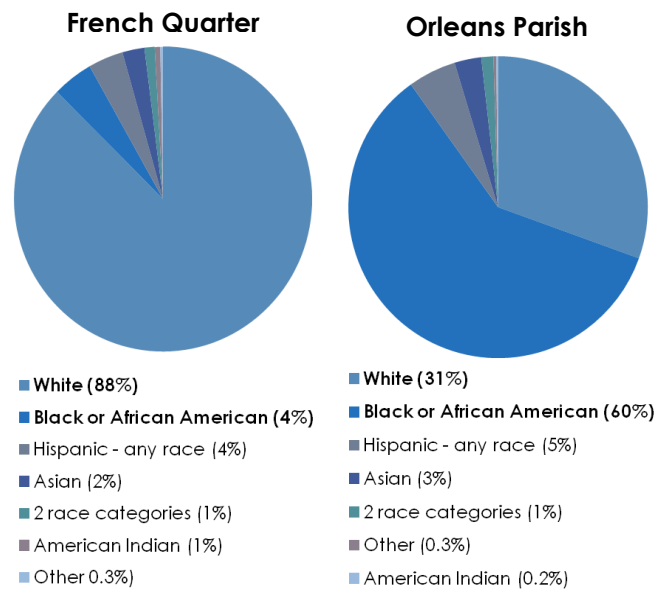
the number of total households has decreased in the French Quarter, the number of family households has increased. This means a greater number of related people are residing together in the French Quarter.

The largest age group in the French Quarter appears to be the 50-64 year-old cohort, comprising 30.70% of the population. Orleans Parish's largest cohort is 18-34 year-olds at 29.20% of the population. As can be seen

in **Error!** **reference source not found.**, very few children appear to live in the French Quarter compared to Orleans Parish. In 2012, the percentage of the population under the age of 17 was only 2.10%. In contrast, children accounted for 21.30% of the population of Orleans Parish.

Racial composition in the French Quarter varies drastically from Orleans Parish. The largest ethnic group in Orleans Parish is Black or African American, comprising 59.60% of the population. In stark contrast, the Black or African American population in the French Quarter is only 4.40%. The largest portion of the population in the French Quarter is White, who makes up 87.60% of the population. In Orleans Parish, the White population only account for 30.50% of the population.

**Figure 9: Racial Composition in the French Quarter & Orleans Parish**



### FRENCH QUARTER: ECONOMIC CHARACTERISTICS

The average household income in the French Quarter is significantly higher than Orleans Parish. Orleans Parish's average household income from 2006-2010 is \$59,952. This is \$35,294 less than the French Quarter's average household income during this time period, which was \$95,246. While

the average income in Orleans Parish only increased by 6.12% from 2000 to 2010, it increased by 24.27% in the French Quarter.

**Table 2: Average Household Income in the French Quarter and Orleans Parish (in 2010 Dollars)**

Average household income	French Quarter			Orleans Parish		
	2000	2006-2010	MOE*	2000	2006-2010	MOE*
Average household income (in 2010 dollars)	\$76,642	\$95,246	+/- \$17,243	\$56,497	\$59,952	+/- \$1,700

Source: **(Greater New Orleans Community Data Center, 2012)**

\* Margins of error (MOE) for the 2006-2010 ACS data are based on a 90% confidence level.

Despite having a higher average median income than the rest of the Parish, the French Quarter earns a smaller percentage of its wages through wage salary or income. However, residents of the French Quarter earn a larger percentage of their income from interest, dividends or net rental income (38.70%). Also, the French Quarter has a higher percentage of people with self-employment income than Orleans Parish. Residents of Orleans Parish receive higher rates of supplemental security income and public assistance income. However, French Quarter residents receive a higher percentage of social security income.

**Table 3: Household income type in the French Quarter and Orleans Parish (2000 & 2010)**

Household income type	French Quarter			Orleans Parish		
	2000	2006-2010	MOE*	2000	2006-2010	MOE*
Wage or salary income	79.70%	68.60%	+/- 5.8%	73.30%	74.10%	+/- 0.9%
Self-employment income	18.80%	19.60%	+/- 6.5%	8.70%	11.40%	+/- 0.7%
Interest, dividends, or net rental income	39.90%	38.70%	+/- 5.5%	23.70%	19.60%	+/- 0.7%
Social Security income	17.60%	32.10%	+/- 5.3%	24.70%	24.50%	+/- 0.5%
Supplemental security income	1.70%	1.80%	+/- 2.1%	7.80%	5.70%	+/- 0.5%
Public assistance income	0.50%	1.90%	+/- 5.6%	5.40%	2.60%	+/- 0.4%
Retirement income	9.60%	19.00%	+/- 4%	13.40%	13.60%	+/- 0.5%
Other types of income	5.70%	10.60%	+/- 4.9%	12.40%	11.60%	+/- 0.7%

Source: **(Greater New Orleans Community Data Center, 2012)**

\* Margins of error (MOE) for the 2006-2010 ACS data are based on a 90% confidence level.

The industry employing the largest amount of residents in Orleans Parish and in the French Quarter is the accommodation and food industry services sector. The French Quarter's top industries include accommodation and food industry services (30.40%), retail trade (10.30%), educational services (9.40%), professional, scientific, and technical services (7.80%), and

administration & support, waste management and remediation (6.20%). These are the top employment industries in Orleans Parish.

**Table 4: Resident Employment by Industry in the French Quarter and Orleans Parish (2004 & 2010)**

	French Quarter		Orleans Parish	
	2004	2010	2004	2010
<b>Total number of workers living in the neighborhood</b>	<b>1,635</b>	<b>1,507</b>	<b>172,274</b>	<b>110,312</b>
Agriculture, Forestry, Fishing and Hunting	0.10%	0.10%	0.10%	0.10%
Mining, Quarrying, and Oil and Gas Extraction	0.60%	0.70%	0.70%	0.70%
Utilities	0.40%	0.30%	0.70%	0.60%
Construction	1.80%	3.10%	3.10%	4.10%
Manufacturing	2.00%	2.70%	4.10%	4.30%
Wholesale Trade	2.90%	2.70%	3.00%	2.70%
Retail Trade	12.70%	10.30%	10.30%	11.20%
Transportation and Warehousing	5.40%	1.90%	3.90%	3.50%
Information	2.90%	3.10%	1.80%	2.10%
Finance and Insurance	4.20%	4.00%	4.60%	3.70%
Real Estate and Rental and Leasing	1.20%	2.30%	2.00%	1.80%
Professional, Scientific, and Technical Services	6.20%	7.80%	5.60%	6.50%
Management of Companies and Enterprises	1.50%	1.30%	1.60%	1.90%
Administration & Support, Waste Management and Remediation	5.10%	6.20%	7.00%	6.80%
Educational Services	8.40%	9.40%	11.80%	11.10%
Health Care and Social Assistance	8.30%	6.00%	13.70%	12.60%
Arts, Entertainment, and Recreation	5.10%	3.00%	3.50%	2.50%
Accommodation and Food Services	25.70%	30.40%	14.50%	18.10%
Other Services (excluding Public Administration)	2.20%	2.90%	3.50%	3.40%
Public Administration	3.40%	2.00%	4.40%	2.30%

Source Citation: **(Greater New Orleans Community Data Center, 2012)**

In summary the majority of the French Quarter population is white, with higher incomes than the rest of Orleans Parish. French Quarter residents receive a higher percentage of social security income than the rest of Orleans Parish and get a large portion of their income from interest or dividends. With relatively few children and a high percentage of 50 to 64 year olds, this may be indicative of a large retired population living in the French Quarter. In contrast, The City of New

Orleans has a high percentage of working age population. The largest concentration of the population consists of 18 to 34 year olds, with a significant number of 35-64 year olds.

## CONCLUSION

The Livable Claiborne Initiative seeks to revitalize neighborhoods in New Orleans by promoting livability, opportunity, and sustainability. Anchor institutions can aid in this revitalization by providing a steady economic base and meaningful employment. Revere Industries, a manufacturer specializing in security products, might not currently meet the definition of mid-level anchor institution but has the potential to expand its impact in New Orleans.

Located in Louisiana for almost 30 years, the company may have strong area ties. While manufacturing might not be occurring at the location on Rampart Street, there are other sites in the New Orleans area that could accommodate production locally. Existing economic development organizations, such as the New Orleans Business Alliance and Greater New Orleans, Inc. can aid in site selection and provide technical assistance. By moving production locally, jobs can be generated for the local population, most of which is working age. Revere Industries can also take advantage of women-owned business programs and receive technical assistance from the North Rampart Main Street. Lastly, the products produced by Revere Industries can be connected to local businesses who are in need of security products.

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# APPENDIX A: LOUISIANA BUSINESS FILING

5/3/2014

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Name	Type	City	Status
REVERE INDUSTRIES, INC.	Business Corporation	NEW ORLEANS	Active

### Previous Names

**Business:** REVERE INDUSTRIES, INC.  
**Charter Number:** 34194280D  
**Registration Date:** 12/30/1985

### Domicile Address

301 N. RAMPART ST.  
 NEW ORLEANS, LA 70112

### Mailing Address

301 N. RAMPART ST.  
 NEW ORLEANS, LA 70112

### Status

**Status:** Active  
**Annual Report Status:** In Good Standing  
**File Date:** 12/30/1985  
**Last Report Filed:** 12/12/2013  
**Type:** Business Corporation

### Registered Agent(s)

**Agent:** LESLY HERBERT LABADIE  
**Address 1:** 301 N. RAMPART ST.  
**City, State, Zip:** NEW ORLEANS, LA 70112  
**Appointment Date:** 12/15/2010

### Officer(s)

Additional Officers: No

**Officer:** LORI HERBERT  
**Title:** Vice-President  
**Address 1:** 301 N RAMPART ST  
**City, State, Zip:** NEW ORLEANS, LA 70112

### Amendments on File

No Amendments on file


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# APPENDIX B: PARCEL INFORMATION

5/3/2014

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## Orleans Parish Assessor's Office

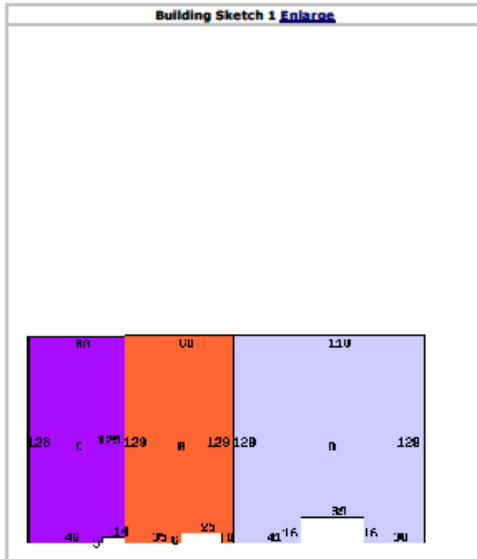
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Owner and Parcel Information			
Owner Name	LABADIE LESLY H HERBERT LORI	Today's Date	May 3, 2014
Mailing Address	ETAL 301 N. RAMPART ST. NEW ORLEANS, LA 70112	Municipal District	2
Location Address	317 N RAMPART ST	Tax Bill Number	206104404
Property Class	Commercial	Special Tax District	42496
Subdivision Name		Land Area (sq ft)	42496
Square	122	Lot	5
Book	61	Folio	041
Line	006	Parcel Map	<a href="#">Show Parcel Map</a>
Legal Description	1. SQ 122 RAMPART BASIN CONTI 2. AND BIENVILLE 128X332	Assessment Area	FRENCH QUARTER COM 21 <a href="#">Show Assessment Area</a>

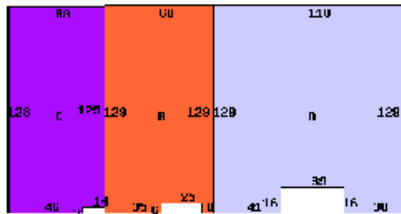
Value Information										<a href="#">Estimate Taxes</a>		<a href="#">Tax Information</a>	
										Special Assessment Treatment			
Year	Land Value	Building Value	Total Value	Assessed Land Value	Assessed Building Value	Total Assessed Value	Homestead Exemption Value	Taxable Assessment	Age Freeze	Disability Freeze	Assmnt Change	Tax Contract	
2014	\$ 849,920	\$ 433,300	\$ 1,283,220	\$ 84,990	\$ 65,000	\$ 149,990	\$ 0	\$ 149,990					
2013	\$ 849,900	\$ 433,300	\$ 1,283,200	\$ 84,990	\$ 65,000	\$ 149,990	\$ 0	\$ 149,990			BOR-13		
2012	\$ 849,920	\$ 433,330	\$ 1,283,250	\$ 84,990	\$ 65,000	\$ 149,990	\$ 0	\$ 149,990					

Sale/Transfer Information						
Sale/Transfer Date	Price	Grantor	Grantee	Notarial Archive Number	Instrument Number	
12-26-2012	\$ 0	HERBERT HOWARD	LABADIE LESLY H	201248698	524861	
02-04-1981	\$ 0			00000000	00000000	

**Building Sketch 1 [Enlarge](#)**



**Building Photo 1 [Enlarge/Show All](#)**

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1/2



**LIVABLE CLAIBORNE COMMUNITIES PROJECT:  
B.W. COOPER NEIGHBORHOOD  
&  
CRESCENT PALMS MOTEL  
PROFILE & ANALYSIS**



**MURP 5050  
Urban Land Use Planning & Plan Making**

**Yang Ran  
May 5, 2014**

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<b><u>I HAVE MADE A BUSINESS INTERVIEW WITH ONE OF THE EMPLOYEES AT THE CRESCENT PALMS MOTEL ON APRIL 7, 2014. MY PARTICIPANT WAS REALLY NICE JUST LIKE WHAT I HAD READ ON YELP.COM ABOUT THEIR MOTEL</u></b>	

SERVICES. THERE ARE 10 QUESTIONS IN TOTAL OF MY INTERVIEW. THIS INTERVIEW TOOK ME ABOUT 30 MINUTES AS WE TALKED ABOUT SOME OTHER EXTENDED QUESTIONS. 20

THEIR MOTEL SERVICE IS QUITE SIMPLE NOW. PROVIDING ACCOMMODATION IS THE MAJOR FUNCTION OF THIS PLACE. BUT IF YOU ARE REALLY IN NEED OF SOMETHING, THEIR MANGER AND EMPLOYEES WILL TRY THE BEST TO HELP YOU. THIS MOTEL DOESN'T DO ANY SIGNIFICANT PROMOTION TO ADVERTISE THE BUSINESS EXCEPT THE WEBSITE AND CUSTOMER REVIEWS ON OTHER SOCIAL LIVING FORUMS. THEY CAN PROVIDE 10-15 JOBS BASED ON THE BUSINESS SEASON. IT'S A MID-ANCHOR INSTITUTION OF THE NEIGHBORHOOD. MARDI GRAS IS THE MOST POPULAR TIME FOR PEOPLE TO STAY IN THIS MOTEL. IT HAS SEVERAL CELEBRITIES VISIT THIS PLACE LAST YEAR. THE MOVIE "THE BUTLER" STARRING WITH FOREST WHITAKER AND OPRAH WINFREY SHOT SEVERAL SCENES IN THIS MOTEL. POPULAR SINGER ELLIE GOULDING ALSO HAS A MUSIC VIDEO FEATURED THIS MOTEL'S ROOMS FROM 201 TO 204. THESE MEDIA WORKS CAN ATTRACT POTENTIAL VISITORS. THE OWNER IS THINKING ABOUT TO GET A SWIMMING POOL IN THIS MOTEL TO UPGRADE ITS SERVICES. 21

MY PARTICIPANT THOUGHT IT WOULD BE VITAL ABOUT I-10 REMOVAL BECAUSE MOST OF THEIR COSTUMERS DROVE CARS TO GET THERE. THE SIGNIFICANT CHANGE OF TRANSPORTATION PATTERN COULD BE A CHALLENGE FOR PEOPLE TO COPE WITH. THIS MOTEL WILL ENDEAVOR TO HELP REVITALIZE NEIGHBORHOOD BY MAKING CONNECTIONS TO OTHER MID-ANCHOR INSTITUTIONS INSIDE AND OUTSIDE THE COMMUNITY. 21

CONCLUSION 22

THE CITY REVITALIZATION PROCESS IN NEW ORLEANS AFTER KATRINA DOESN'T JUST PUT HANDS ON POVERTY AND CRIME RATE. IT HAS A BROADER SPECTRUM OF SOCIAL AND HISTORIC ISSUES TO BE RESOLVED. DEFINITELY, THE LIVABLE CLAIBORNE COMMUNITIES PROJECT HAS SIGNIFICANT INFLUENCE ON THESE NEIGHBORHOODS ALONG THE CORRIDOR. IT PROVIDES THE OPPORTUNITY FOR THEIR REBIRTH. OVERLOOKED SOCIAL GROUPS GET THE CHANCE TO BE HEARD. 22

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CRESCENT PALMS MOTEL IS NOT JUST A MID-ANCHOR INSTITUTION. IT IS ALSO THE PRESERVER OF NEIGHBORHOOD HISTORY AND CULTURE. MORE ANCHOR INSTITUTIONS SHOULD GET INVOLVED TO FLOURISH THE NEIGHBORHOOD. 22

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## Research Summary

This research is to explore key types of resources and analysis that are essential for land use planning and plan making. It provides the initial profiles of the Livable Claiborne Communities Project, B.W. Cooper Apartments Neighborhood and Crescent Palms Motel. Based on the throughout research, the Livable Claiborne Communities Project has made significant progress in guiding and stimulating neighborhood redevelopment. The B.W. Cooper Apartments Neighborhood is going through community renewal process to fight against decline and poverty issues. The Crescent Palms Motel, working as a mid-anchor institution of the neighborhood, takes its rebirth as the opportunity to flourish once again.

## Introduction

New Orleans has kept fighting for city revitalization and population restoration since Katrina cataclysmically struck the region in 2005. Multiple governmental and private programs were utilized to facilitate city redevelopment. Different programs have different protocols. Some of them focused on the general plan, and some of them intended to solve problems lying in neighborhoods. People of New Orleans are making every endeavor to bring the city back to its status before the Katrina came. Various redevelopment programs interweaved with each other to create the complete revitalization network. One of these prominent neighborhood revitalization programs is the Livable Claiborne Communities project.

In this research report, an initiative profile and analysis have been created to review the Livable Claiborne Communities project on the project mission, project creating process, and project impact. Nine neighborhoods within the Livable Claiborne Communities project boundaries are involved. They are located along the South Claiborne Boulevard that has been covered by I-10 in a large proportion. The impact of potential I-10 removal is another focus point of this project.

By exploring the importance of Mid-Anchor institutions in neighborhoods, researcher chose to analyze the B.W. Cooper Apartments Neighborhood and its anchor the Crescent Palms Motel. Information about the B.W. Cooper Neighborhood is collected from different categories including history, geography, demographics and economics. The business



profile has been created for the historic Crescent Palms Motel. This motel has established in the neighborhood since 1962. The up and down of the motel operations reflect significant historic period of American inner city evolution. An interview was also carried out with one of the motel employees to explore details of its development.

A Main Street Corridor analysis is also included to connect the neighborhood mid-anchor institution to the creation of sustainable and livable communities.

## Profile of the Livable Claiborne Communities Project

### The introduction of Livable Claiborne Communities Project

The Livable Claiborne Communities Project focuses on the 3.9-mile-long corridor along Claiborne Avenue and adjacent nine neighborhoods (Figure. 1). Its geographic boundaries are formed by “Napoleon Avenue to Elysian Fields Avenue, and between Broad Street on the lakeside to Magazine Street, Oretha Castle Haley Boulevard, Rampart Street and St. Claude Avenue at the riverside” (LCC Info sheet, 2012).

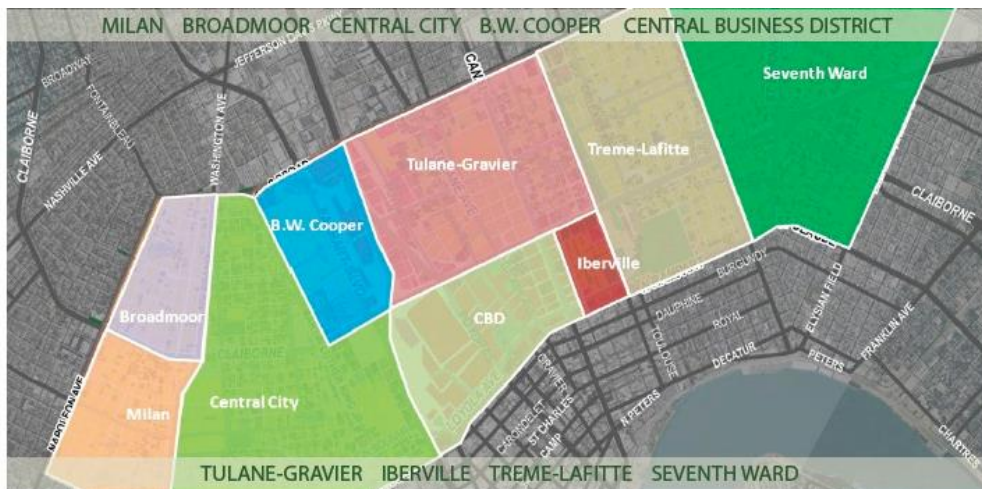


Figure. 1: Livable Claiborne Communities

Image source: Crescentcityshapers.com

This project with the 12-month timeframe started in September 2012 and finished in October 2013. It organized three public meetings to build scenarios and do alternatives analysis. With the support from federal government agencies, the city of New Orleans took the leading role of this project.

The LCC project is about building “livability, opportunity, and sustainability in neighborhoods along Claiborne Avenue and the role of the avenue as a regional connector” (LCC Info Sheet, 2012). By addressing three major questions, “how can the Claiborne corridor develop into the future”, “how can the Claiborne corridor achieve sustainable economic vitality” and “what is Claiborne’s role as a transportation corridor”, the project explored how this key transportation corridor could “support community revitalization and help generate and integrate new initiatives, while continuing to serve as a critical transportation link for the rest of the city and adjoining parishes” (LCC Info Sheet, 2012).

The outcome of the LCC project will not affect any existing structures at this time, such as I-10 over Claiborne Avenue. But it will help neighborhoods along Claiborne Ave, city of New Orleans and its regional partners make comparison of all scenarios created by the project. This process will finally be ended by the evaluation of National Environment Policy Act (NEPA). The most appropriate alternative will be identified as the optimal redevelopment strategy.

### **What is an Anchor?**

Neighborhood revitalization can be facilitated in multiple ways. Different researches are

interested in different incentives to accelerate the process. Compared by various community researches, the anchor institution is one of the most profound factors to affect development. “Anchor institutions, such as hospitals, universities, arts and cultural institutions and sports venues, occupy a unique and influential place in America’s inner cities” (Inner City Insights, 2011). It is obvious that anchor institutions are difficult to move because of significant real estate and social capital investments.

But why anchor institutions are important? First of all, anchors are the key factors to create shared value in the neighborhood. The diversity brought by the local anchor institutions is helpful to increase the amount of business done locally. The multiple roles of anchor institutions play in the neighborhood development are also important. Anchor institution can work “as a provider of products or services; real estate developer; purchaser; employer; workforce developer; cluster anchor; and community infrastructure builder” (Inner City Insights, 2011). If anchor institution, government, nonprofit organization, and local business can work together, the neighborhood revitalization will become more efficient.

### **Main Street Corridor Analysis--Broad Community Connections (BCC)**

Because “National Trust leaders felt that there was too much focus on saving individual landmark buildings and not enough on the more complex problems of downtown districts”(Tyler, Ligibel & Tyler, 2009), and no preservationist at that time viewed downtown revitalization as a problem for them, the National Trust for Historic Preservation established the Main Street Program in 1980.

The Main Street Program uses the classic Four-Point Approach for downtown revitalization. The key element of this program is to promote economic development through historic preservation. It includes “self-reliance, distinctive architecture, personal service, and local empowerment” (Tyler, Ligibel & Tyler, 2009). The four-point approach includes “Organization” that brings together interest groups and individuals; “Promotion” that promotes itself and presents attractive new images to potential costumers; “Design” that provide evidence of desirable environment; and “Economic Restructuring” that gets support from local lending institutions.

The Broad Community Connections (BCC) is the one close to my mid-anchor institution. “Broad Community Connections was established in 2008 as a non-profit organization whose primary objective was to promote commercial revitalization on Broad Street as well as help revitalize neighboring communities Post–Katrina. In Broad Community Connections adopted the Four-Point Approach and became recognized as urban Main Street in January of 2009” (Anderson & Thompson, 2012). Their official boundary is from Tulane Avenue to Bayou Road on Broad Street. Most members are residents because of the time constraint for local business owners (Figure.2).

The BCC’s mission is to “revitalize Broad Street from Tulane Avenue to Bayou Road as a vibrant commercial corridor, bringing together the surrounding neighborhoods and promoting their economic, residential, and cultural development” (Anderson & Thompson, 2012). As a result, the BCC serves as a primary sponsor and contributor for the annual Brewhaha, which is designed to celebrate the city’s long history of coffee and beer brewing.

The BCC is also dedicated to three local revitalization projects: the Refresh Project is designated to promote urban agriculture and local growers and producers; the Iconic Signage is to “create interesting and artistic signage for their businesses along Broad Street” (Anderson & Thompson, 2012) to attract potential customers; the Broad Street Story Project intends on highlight the unique urban fabric and cultural identity of this community.

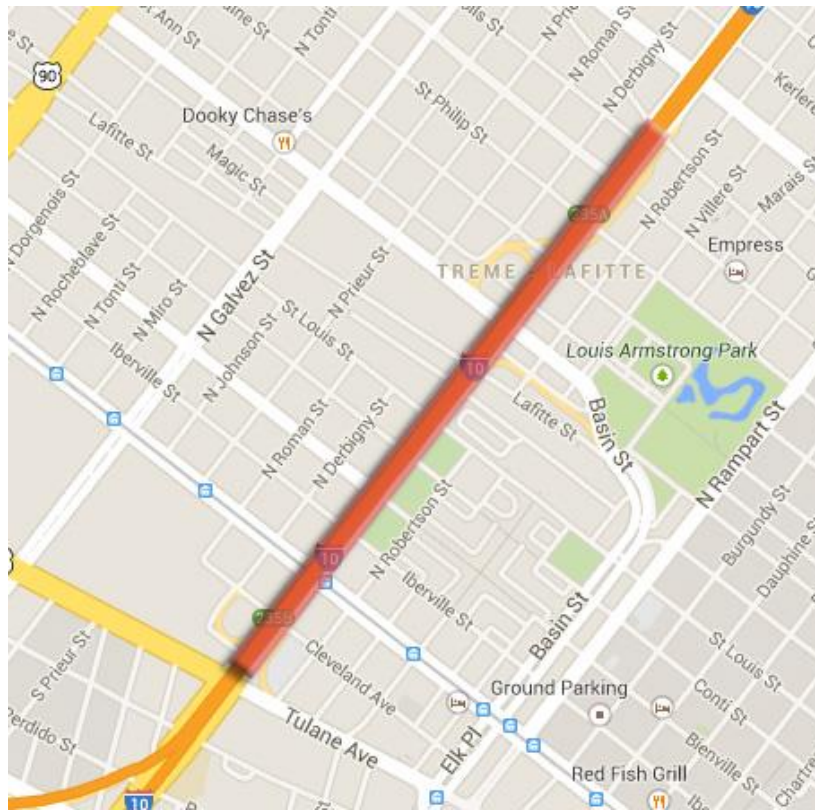


Figure. 2 Image source: google.com

The BCC has already made some impressive achievements in community revitalization. The first tenant of the Refresh Project, Whole Foods Market, made its grand opening on Feb. 4, 2014. It provides fresh foods and health related programs to communities along Broad Street. More importantly, 125 new jobs were created for the locals.



Figure. 3: Whole Foods Image source: Yang Ran



Figure. 4: Refresh Project Image source: Yang Ran

The Refresh Community Farm is another ongoing project, which will start its construction in the summer of 2014. It is an on-site teaching farm located at the Refresh Project on North Broad Street. This project has more good news recently: it has been chosen as a national top 5 finalist for the 2014 Garnier® Green Garden Grant, which has the worth of \$100,000 recycled materials.

## **Profile of the B. W. Cooper Apartments Neighborhood**

### **Physical Geography**

The B. W. Cooper Apartments neighborhood is located in the Mid-city Planning District. It has been encompassed by other three neighborhoods: Gert Town, Tulane/Gravier and Central City. The geographic boundaries consist of S Broad Street, Martin Luther King Jr. Boulevard, S Claiborne Avenue and Pontchartrain Expressway (Figure. 5). The whole neighborhood occupies 197 acres.

Even though the B. W. Cooper Apartments neighborhood is inside the Mid-city Planning District, this neighborhood has too many incompatible differences compared with other adjacent neighborhoods. There are only few historic facts shared with the Mid-city neighborhood close to it. Like the Mid-City was originally swampland with development beginning in the late 19th century, the B.W. Cooper Apartment neighborhood could be called the back of the “Back of Town” (Nungesser, n.d.).

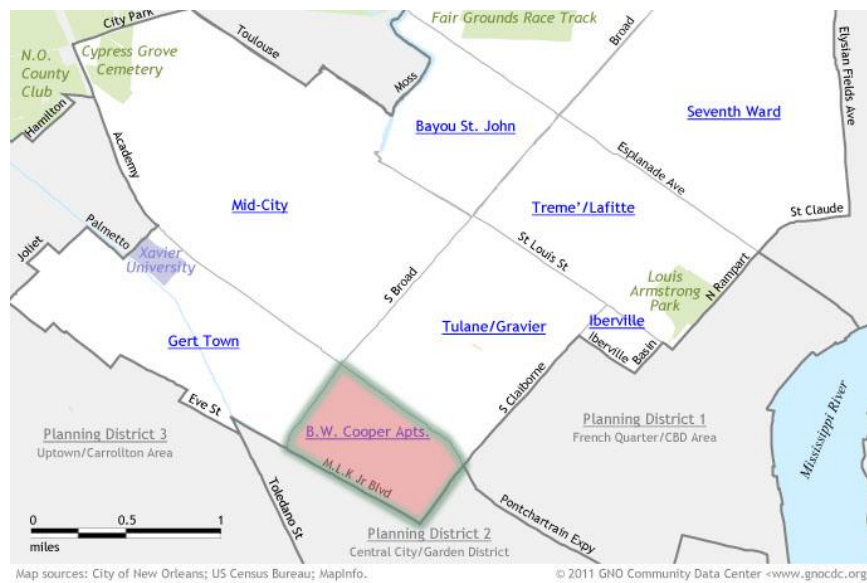


Figure. 5: B.W. Cooper Apts. Neighborhood

Image source: gnocdc.org

## Neighborhood History

The B.W. Cooper Apartments neighborhood was also known as the Calliope Projects completed in 1941 (Figure. 6 & Figure. 7). The extremely high violent crime rates made this neighborhood gain the nationwide infamy. The project was “funded by the 1937 United States Housing Act, which was inspired by widespread homelessness after the Great Depression” (“Then and Now,” 2011). It is the third largest public housing project in



Louisiana. In May 1981, the Calliope was renamed the B.W. Cooper Apartments. Even though most buildings had not been severely damaged by Katrina in 2005, 1,243 of 1,546 house units were still demolished after the storm. Only a total of 303 units remain on the site for occupancy (“Then and Now,” 2011).



Figure. 6: B.W. Cooper Image source: asergeev.com



Figure. 7: BW Cooper Image source: zimbio.com

In 2012, a new B.W. Cooper redevelopment finally took place and it had been renamed as Marrero Commons. This project was under the operation of the Housing Authority of New Orleans with \$5.4 million budget. The HANO claimed "Damage to the housing development as a result of Hurricane Katrina has made the development uninhabitable for residents... Engineering and environmental evaluations of the damages sustained to the housing complex following the hurricane indicate that the extensive nature of the damages do not support repair or renovations to the units. Rather, the damages, and associated costs support the recommendation for demolition and reconstruction of the housing complex" (“Then and Now,” 2011). There will be 250 newly constructed mixed-income apartments replace the blighted structures (Reckdahl, 2011).



## Demographics

The population of B.W. Cooper Apartments Neighborhood changed significantly before and after Katrina. Its total population dropped from 4,339 in 2000 to 806 in 2012 at the drop rate of 81.4%. But neighborhoods around it did not change as significantly as it did. The Gert Town dropped from 4,748 in 2000 to 3,614 in 2012 at the drop rate of 23.9%. The Tulane/Gravier dropped from 4,234 in 2000 to 3,649 in 2012 at the drop rate of 13.8%. The Central City dropped from 19,072 in 2000 to 11,257 in 2012 at the drop rate of 40.9%.

Population losing also has impact on the composition of gender and age in the neighborhood. While the percentage of female dropped from 60.4% to 54.7%, the male grew up from 39.6% to 45.3%. The percentage of teenagers under 18 also dropped around 10% while the percentage of the older population increased, especially the 50-64 years old grew from 6.5% to 21.6%. This may indicate the women and children are more vulnerable to disasters. If they couldn't cope with the situation, they have to move. On the contrary, the old are just lack the resources to get mobility but have to stay in the neighborhood. By 2012, the median age of people in this neighborhood is 38.2 compare to the 34.9 of Orleans Parish.

The largest ethnic group in this neighborhood is Black or African American. Over 90% population of this neighborhood consists of this group. They have slightly dropped from 98.4% in 2000 to 90.8% in 2012.

## **Economic Characteristics**

People living in that area have the common consensus that the B.W. Cooper Neighborhood still struggles with severe poverty issues. Even the percentage of population living in poverty dropped from 69.2% in 2000 to 49.0% in 2012, a large amount of residents still depend on income support. Social security income accounted for 23.4% in 2000 and increased to 41.8% in 2012 of the household income. The supplemental security income also rose from 17.5% in 2000 to 31.7% in 2012 as the resource of household income. The Orleans Parish had steadier trend on these two factors. While the Social security income was with 24.7% in 2000 and 24.5% in 2012, the supplemental security income was 7.8% in 2000 and 5.7 in 2012. As the result, the Orleans Parish had decreased the poverty population percentage from 27.9% in 2000 to 24.4% in 2012. The average income also coincided with the poverty level. The B.W. Cooper Apartments Neighborhood had \$17,356 average household income in 2000 and \$15,354 in 2012. The Orleans Parish had \$56,497 in 2000 and \$59,952 in 2012. The average household income in this neighborhood is way too behind the city benchmark. The median home value of this area was \$247,700 according to the 2012 census tract.

Because of most residents in this neighborhood with no degree better than high school, they mainly work on retail trade (11.7% in 2000 and 18.2% in 2012), administration & support, waste management and remediation (11.7% in 2000 and 11.9% in 2012), and accommodation & food services (19.5% in 2000 and 15.7% in 2012). All the works require low technic and depend on labor. These neighborhoods nearby shared some characteristics

of it. The accommodation & food services account for a large proportion of their working market. The Gert Town was with 15.7% in 2000 and 23.3% in 2012, the Tulane/ Gravier was with 18.7% in 2000 and 24.5% in 2012, and the Central City was with 18.8% in 2000 and 23.8% in 2012. The unemployment rate in this neighborhood was 53.1% in 2000 and it increased to 62.4% in 2012. These neighborhoods around it had similar numbers. The Gert town had 32.4% in 2000 and 56.7% in 2012. The Tulane/Gravier had 64.8% in 2000 and 51.8% in 2012. The Central City had 58.8% in 2000 and 47.7% in 2012. The whole areas still share the high unemployment rate.

## **Profile of the Crescent Palms Motel**

### **Crescent Palms Motel**

3923 Martin Luther King Blvd.

New Orleans, Louisiana 70125

Phone: 504-821-7773

Fax: 504-267-7366

**Annual Sales:** Unknown

**Total Employees:** 12-15

**Employees at This Location:** 12-15

**Primary Line of Business:** Provide Accommodation & Catering & Cultural Events

### **Management Directory:**

Hotel Manager / Front Desk / Worker-Hourly /

Desk Clerk / Housekeeping / Night Audit-Hourly /

Front Desk Manager/Night Auditor/IT Support – Hourly

## **Business Profile**

According to its website, the original owner of the Crescent Palms Motel is Mr. Louis Mason, Jr. who was a successful businessman and humanitarian. Under the influence of the African American Civil Rights Movement from 1954 to 1968, Mr. Mason was inspired to do something to support ending segregation and discrimination against African Americans. He “imagined a first class motel where African-Americans would be welcomed. He envisioned a showplace that would bring even more jobs into a strong community” (Crescent Palms Motel, 2008). The name of this motel shows the cultural dimension of the city, because the New Orleans city is also called the Crescent City.

Since Mr. Louis Mason, Jr. and his wife Daisy originally found the Crescent Palms Motel on August 19, 1962, people have fascinated with its breathtaking history and authentic New Orleans style. It had hosted many Motown celebrities such as Mary Wells, The Drifters, the Marvellettes, Martha and the Vandellas. The motel served as a solid member of the business community for African-American travelers for many years before the Mason family sold this place. (Crescent Palms Motel, 2008)

This motel was renamed as Brandy’s Motel in the 1980s’ until Katrina struck in 2005. After the renewal program funded by local investment groups in 2007, the Crescent Palms Motel embraces its rebirth as the perfect place to stay in town.

Even though it is not located in the best neighborhood, this motel still has its advantages (Figure. 8). Based on the city property data on nola.org website, this motel is in the C-1

district, the General Commercial District. This district is to “provide sufficient space in appropriate locations for a wide variety of commercial and miscellaneous service activities, generally serving a wide area and located particularly along certain existing major thoroughfares where a general mixture of commercial and service activity now exists, but which uses are not characterized by extensive warehousing, frequent heavy trucking activity, open storage of material, or the nuisance factors of dust, odor, and noise, associated with manufacturing” (nola.gov). It is appropriate to make this lot as a motel.

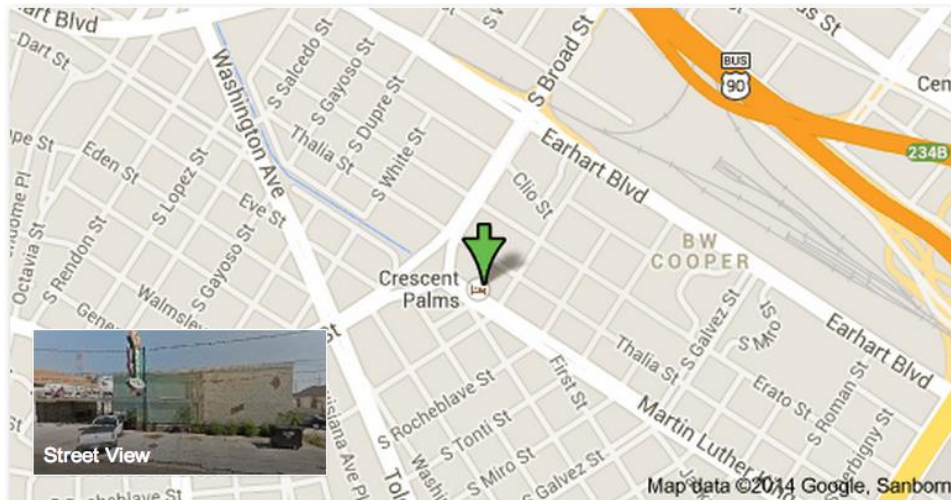


Figure. 8: Crescent Palms Motel

Image source: google.com

The location is close to many places of interest in New Orleans, like Super Dome and French Quarter. The price is relatively cheaper and affordable. And the most valuable asset, its authenticity and history are the major reason for people to visit this place. It provides travelers the chance to immerse in local history. In the old and recent pictures, this motel barely changed anything. (Figure. 9 & 10)



Figure. 9 & 10: Crescent Palms Hotel (original design)

Image source: Crescentpalmsmotel.com

As a community business member, it connected different groups to create neighborhood integrity and prosperity. The physical space of this motel is comfortable and cozy. A completely small-scale urban space provides satisfactory services. This motel also works as the connection point for the people living in that neighborhood because it holds community party constantly. The positive images of this neighborhood space can attract potential visitors and investments. In 2013, the movie “The Butler” starring with Forest Whitaker and Oprah Winfrey shot several scenes in this motel. Popular singer Ellie Goulding also has a music video featured this motel’s rooms. All of these make the motel more attractive and desirable.

### **Business Interview & Summary**

I have made a business interview with one of the employees at the Crescent Palms Motel on April 7, 2014. My participant was really nice just like what I had read on Yelp.com about their motel services. There are 10 questions in total of my interview. This interview took me about 30 minutes as we talked about some other extended questions.

Their motel service is quite simple now. Providing accommodation is the major function of this place. But if you are really in need of something, their manager and employees will try the best to help you. This motel doesn't do any significant promotion to advertise the business except the website and customer reviews on other social living forums. They can provide 10-15 jobs based on the business season. It's a mid-anchor institution of the neighborhood. Mardi Gras is the most popular time for people to stay in this motel. It has several celebrities visit this place last year. The movie "The Butler" starring with Forest Whitaker and Oprah Winfrey shot several scenes in this motel. Popular singer Ellie Goulding also has a music video featured this motel's rooms from 201 to 204. These media works can attract potential visitors. The owner is thinking about to get a swimming pool in this motel to upgrade its services.

My participant thought it would be vital about I-10 removal because most of their customers drove cars to get there. The significant change of transportation pattern could be a challenge for people to cope with. This motel will endeavor to help revitalize neighborhood by making connections to other mid-anchor institutions inside and outside the community.

## Conclusion

The city revitalization process in New Orleans after Katrina doesn't just put hands on poverty and crime rate. It has a broader spectrum of social and historic issues to be resolved. Definitely, the Livable Claiborne Communities Project has significant influence on these neighborhoods along the corridor. It provides the opportunity for their rebirth. Overlooked social groups get the chance to be heard.

Anchor institutions can accelerate the process of neighborhood revitalization. These multiple roles of anchor institution have to be cooperated with government agencies and private organizations to maximize their potentiality. The Crescent Palms Motel is not just a mid-anchor institution. It is also the preserver of neighborhood history and culture. More Anchor institutions should get involved to flourish the neighborhood.

The I-10 has been under discussion since it was erected. The significant influence of this giant structure is undoubted. Whether or not demolish the interstate should be the focus of further research.



## Appendix A Pictures of Crescent Palms Motel

All pictures taken by Yang Ran



Figure. 11 Front



Figure. 12 Court Yard



Figure. 13. Stairs



Figure. 14 Reception Room

## **Appendix B Crescent Palms Motel Interview Questions**

1. How long has this motel been operating in this neighborhood?
2. Except providing accommodation, what other services does this motel have?
3. How does this motel promote its business? Does it advertise nationally?
4. How many employees does this motel have? What work positions do they take?
5. What does the motel contribute to this neighborhood? Does it improve infrastructure?  
  
Does it help to improve other business development?
6. How much revenue does this motel generate annually?
7. Did this motel participate the LCC community meetings?
8. What kind of impact will the motel have from the I-10 removal?
9. What is the future vision of this motel?
10. What kind of services does this motel want to expand in the future?

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2014

# Central City, Central City Millworks & the Claiborne Corridor Project



Amanda Shine

MURP 5050 – Land Use Plan and  
Plan Making

5/5/2014

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## Research Summary

The purpose of this project is to provide an in-depth analysis of both the Livable Claiborne Communities Project (LCCP) as well as a specific anchor institution within the geographic focus of the LCCP. The Central City Millworks Company was chosen as a sample business about which research can be done concerning the extent and success of the LCCP. A detailed neighborhood summary of Central City is provided to further qualify the geographic, social, and economic characteristics of a selected area within the boundaries of the LCCP, with the intention of deducing why this area was focused on for the LCCP. The LCCP's primary goals identify economic revitalization as a means to improving the conditions of both the residents and the physicality of the neighborhoods that lie within the project's boundaries. This in turn will benefit New Orleans as a whole, improving both the economic health of the city, as well as, its vitality and ultimately sustainability.



## Introduction

The Livable Claiborne Communities Project (LCCP) was created through various public and private organizations with the intention of revitalizing an area of New Orleans that has been fraught with socio-economic strife and disenfranchisement. Focusing on connecting local businesses with the surrounding community, the LCCP intends to improve conditions within its project boundaries through bottom-up strategies and projects. By analyzing the project and a representative anchor institution, the businesses through which the LCCP accomplishes its goals, understanding of its extent and success can be determined. The initial analysis centers on the LCCP and the definition of anchor institutions. From there, the selected mid-anchor institution, Central City Millworks (CCM) Company, will be explored in depth through a look at its history and current projects, further qualified through an interview with its owner. A summary of the neighborhood characteristics in which CCM resides will follow in order to better understand the reasoning and success of the LCCP.

## Livable Claiborne Communities Project

The Livable Claiborne Communities Project (LCCP) is a revitalization program through the National Trust for Historic Preservation's *Commercial Corridor Revitalization Programs* (CCRPs) designed to increase economic activity and reduce blight in culturally significant areas (Anderson and Thompson, 2012, 6). The LCCP is dedicated to improving upon the inequalities and unequal access to jobs, community, and quality business and recreational opportunities that have plagued the area both before and after the construction of the I-10 elevated expressway (City of New Orleans, 2010, 1). Though the construction and possible deconstruction of the I-10 expressway is a focus of the LCCP and its central goals, ultimately the concentration on economic and social revitalization

through community and industry fuels the project’s goals and encompasses its methodology. This specific characteristic will comprise the focus of this report and analysis, as it sheds light on the neighborhood and its cultural features as a central focal point for the purpose of the LCCP.

The geographic emphasis of the LCCP is the area around Claiborne Avenue between Napoleon Avenue and Elysian Fields Avenue, bounded by Broad Street to the north and Danneel Street, Oretha Castle Haley Boulevard, St. Claude Avenue, and Rampart Street to the south, as seen in Figure 1 below.

Figure 1: Map of the Livable Claiborne Corridor boundaries



Livable Claiborne Communities. *What is the Geographic Focus?* Retrieved: Feb. 2014. <http://www.livableclaiborne.com/what-is-the-lcc-study/what-is-the-geographic-focus.aspx>

According to the LCCP’s website, this area was chosen as, ” what happens in the communities adjoining Claiborne Avenue will be of interest to people in many parts of the City and region” (Livable Claiborne Communities, “What is the Geographic Focus?”, 2013). This encompasses a significant amount of commercial businesses as well as residential communities, the combination of which is integral to the purpose of the project: “integrating inter-agency partnerships with strong

community input” (City of New Orleans, 2010, 1). On top of these initiatives, the LCCP hopes to advance infrastructure improvement projects and increased public participation by seeking out grant programs for local community organizations, increasing transparency and accessibility of related government and non-government agencies, and maximizing federal, state, and local resources as they apply to the goals of the project (City of New Orleans, 2010, 6).

A major focus for the project lies in improving transportation systems and providing greater access to jobs and economic opportunities, all with citizen and neighborhood input. This participation was achieved through neighborhood meetings during the planning and implementation stages of the project (City of New Orleans, 2013, 1). Though the project was considered complete in late 2013, it will take years before its success can truly be determined. It is the hope of this report to determine the degree of the success and the extent of the project after it has been implemented.

### [Anchor Institutions](#)

A major part of the Livable Claiborne Communities Project lies with the power of anchor institutions to connect with the local community and becomes a means of economic vitality and integrity. According to a report on these establishments by the Initiative for a Competitive Inner City (ICIC) in 2011, anchor institutions are places within a community that employ large numbers of often local residents and are important economic entities within a community (2). They not only provide jobs but are also tax bases that can benefit a city beyond just a local level. Given this, the LCCP’s use of anchors to boost local economic activity through development initiatives is understandable. By utilizing these economic tools, revitalization can take place in an arena outside governmental undertakings, thereby ensuring long-lasting success as well as higher levels of

community involvement, especially in view of the fact that many anchor institutions are found in the private sector (including many non-state universities, hospitals, and large corporations).

Furthermore, studies have been conducted to deduce how significant an impact and influence these powerhouses can play in communities. As stated in the Anchor Institutions Task Force's report on this subject, there are four foundational characteristics of anchor institutions: spatial immobility, corporate status, size, and social contributions (Anchor Institutions Task Force, 2013, 4). Using these criteria, the status of an establishment as an anchor institution can be determined and subsequently analyzed through this specific lens.

### Mid-Anchor Institutions

For the purpose of this report, the size aspect of anchor institutions was modified to accommodate the scale of both the LCCP and this project. The intention of this reduction is based on the geographic scale of the LCCP as well as the neighborhoods contained within. Instead of a large scale operation similar in scope to a hospital or university, smaller businesses and organizations were chosen on the basis of 15-100 employees. Most of the neighborhoods found within the geographical focus of the LCCP are primarily residential and as such are less likely to contain institutions employing a large number of workers.

Mid-Anchor Institutions have their benefit, though they may not hold as much power as the anchors identified in the aforementioned studies. Though a hospital may contribute to the health of the community, a grocery store can hold a similar amount of respect or character for a community, given its history, prominence, and/or cultural significance. Furthermore, it would provide another layer to the already complex definition of anchor institutions if the variable of size was modified and

the establishment analyzed under the other three basic aspects of the definition of an anchor institution.

## Central City Millworks Business Profile

Central City Millworks (CCM) was chosen as an example mid-level anchor institution for two very specific and connected reasons: its contribution to the historical integrity and longevity of New Orleans, a city rich in architectural significance, and its unique services that require specialized skills. This company demands a slightly more non-conventional approach to anchor institutions that could potentially provide the LCCP with valuable information regarding its success and approach.

### **Central City Millworks**

2610 Second Street

New Orleans, LA 70113

Phone: 504-899-1345

Fax: 504-899-1348

**Zoning:** Light Industrial

**Annual Sales:** unknown

**Total Employees:** 15-50 depending on workload

**Employees at This Location:** 15-50

**Primary Line of Business:** Renovation, restoration, and

**Management Directory:**

- Hal Collums, Owner
- Daniel Bell, CNC Programmer
- Rob Thornton, CAD Administrator
- Bartell Tapp, Sales Representative
- Sylvana Lemos, Accountant

The Central City Millworks (CCM) is a locally owned and operated millworks company focusing on renovation, historic preservation and restoration projects. It was created out of the owner's desire to provide New Orleans with quality millworks services. Figures 2 and 3 below provide prime examples of the quality of the product CCM produces and thus its commitment to its original goal of preserving New Orleans heritage.

Figure 2: Galatoire's Remodeling by Central City Millworks



Central City Millworks. *Galatoire's Restaurant Gets a Millwork Makeover*. Retrieved: Apr. 2014:  
<http://www.centralcitymillworks.com/galatoires-restaurant-gets-a-millwork-makeover/>

Figure 3: Arthur Rogers Gallery by Central City Millworks



Central City Millworks. *Arthur Rogers Gallery Wins Award of Merit*. Retrieved: Apr. 2014:  
<http://www.centralcitymillworks.com/new-orleans-contractor-performs-award-winning-work/>

Following Katrina, Hal Collums Construction owner started CCM and bought quality machines and materials to service the New Orleans area at the behest of construction companies and residents in need of renovation and reconstruction. CCM offers free consultations and quality services for an

affordable price. Being sustainable and green is a top priority for the company, who reuses what materials it can as well as donating sawdust to nearby SPCA and stables (Central City Millworks, 2014).

The physical location of CCM is integral to its goals and the services it provides to New Orleans. In recent years, economic hardship had forced many millworks companies to relocate outside of the city on the basis of economic convenience. For this reason, the owner Hal Collums purchased the flooded property in early 2006 and started operations by the summer of that year. It is located in the heart of the Central City neighborhood and is intentional: the location had been previously abandoned before Hurricane Katrina and given its centrality, extremely convenient for projects all around the city. Collums' construction company has been in operation since 1974, providing an easy route of expansion into the millworks industry (Collums, 2014). For this reason, CCM will remain spatially immobile as it would not be necessary to move given the long-standing commitment CCM has with its location.

The purpose of CCM is to “improve and retain” New Orleans architecture and to “bring back manufacturing to New Orleans” (Collums, 2014). Roughly 80% of the company's projects are commercial, primarily due to the fallout of the economic recession of 2008 and the overall economic health of the city and its residents. CCM wishes to reach out to residential contractors and homeowners, though it is a difficult process to pursue given the specialized nature of the company and its services (Collums, 2014). In this regard, the LCCP could aid the company in connecting it to homeowners around the city as well as within the Central City neighborhood, benefitting all parties involved.

In terms of physicality, the location of CCM is both historical and modern. Two buildings exist on the site, each with their own unique character. The 15,000 square foot riverside building was built in the 1960s and houses both the administrative offices as well as the work area where the millworks projects are fabricated. The 8,000 square foot lakeside warehouse is historic, built at the turn of the twentieth century and made out of corrugated metal siding. Finally, the 7,000 square foot yard in the back houses temporary structures, a machine shop, and storage facilities. These allow for all work to be done on site with installation done off site (Collums, 2014).

Socially, CCM has a very new relationship with its surrounding neighbors and community. Having opened only eight years ago, it may not be at the level of traditional anchor institutions but it is well on its way. Collums states that the company has a good relationship with its neighbors, and has even worked on projects nearby that are both residential and commercial. CCM regularly maintains the streets surrounding the buildings, cleaning up broken bottles and even maintaining neighbors' lawns. A noticeable drop in crime in the immediate vicinity has occurred since the company opened its doors in 2006, further proving that even small and new companies can go a long way in helping the social atmosphere of a neighborhood improve.

## Central City Neighborhood Profile

### History

The neighborhood of Central City (Figure 4) holds much cultural significance for New Orleans, particularly in terms of music and local and historical heritage. It was initially built with rental of housing particularly in mind. The St. John the Baptist Church was built in 1872, reflecting the highly Catholic Irish, Italian, and German populations of the time. There were two major



housing developments that existed pre-Katrina, the CJ Peete and Guste developments, both built in the early to mid-twentieth centuries and demolished before the hurricane (GNOCDC, “Snapshot”, 2013).

Figure 4: Map of the Central City Neighborhood



GNOCDC. (2013). *Central City*. Retrieved: Feb. 2014. Retrieved from: <http://gnocdc.org/NeighborhoodData/2/CentralCity/index.html>

The Central City area became of a hub of social and racial activism and opportunities, starting as early as the mid-1800s. Historically, Oretha Castle Haley Boulevard was a center of racial integration and civil rights activism, and has since become an important commercial and social center in the community. Many prominent businesses and centers are found in the area, including the Keystone Insurance Company, Dryades Street YMCA, Ashe Cultural Arts Center, and the Free Southern Theater (GNOCDC, “Snapshot”, 2013).

Central City has been economic and social disparities that still continue to this day. The area originally was the site of integration pre-Civil Rights era and saw many black and white businesses existing side by side. Racial activism was prevalent in the area in the mid-1960s and protests were held on Dryades street (what is now known as Oretha Castle Haley Boulevard), with Martin Luther King, Jr. speaking at a local church (Preservation Resource Center, 2). Nevertheless, despite the prominent political atmosphere, the area started to decline economically, with many businesses leaving by the mid-1980s and crime skyrocketing Central City to the position it holds today, being the most crime-ridden area of New Orleans (The NOLA Daily, 2013).

## Geography

The Central City neighborhood is located just southwest of the Central Business District (CBD) and northwest of the Garden District, with Claiborne Ave and Lasalle St through the center, as indicated on the map in Figure 5 below. The neighborhood is relatively at ground level much like the rest of the city, and features prominently flat terrain. It is a predominantly residential neighborhood, with storefronts lining major streets such as Claiborne Ave, Martin Luther King Jr. Boulevard, Oretha Castle Haley Boulevard, and St. Charles Avenue (GNOCDC, “Snapshot”, 2013). Traveling by car is by far the easiest mode of transportation through Central City. A simple look at Google Maps shows that bus service extends down Claiborne Ave, Oretha Castle Haley Boulevard, and Martin Luther King, Jr. Boulevard. No streetcar has run in Central City since 1932, leaving many residents without a stable means of transportation (Gadbois and Mulcahy, 2013).

According to the GNOCDC, the percentage of residents in the neighborhood without a vehicle has dropped from 56.5% to 37.7%, and the percentage of residents with one vehicle available has risen from 33.3% in 2000 to 48.1% in 2008-2012 (GNOCDC, “Central City”, 2013).

Figure 5: Central City Millworks location within the Central City Neighborhood



Created by Author in Microsoft Paint, based on a Google Images Map

## Demographics

Based on census data gathered by the US Census Bureau, the Greater New Orleans Community Data Center (GNOCDC) has compiled a list of demographic and economic data for every neighborhood in the city, including Central City. This information is recent as of 2010 and compares the neighborhood to the city as well as national averages.

The Central City neighborhood lost roughly 41% of its population between 2000 and 2010, much more than the 29% loss experienced by Orleans Parish as a whole during that time period, most likely due to Hurricane Katrina (GNOCDC, “Central City”, 2013). The majority of the population is female, a steady statistic between 2000 and 2010 with a drop from 54.3% to 50.4%. As it was in 2000, the median cohort group is 18-34 year olds, who experienced an increase from 23.9% to 27.2% in the ten year span. This mirrors the entirety of Orleans Parish, where this age group expanded from 25.9% to 29.2% (GNOCDC, “Central City”, 2013).

In terms of race and ethnicity, Central City saw a drop in African American population of 14.7% to 72.4% in 2010, with an increase of 7.4% of Whites in 2010. Orleans Parish saw a drop of 6% in African Americans and an increase of 3.9% of whites. The Hispanic population of Central City grew by 5.5% to 7.1% in 2010, compared to the Orleans Parish average of 2.1% growth (GNOCDC, “Central City”, 2013).

### Economics

In terms of the economics of the Central City neighborhood, the average household income was \$30,407 in 2000 and \$39,200 in 2006-2010. In terms of poverty, it has declined in the neighborhood between 2000 and 2006-2010; the rate stood at 49.8% in 2000 to 37.9% in 2006-2010. Comparatively, Orleans Parish saw a drop of only 3.5% in those years, from 27.9% to 24.4% (GNOCDC, “Central City”, 2013). The information on income support includes public assistance, social security, and supplemental security, all of which make up 51.1% of all income in the area by household, a 13.2% higher average than Orleans Parish in 2010 (GNOCDC, “Central City”, 2013).

Employment in Central City focuses mainly on food and services, with employment of 23.8% of eligible workers in 2010. Health care services take the next position with 12.2% of Central City workers employed in this field. Comparatively, the Uptown neighborhood sees 20.6% of its residents employed in the education field and 14.7% employed in food and services. The unemployment rate stands at 9.5% as of 2000, the latest statics found, which remains 4% higher than the 5.5% average in Orleans Parish at that time (GNOCDC, “Central City”, 2013). In terms of average home sale prices, the statistics are lacking but according to Zillow Home Value Index, the average sale price is \$205,000 in 2014, with an average sold price of \$147,000 (Zillow, 2014).

## Main Street: Martin Luther King, Jr. Boulevard

Martin Luther King, Jr. Boulevard (MLK Boulevard) is a historically prominent street in the Central City Neighborhood of New Orleans. Running north and south at a northwest angle, this street has been the setting of the Martin Luther King, Jr. parade for the last few decades. The area was at the epicenter of racial activism and the civil rights movement in the 1960s, leading to its renaming, much like Oretha Castle Haley Boulevard. Currently a residential and commercial corridor, it features the usual fare of gas stations, small shops, and restaurants. Since the early 2000s, it has seen a resurgence in violent crime, the same sort that dominates Central City as a whole. Despite this, new homes have slowly been starting to be built thanks to local non-profit organizations, community action groups, and the Neighborhood Development Foundation (Bruno, 2013). Much like the neighborhood within which it exists, Martin Luther King, Jr. Boulevard is a prime location for economic revitalization and redevelopment, which may possibly help lower crime and poverty rates.

## Conclusion

The aim of the Livable Claiborne Corridor Project (LCCP) is to revitalize and improve the social and economic conditions within the Claiborne Corridor boundaries, which in recent times have been stagnant and problematic for residents. Using a bottom-up approach, select anchor institutions and community organizations are targeted by the LCCP to improve local economic conditions in conjunction with public works projects and attempts to increase community-level involvement in all social and economic functions of the area. This requires commitment and communication between the government, residents, and local organizations and businesses, a

historically challenging task not only in New Orleans but around the world. The LCCP has achieved success in a few of its endeavors but currently faces many hurdles and is nowhere near complete.

The Central City Millworks (CCM) Company is a unique example of the Livable Claiborne Corridor Project (LCCP), realized through citizen-level action and interaction with local communities. While the CCM was not created as a result of the LCCP, it still operates within its jurisdiction and benefits from being a part of a thriving neighborhood profiting from the infrastructure investment and increased economic opportunities recently and historically created within the Claiborne Corridor. Further research must be done to determine the possible benefits of a collaboration between the LCCP and the Central City Millworks Company and whether or not the company interacts with the community on a local level.

## Appendix

Interview with Hall Collums, owner of Central City Millworks.

Collums, Hal. Apr. 2014. Personal Interview.

### Physical Building Specifics

- Is the building historic?
- Has the building been renovated (before or after you moved in)?
- What is the zoning classification for your lot/land parcel?
- What is the size of the building and lot?
- Is work done on- or offsite?
- How would you describe the building's place in the community? Does it have one?
- Why was this location chosen for CCM?

### Establishment

- When was CCM established? (Mission Statement says post-Katrinap but more specifically?)
- Why exactly did you found CCM?

### Economics

- Income report?
- Profit report?
- What type of clientele do you work with?
- How many employees work for CCM?
- Do you have competition in the millwork industry in New Orleans? In Orleans parish?

### Mission Statement

- What projects have you completed that you would say represent your mission stateme

### Social

- What social responsibility does CCM carry in the community?
- What contributions do you make to and how do you interact with the community?
- Do you offer training opportunities?
- Do you offer jobs locally or based on resumes given?

### LLC

- Did you receive a flyer, notice, hear on the radio/television, or attend a meeting about the Livable Claiborne Communities project? If so, did you choose not to attend?

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# The Estopinal Group and the Livable Claiborne Communities:

An Analysis of Mid-Level Anchor Institutions

Amy Ulmer  
MURP 5050  
Final Paper  
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Abstract:

The research looks at the Livable Claiborne Communities and the role of mid-level anchor institutions within the project service area. The Estopinal Group is the specific mid-level anchor institution chosen for analysis. The research will include a brief business profile of The Estopinal Group, neighborhood demographics and the physical geography of the area in which the company is located, and a general profile of the Livable Claiborne Communities initiative. Lastly, how a partnership between The Estopinal Group and the Livable Claiborne Communities could be beneficial to the surrounding community will be provided.

## Introduction

The objective of this research paper is to examine various resources and analysis that are required for land use planning and plan making. The Claiborne corridor has both cultural importance and the opportunity for future economic development. As the Livable Claiborne Communities (LCC) study explains, “It includes 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” (LCC info sheet, 2012). It is important to understand the physical, economic, and cultural elements that are involved in land use development plans.

The research analyzes potential Mid-level anchor institutions for the Livable Claiborne Communities Initiative. Anchor institutions have the ability to impact a community both socially and economically. The LCC has ambitious goals and by analyzing mid-level anchor institutions, the initiative can develop innovative partnerships between local businesses and the community. The Estopinal Group provides a new framework with which to re-evaluate traditional roles of anchor institutions. Within the context of the Livable Claiborne Communities, anchor institutions provide actionable ways to bridge the gap between economic growth and economic opportunity.

## Profile of the Livable Claiborne Communities:

### *History of the Livable Claiborne Communities Initiative:*

The Livable Claiborne Communities (LCC) target area is comprised of a “3.9-mile-long corridor spanning several neighborhoods along Claiborne Avenue” (LCC info sheet, 2012) As shown in Figure 1, The Livable Claiborne Communities project encompasses nine neighborhoods along the Claiborne Corridor that include Broadmoor, Milan, Central City, B.W. Cooper, the Central Business District, Tulane/Gravier, Iberville, Treme/Lafitte, and the Seventh Ward. The boundaries of the corridor are defined as, “Napoleon Avenue to Elysian Fields Avenue and between Broad Street on the lake side to Magazine Street, Oretha Castle Haley Boulevard, Rampart Street and St. Claude Avenue at the riverside” respectively (LCC Info Sheet, 2012).

Figure 1: Map of LCC Boundaries:



Source: Jones, 2012. Retrieved 5/2014 from <http://www.theneworleanstribune.com/main/many-residents-leery-of-claiborne-corridor-study/>

By providing historical, environmental, and economic analysis of the area, the LCC hopes to attract innovative business and community collaborations to promote sustainable development in this area.

In general, the goals of the Livable Claiborne Communities initiative are to explore opportunities for economic and community revitalization within the corridor. At the initial stages of the study, the LCC outlined four key concepts to guide the research; “stakeholder engagement and discovery, understanding of existing conditions, developing new scenarios for a future Claiborne, and analyzing opportunities” (LCC info sheet,2012). These key concepts lay the groundwork for future development plans.

The LCC promotes both strong businesses and strong communities within the target area. The comprehensive plan focuses on socioeconomic issues that are present and important to the community. During an in class presentation, Ashleigh Gardere, the Executive Director of the Livable Claiborne Communities initiative, outlined the residential vision that was realized during the study process. Interestingly, the community residents were less concerned about the removal of the I-10 overpass than one would have originally thought from previous studies and media coverage. The communities’ concerns dealt with issues regarding equitable and sustainable solutions for economic development. The LCC saw the need to develop for strategies that solved “quality of life” issues, such as access to safe transit, walkability, affordable goods and services, affordable housing, and preservation of cultural traditions. However, the largest challenge and community need is connecting economic growth with economic opportunity. More specifically, pairing

residents with jobs that pay a living wage within the corridor so that pockets of the community are not left-behind in the revitalization process.

*Objectives of an Anchor Institution:*

The overall goal of the project is to revitalize those nine neighborhoods within the Claiborne Corridor by encouraging sustainable economic development. Furthermore, the LCC plans to enhance the resident's quality of life while maintaining the unique cultural traditions of the population. The initiative includes a large study area and even larger goals for community and economic development. The LCC project sees anchor institutions as a key component in realizing not only the goals of the initiative but the resident's vision as well.

Anchor institutions provide the community with stakeholders that are physically, culturally, and economically invested in a particular area. Meaning, "anchor institutions are geographically tied to a specific location by a combination of invested capital, mission, or relationships to customers or employees" (Taylor & Luter, p.3). Community impact and social responsibility are imperative to the anchor institution ideology (Taylor&Luter, 2013). Furthermore, anchors bolster the livability of a community by promoting " policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates..."(ICIC, 2011, p.2). For example, anchor institutions and a surrounding underrepresented community can form a symbiotic relationship through workforce development. The most favorable outcomes of partnerships with anchor institutions



include those that develop a “shared values” standard and belief in equitable growth (ICIC, 2011).

#### *Main Street Corridor Analysis:*

The North Rampart Main Street, Inc. is an example of a successful revitalization effort within an economically distressed area. The commercial corridor revitalization initiative is concerned with the area along North Rampart from Canal Street to Esplanade Avenue (Anderson & Thompson, 2012). Furthermore, “ The goal of the NRMSI is to strengthen existing businesses and attract new businesses that have the vision to stay the course, and help rebuild the street to its place of honor” (Anderson & Thompson, p.61). The NRMSI have done this by working with businesses and investors to provide assistance with grants and permit processes (Anderson &Thompson, 2012). Additionally, the organization has encouraged a change in perception of the corridor by working with the city of New Orleans to fix broken streetlights that promote walkability and an increase in safety (Anderson & Thompson, 2012).

#### **Profile of Tremé/Lafitte Neighborhood:**

##### *Neighborhood History & Figures:*

The Estopinal Group’s firm is located in the Treme/ Lafitte Neighborhood. To understand the possible effect of an economic strategy, such as partnering mid-level anchor institutions with the community, it is important to look at the surrounding neighborhood. The neighborhood that surrounds this particular industry is known as the Tremé /Lafitte District. The Tremé /Lafitte neighborhood was “the first neighborhood for free people of color in the United States and the birthplace of jazz, Tremé is a community

Figure 2: Mardi Gras Indian



Source: Waters, 2011. Retrieved 5/2014 from <http://ipjournal.law.wfu.edu/2011/07/mardi-gras-“indian”-suits-fit-for-copyright-protection/>

with incredible cultural resonance” (LCC info sheet, 2012). It boasts a unique history that includes Mardi Gras Indians, Social Aid and Pleasure Clubs, and second lines (PRCNO). During the 1960s, along Claiborne Avenue, this area was home to a prosperous community of African American businesses (PRCNO). However,

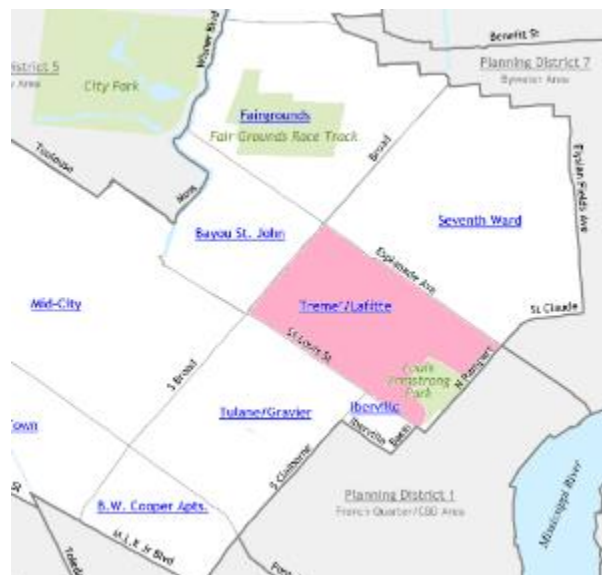
the neighborhood saw a decline in economic prosperity during the mid-twentieth century with the demolition of the Tremé Market, and the construction of I-10 and the Lafitte Housing Development (The Data Center).

*Physical Geography and Neighborhood Map:*

The Tremé/Lafitte neighborhood is within the Mid-City planning district 4 boundaries (The Data Center). The neighborhood boundaries, seen in Figure 1.3, include “N. Claiborne Avenue, St. Bernard Avenue, N. Rampart Street, Basin Street/Orleans Avenue” (The Data Center).

Source: The Data Center, retrieved 5/2014 <http://www.datacenterresearch.org/data-resources/neighborhood-data/district-4/>

Figure 3: Map of Treme/Lafitte



The neighborhood is bordered by three other revitalization neighborhoods along the Claiborne Corridor; the Seventh Ward, Tulane/Gravier, and Iberville. Furthermore, the culturally relevant Armstrong Park and Congo Square are found within the neighborhoods' defining borders.

*Demographics & Tables:*

Neighborhood demographics between 2000 and 2010 divulge important information about the people who live in the Tremé /Lafitte neighborhood. Table 1 displays the racial and ethnic diversity in the Tremé /Lafitte neighborhood compared to Orleans Parish and the United States from 2000 and 2010.

<b>Table 1. Racial and Ethnic Demographics in 2000 and 2010. Tremé'/Lafitte, Orleans Parish, United States.</b>						
	Treme' /Lafitte		Orleans Parish		United States	
Racial & ethnic diversity	2000	2010	2000	2010	2000	2010
Black or African	92.4%	74.5%	66.6%	59.6%	12.1%	12.2%
White	4.9%	17.4%	26.6%	30.5%	69.2%	63.7%
Asian	0.1%	0.4%	2.3%	2.9%	3.6%	4.7%
American Indian	0.3%	0.3%	0.2%	0.2%	0.7%	0.7%
Other	0.3%	0.6%	0.2%	0.3%	0.3%	0.4%
2 race categories	0.5%	1.4%	1.0%	1.3%	1.6%	1.9%
Hispanic (any race)	1.5%	5.4%	3.1%	5.2%	12.5%	16.3%

**Source Citation:** GNOCDC analysis of data from U.S. Census 2000 Summary File 1 (SF1) and U.S. Census 2010 Summary File 1 (SF1)

This information states that both the Tremé /Lafitte neighborhood and Orleans Parish have a higher population of Black or African American Citizens as designated by the 2000 and 2011 census while the United States largest ethnic or racial category is White. Also, it is interesting to note that while the white population dramatically increased in the Tremé

/Lafitte neighborhood post-Katrina, the Black or African American population greatly dwindled.

Table 2 compares the total population and households in the Tremé /Lafitte neighborhood, Orleans Parish, and the Garden District from 2000 and 2010. As defined by the GNOCDC, the population of an area is “all people, male and female, child and adult” while a household “includes all of the people who occupy a housing unit”(GNOCDC)

<b>Table 2. Total Population and Household Demographics. Tremé /Lafitte, Orleans Parish</b>						
	Treme' /Lafitte		Orleans Parish		Garden District	
Total Numbers	2000	2010	2000	2010	2000	<b>2010</b>
Total Population	8,853	4,155	484,674	343,829	1,970	1,926
Total households	3,429	1,913	188,251	142,158	1,117	1,063

**Source Citation:** GNOCDC analysis of data from U.S. Census 2000 Summary File 1 (SF1) and U.S. Census 2010 Summary File 1 (SF1)

Although, the total population and total households in the Tremé /Lafitte neighborhood are larger than the total in the Garden District in both 2000 and 2010, it was the former that took the greatest loss in overall population and household decline.

*Economic Characteristics & Tables:*

Economic data analysis gives an indication to the standard of living in a particular location and what communities and sectors should be targeted for economic revitalization (Blakely & Leigh, 2013). The LCC can analyze census data to determine strategies and cohorts that need to be targeted. Table 3 outlines the top 5 industry sectors that people of the neighborhood work in and compares that data to Orleans Parish in 2004 and 2010.

Table 3. Workers in neighborhood by Industry Sector in 2004 and 2010. Tremé/Lafitte, Orleans Parish				
Workers living in the neighborhood by industry sector	Tremé/Lafitte		Orleans Parish	
	2004	2010	2004	2010
Retail Trade	11.6%	11.7%	10.3%	11.2%
Administration & Support, Waste Management and Remediation	8.3%	6.6%	7.0%	6.8%
Educational Services	8.9%	8.1%	11.8%	11.1%
Health Care and Social Assistance	11.2%	13.3%	13.7%	12.6%
Accommodation and Food Services	20.4%	22.6%	14.5%	18.1%

Source Citation: GNOCDC analysis of Local Employment Dynamics, U.S. Census Bureau

Although there are no outstanding increases or decreases within the timeline the data does show that a disproportionate amount of Tremé /Lafitte neighborhood residents work in the accommodation and food services sector in comparison with Orleans Parish. This shows that there might not be adequate workforce and skills education available in the neighborhood. Furthermore, 40% of the population, as seen in table 4, is living below poverty.

Table 4. Population in Poverty in 2000, 2008-2012. Tremé/Lafitte.		
Population in poverty	Tremé/Lafitte	
	2000	<u>2008-2012</u>
People living in poverty	56.90%	39.30%
People living at or above poverty	43.10%	60.70%

Source Citation: The Data Center analysis of data from U.S. Census 2000 Summary File 3 (SF3)

These demographics show why translating economic growth into economic opportunity for the residents is a top priority. It is essential to expand education and job opportunities so that economic benefits can have long-term effects.

## **Profile of the Estopinal Group:**

### *Business Profile:*

The Estopinal Group firm specializes in communication and public relations strategies for a variety of industries. It is a small firm but provides communication solutions for local government, non-profit, and grass-roots organizations. The firm believes in community outreach and “specializes in public relations for people who make a difference” (The Estopinal Group).

The Estopinal Group’s mission statement is as follows; “At The Estopinal Group, we turn challenges into opportunities. We are results-driven public communications professionals – managing high profile issues and developing public relations campaigns with targeted strategies for governments, corporations, businesses, foundations, nonprofit organizations and the tourism and hospitality industry” (The Estopinal Group) The public relations firm categorizes themselves as a “boutique firm” but emphasize the companies’ creativeness and capability to be competitive at a national level (The Estopinal Group). The company guarantees to “proactively and responsibly message and brand your organization while always monitoring public opinion” (The Estopinal Group).

As a public relations firm The Estopinal group offers a wide range of services that include; “media relations, public issues and public policy management, crisis communications, community relations, multicultural marketing and public relations, strategic planning, project management and market research analysis and new media” (The Estopinal Group). The firms’ current clients include The Regional Planning Commission,

The Regional Transit Authority, The New Orleans City Council, and other private, public, and non-profit entities (The Estopinal Group).

Basin Street Station:

The Estopinal Group is located in the Basin Street Station, adjacent to the St. Louis Cemetery, and is zoned for general commercial use. This building is a unique example of a small- business incubator and historic center. This building was bought and redeveloped as part of the Basin Street economic revitalization efforts (Basin Street Station, 2006).

Figure 4: Basin Street Station



Source: 5/2014

[http://www.tripadvisor.com/Attraction\\_Review-g60864-d1416629-Reviews-Basin\\_St\\_Station-New\\_Orleans\\_Louisiana.html](http://www.tripadvisor.com/Attraction_Review-g60864-d1416629-Reviews-Basin_St_Station-New_Orleans_Louisiana.html)

Originally a railroad freight-office it has been restored as a mixed- industries commercial building (Basin Street Station, 2006). The bottom floor is a visitor's welcome and information center and the second floor houses office space. The tenants include Marmillion & Company, The Estopinal Group, Valentino New Orleans Hotels, Save Our

Cemeteries Inc., and the New Orleans Convention Center (Basin Street Station, 2006).

Lastly, the fourth floor is a venue and event space with a balcony that overlooks the St. Louis Cemetery.

### **The Estopinal Group and the Livable Claiborne Communities:**

The LCC greatest strength lies in the ability to act as an interim between different levels of community stakeholders. The LCC has ambitious goals and by analyzing mid-level anchor institutions, the LCC can develop innovative partnerships between local businesses and the community. This anchor institution is a shift towards viewing the “shared value” of community and anchors as “Localized exchange linkages that require buying and selling relationships based on predictability, trust, brand loyalties and unique local knowledge suggest immobility” (Taylor & Luter, p.5).

The Estopinal Group is a shift towards a less traditionally defined anchor institution and brings a unique skill set to the surrounding small business community. The firm could act as consultants for rebranding strategies and provide a new network of contacts to small businesses within the corridor who otherwise would not receive exposure. The communications firm has extensive experience within the industry and provides “intellectual capital, and can serve as guides to the community’s current capabilities”(ICIC, 9). The Basin St. Station houses tenants in both non-profit and accommodation and entertainment sectors. The Estopinal could be the first step in organizing a community of stakeholders in one physical location. The Estopinal Group is an innovative example of mid-level anchor institution’s ability to develop cross-sector relationships.



## Conclusion:

The economic and community revitalization is an important step in creating a sustainable and equitable recovery plan. By analyzing The Estopinal Group within the context of the Livable Claiborne Communities it is evident that mid-level anchor institutions have the capacity to play a vital role in the development of the corridor.

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# Overview of Livable Claiborne Communities, Neighborhood Profile & Preliminary Business Profile

TEIRA RESHAD WOODRIDGE

MAY 5, 2014

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## Research Summary

The following document is an overview of the Claiborne Corridor and the initiative known as the Livable Claiborne Communities (LCC). The LCC is a plan developed by the city of New Orleans that focuses on community revitalization and economic development in several neighborhoods along Claiborne Avenue, as well as the role of the avenue as a regional connector. Also included is a profile of the Seventh Ward, a once thriving community of Creoles of color. The neighborhood is located within the Livable Claiborne Communities and was stripped of its culture and identity upon having the interstate built on Claiborne Ave. A business profile of the Buttermilk Drop Bakery, located in the Seventh Ward is also included; the bakery is a very notable business owned by Dwight Henry (Mister Henry) and is known for its buttermilk drop donuts.

## The Livable Claiborne Communities Project

The Livable Claiborne Communities (LCC) is a plan developed by the city of New Orleans that focuses on community revitalization and economic development in several neighborhoods along Claiborne Avenue, and the role of the avenue as a regional connector. The primary focus of the project is to include smart growth within the community by enabling more mixed-use properties in place of the many abandoned and blighted ones that currently exist in the community. The LCC is a 3.9-mile long corridor with boundaries occupying neighborhoods from Napoleon Avenue to Elysian Fields Avenue and between Broad Street on the lake side to Danneel Street, Oretha Castle Haley Boulevard, Rampart Street and St. Claude Avenue at the riverside. The LCC Study was compromised as a twelve-month long plan that began in September of 2012 and concluded in October of 2013. The study includes four components: Engaging stakeholders in a discovery process, developing and analyzing new scenarios for Claiborne's future, and designing both actions and strategies. The LLC study major goals are to breathe

new life into a very historic community that was ruined due to the placement of the interstate that cut through it. The plan is to create new public gathering spaces, jobs and bringing more green space back to the area. (The City of New Orleans, n.d.)

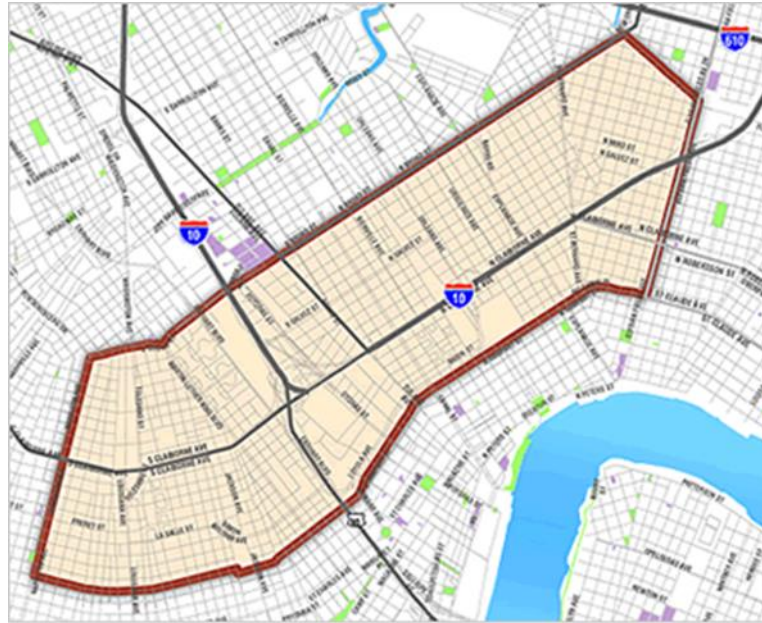


Figure 1: Map of the Livable Claiborne Community Boundaries

## The Seventh Ward

The Seventh Ward neighborhood was once known as the quintessential Creole neighborhood in New Orleans, it was home to a large amount of well-educated and accomplished men and women of color. As the Vieux Carre's population increased rapidly, people needed other places to live and the Seventh Ward began as a neighborhood inhabited by German immigrants and French Creoles, but over time, free people of color began to shape the neighborhood's culture. The free people of color, known then as *les gens de couleur libres*, began settling the area in the 1720s. Speaking French and becoming successful business owners, these Creole families made up the Seventh Ward with highly respected businesses all over the neighborhood. The area was also once a hot spot for Jazz artists. Eventually, after the Civil War and the placement of the Jim Crow Law, all people of color were placed together with no



majority of the population (24.7%) between the ages of 18 and 34. The neighborhood is mainly made up of Black or African Americans (87.4%) followed by 6.6% White and 3.8% Hispanic. Of the 6,889 housing units counted in 2010, 38.3% of them are vacant with the average household income being \$32,442.

(Works., 2012)

## Current Neighborhood Priorities & Mission Statement

The Seventh Ward's current mission statement states that the goals of the Seventh Ward Neighborhood association are to enhance and improve the quality of life in the 7th Ward. To promote active citizenship. To preserve and promote the art, culture, environment, and heritage of our neighborhood, for the enjoyment and safety of its members and residents. (Neighborhood Partnership Network, n.d.) Some of the neighborhoods top priorities include blight and code enforcement due to the large number of blighted properties through the community and, secure community health, cultural and community facilities to preserve the neighborhood's culture. Law enforcement, housing, youth engagement and public education are among other priorities that the neighborhood association would like to focus on. By creating a safe community through law enforcement, providing well cared for housing and places of engagement and recreation for the youth, the neighborhood would then be able to succeed in repopulating the community and recruiting more members into the association.

According to The Seventh Ward's rebuilding plan, the planning district would like to incorporate more residents into its future plans, which is a key element in the planning process, although there is concern that residents will be displaced through gentrification when the time comes to make changes to the neighborhood. The neighborhood's vision states that it would like to do the following for the area's future changes:



*“Provide a safe, distinctive, functional neighborhood framework, with institutions and services on par with those of other areas within the City.” - City of New Orleans: 7th Ward Neighborhood Neighborhoods Rebuilding Plan (Lambert Plans)*

## Business Profile: Buttermilk Drop Bakery

### **Buttermilk Drop Bakery**

1781 North Dorgenois St.

New Orleans, Louisiana

Phone: (504) 252-4538

**Hours of Operation:** 6:00am – 6:00pm, Monday – Friday

**Annual Revenue Estimate:** Less than \$500,000

**Total Employees:** 6

**Primary Line of Business:** Bakery and Café

### **Management Directory:**

- Dwight Henry (Mister Henry) , Owner and Manager

### *Business Profile:*

The Buttermilk Drop Bakery is a bakery within the LCC area. Located at 1781 N. Dorgenois St, it was opened by Dwight Henry (Mister Henry) who became known for his buttermilk drops. Mister Henry grew up in the Lower Ninth Ward and began working in the Rising Sunrise bakery when he was in the eleventh grade. This started his love for baking and he worked at various different bakeries before finally opening his own, Henry’s Bakery. The shop became an instant hit but after Hurricane Katrina it was flooded and closed down. Eventually Mister Henry re-opened the business, renaming his shop the Buttermilk Drop Bakery after his well-loved pastry and relocated to its current location.

Buttermilk Drop Bakery was established in 2010 and has a staff of about five to nine people (Manta Media Inc., 2013). The bakery serves many different kinds of donuts and pastries and sales king cakes during carnival season. Buttermilk Drop Bakery also serves lunch and breakfast, with classic New

Orleans foods like hot sausage po'boys, fish and grits. Although the Buttermilk Drop Bakery is a fairly new business, it is an important place in the Seventh Ward neighborhood because it has followed in the footsteps of one of the most notable and loved bakeries in the city of New Orleans, McKenzie's Bakery. McKenzie's Bakery closed its doors in 2001 after satisfying its customers sweet tooth's since the times of the Great Depression when it first opened with baked goods such as the famous buttermilk drop, raisin squares, cinnamon rolls and king cakes.

Henry has since ventured his traditional treats outside of New Orleans and to the people of Harlem, New York thanks to his Hollywood breakthrough which came in 2012 when he starred in the film *Beasts of the Southern Wild* of which earned him several Grammy nominees.

#### *Business News:*

"After Katrina hit, a local favorite called the "Buttermilk Drop," was extinct. *McKenzie's*, where "the drop" was famous, had gone out of business and no one made them quite like they did. Until a little gem called *Buttermilk Drop Bakery and Cafe* was born." *This Great Maple Bar Hunt*, July 10, 2011.

"The way you feel when you're going to his bakery, you're settling into this world that you love and you want to come there every day of your life..." *Edible New Orleans*, Winter 2011.

#### *Key Processes:*

The Buttermilk Drop Bakery has re-created traditional New Orleans sweets known throughout the city. The most notable treat at the bakery is the buttermilk drop which was originally sold by McKenzie's Bakery. McKenzie's Bakery began service in the times of the Great Depression and satisfied customers up until its closure in 2001. Other traditional New Orleans treats sold are the raisin squares once sold at the Woolworth shopping center when it was once located on Canal St, beignets, and king cakes. The Buttermilk Drop bakery has found success in bringing back these traditional New Orleans

sweets. Other city favorites that are sold at the business are different kinds of po'boy sandwiches and fish and grits.



Figure 3 Owner of Buttermilk Drop Bakery Dwight Henry (Mister Henry)



Figure 4 Outside view of Buttermilk Drop Bakery

## Conclusion

The Livable Claiborne Communities (LCC) is a plan developed by the city of New Orleans to revitalize the area in which the interstate spans along Claiborne Avenue. Its main focuses include community revitalization and economic development in several neighborhoods along Claiborne Avenue, including The Seventh Ward, and the role of the avenue as a regional connector. The project includes the 3.9-mile long corridor with boundaries occupying neighborhoods from Napoleon Avenue to Elysian Fields Avenue and between Broad Street on the lake side to Danneel Street, Oretha Castle Haley Boulevard, Rampart Street and St. Claude Avenue at the riverside. Located within the LCC is The Buttermilk Drop Bakery, a notable bakery in the Seventh Ward neighborhood that was established by Dwight Henry in 2010. Although the Buttermilk Drop Bakery is a fairly new business, it is an important place in the Seventh Ward neighborhood because it offers the city's residents traditional and distinctly New Orleans treats such as the buttermilk drop, in which it is named after, and the raisin square that are no longer sold from their places of origin. One of the places of origin and the most notable being McKenzie's Bakery which was established during the Great Depression and served residents up until

their closure in 2001. The Buttermilk Drop Bakery followed in the footsteps of McKenzies Bakery. The owner, Mr. Henry, perfected its most well received recipes and along the way established The Buttermilk Drop Bakery as a well-loved bakery not only within the Seventh Ward neighborhood, but in the city of New Orleans itself.

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