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Creative Capitalization: A Strategic Investment Plan for the Crescent City Community Land Trust

Department of Planning and Urban Studies, University of New Orleans

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This report outlines an investment strategy to guide the Crescent City Community Land Trust (CCCLT) in the use of its capital investment fund, the Crescent City Futures Fund. The Fund will provide seed money for development projects in order to incentivize public and private entities to invest funds in projects that target low-to-moderate income (LMI) residents. Since the Fund's monies are limited, it is imperative that the CCCLT identify those development projects that allow it to most effectively accomplish its objectives. To that end, this investment strategy includes three components that are intended to help the CCCLT evaluate and decide among different development projects. These components are:

Recommendations for Neighborhood-Appropriate Development

Since different neighborhoods have different needs, this report uses a neighborhood investment priority matrix to identify those development types that better respond to the specific needs of each neighborhood. This matrix describes each neighborhood type and its correspondent needs for residential and commercial development based on the following categorization:

Strong neighborhoods have relatively high property values, which translate into high and possibly rising, residential and commercial rental rates. The CCCLT should respond by increasing the availability of affordable housing for LMI residents, and commercial space for local small businesses.

Transitional neighborhoods have historically suffered from disinvestment and feature significant levels of blight, but are experiencing or are soon to experience renewed demand, producing rising real estate costs. The CCCLT should pair catalytic investments that support revitalization with projects that increase the supply of affordable residential and commercial units.

Distressed neighborhoods are characterized by population loss, limited employment and retail options, and a large proportion of cost-burdened renters. The CCCLT should prioritize commercial developments that increase the number and variety of retail businesses and provide additional employment opportunities. It should also invest in residential developments to provide high quality housing options, and create a route for homeownership for residents that might not otherwise afford to own.

Economic and Social Impact Analysis

CCCLT-funded development projects will generate economic and social benefits that will vary by project type, with residential developments generating different benefits from commercial or mixed-use developments. To assist the CCCLT in estimating the levels and types of economic and social benefits that will result from individual development projects, this document includes sample economic and social benefits analyses for potential developments that are representative of residential, commercial, and mixed-use project types. Four sample analyses were conducted for potential developments that are representative of these types: the 234 Loyola mixed-use development, a commercial development project at 2645 Lafitte Street, the Fresh Food Initiative grocery store, and a hypothetical CLT residential development.

Decision-Making Tool

This investment strategy includes an investment scorecard that the CCCLT staff and board members can use to evaluate potential Futures Fund investments and make decisions among various investment alternatives. The scorecard is a quantitative evaluation tool that can be used to determine if a development project's goals align with the CCCLT's objectives. If a project meets the basic threshold criteria, CCCLT staff and board members can use the scorecard to evaluate the project based on the four main goals outlined in the CCCLT's business plan: project feasibility, community well-being, economic impact, and sustainability. The resulting scores can be used to identify a project's strengths and weaknesses and to explore potential areas for improvement. This report includes a sample scoring of the 234 Loyola project to illustrate how the scorecard can be used.

This report provides the CCCLT with an investment strategy to evaluate the potential impact of development projects that the Futures Fund can support. The recommendations for neighborhood appropriate developments, the economic and social impact analysis, and the decision-making tool provide the CCCLT with a framework to understand neighborhood needs and evaluate the impact of potential projects.

Project Description

The Crescent City Community Land Trust (CCCLT), founded in 2011, is a community development organization committed to the long-term renewal of New Orleans through the use of the Community Land Trust (CLT) model. The CCCLT will use the CLT model to make investments in the development of permanently affordable residential units for low- and moderate-income (LMI) individuals; the development of quality, affordable commercial space for businesses that serve LMI neighborhoods; and the stewardship of vacant properties for future residential or commercial development. In doing so, the CLT will benefit not only the individual residents and commercial tenants occupying the affordable space, but also the surrounding neighborhood and the city as a whole.

The CCCLT will make these investments in residential development, commercial development, and vacant land stewardship through its capital investment fund, the Crescent City Futures Fund. The Futures Fund will seed development, incentivizing public entities to pledge public funds towards those developments (Crescent City CLT, Inc. "Business Plan" 4). The UNO Community Development Finance Practicum team created this document to guide the use of the Futures Fund. This document outlines an investment strategy that will aid the CCCLT staff and board as they assess the potential impacts of fund investments and make decisions among different investment alternatives. The document includes the following components:

Recommendations for Neighborhood-Appropriate Development

The study team developed a set of recommendations outlining the types of development the CCCLT should pursue in distressed, transitional, and strong neighborhoods. These recommendations factored in community needs and market information; geographic scope of activities; community resources; commitment of capital and other financial resources; and management and organization. A neighborhood investment priority matrix allows for quick comparison of project goals in different types of neighborhoods.

Economic and Social Impact Analysis

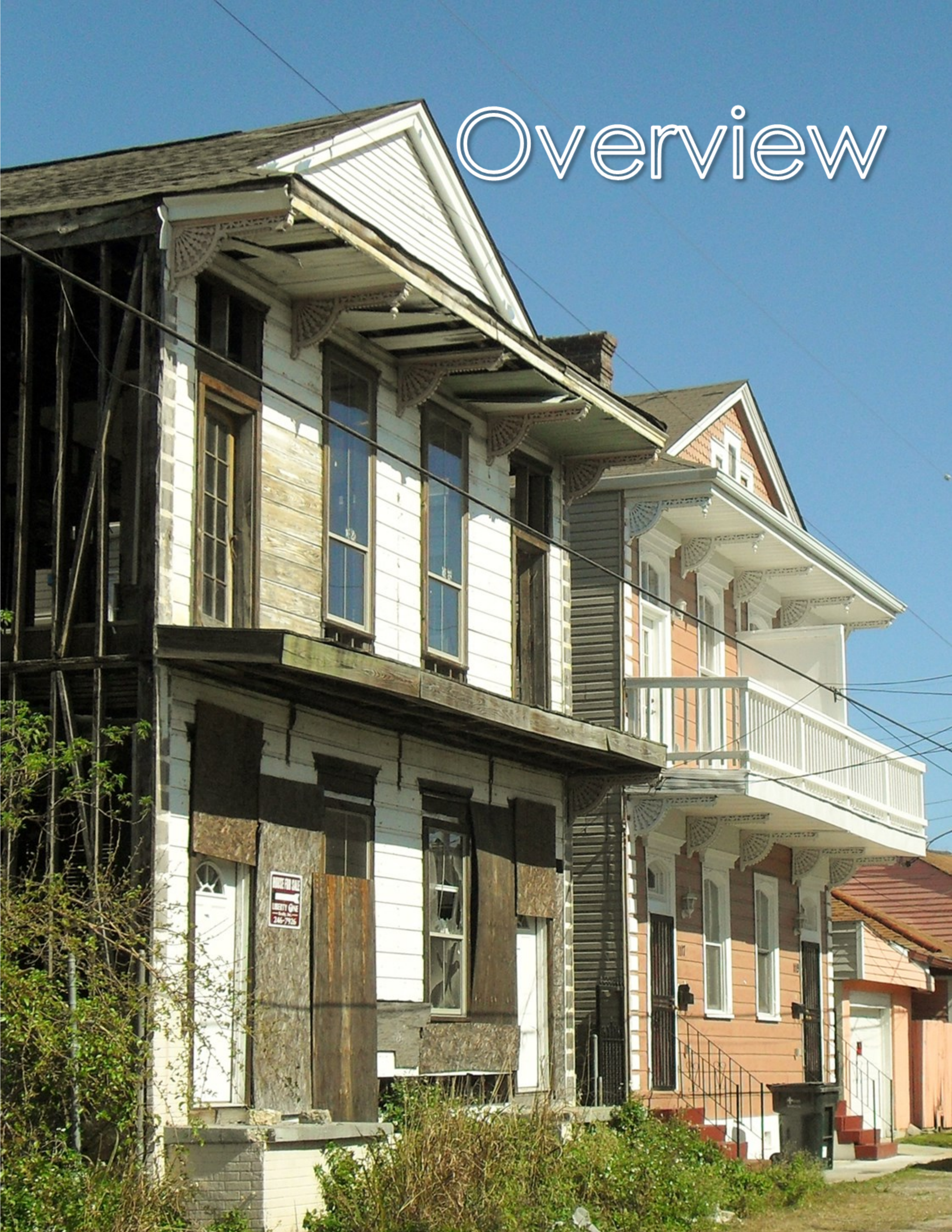
Through research and discussion with the CCCLT staff, the study team developed a detailed typology of potential projects. The team then conducted an economic and social impact analyses for projects representative of each of the project types. Using this analysis, the CCCLT leadership can expedite their review of potential project's relationship to the CCCLT and community goals at a greater level of detail.

Decision-Making Tool

To allow individual investment opportunities to be evaluated against this investment strategy, the study team created a scorecard that is to serve as a decision making tool. The decision-making tool will allow the CCCLT to evaluate projects based on its size and scale, the population it serves, and the benefits it provides.

It is the UNO study team's hope that this document will help the CCCLT identify those investment opportunities that best achieve the organization's objectives, allowing for the most effective use of the fund.

Overview



The Creation of the CCCLT

The CCCLT was borne of a desire among community stakeholders to preserve one-time investments focused on New Orleans in the wake of Hurricanes Katrina and Rita, with the goal of ensuring that their benefits delivered a stronger, more equitable and permanently viable community (Sorce 13). CLTs are a proven model for preserving affordable housing for current and future generations. However, the recovery of New Orleans faces broader challenges than maintaining the availability of affordable housing. Many neighborhoods lack access to basic retail services, while vacancy and blight mar commercial and residential areas alike. The CCCLT is a citywide organization which seeks to address the totality of issues facing New Orleans through strategic partnerships with existing community organizations in the development of new CLT housing and commercial development to support neighborhood and citywide recovery. The CCCLT aims to revitalize New Orleans neighborhoods by employing and expanding best CLT practices.

The CLT Model of Permanently Affordable Homeownership

At its most basic level, a community land trust is "a nonprofit organization formed to hold title to land to preserve its long-term availability for affordable housing and other community uses" (Davis and Jacobus 4). The CLT model has used a two-party ownership structure to ensure the permanent affordability of residential units under which the non-profit CLT owns the land and leases it to a lower-income homeowner who owns the structure occupying the land (Davis, "The Community Land Trust Reader" 4). This ownership structure is the means through which the CLT creates permanently affordable housing. Since the homeowner has purchased only the structure, not the land, the costs of homeownership are less than they would be under a traditional fee simple ownership arrangement in which the homeowner would own (and bear the cost of) both the land and the structure.

The CLT model is intended to provide an affordable housing unit not only for the initial purchaser of a home, but also for every subsequent homeowner as well. This permanent affordability is ensured through a resale restriction that is included in the homeowner's deed. The restriction limits the resale price for the structure based on a formula that ensures its affordability. Over the long-term, this model of affordable housing serves as a vehicle for building wealth, stability, and engagement for individuals and the community (Davis, "Shared Equity Homeownership" 8).

The CLT model is designed to serve not only the residents of the permanently affordable housing units, but also neighborhood residents and the city as a whole. This is done through the CLT's three-part organizational structure. A typical CLT's board of directors is composed of one-third homeowners leasing land from the CLT, one-third residents of the CLT's service area, with the remaining third composed of individuals representing the public interest, which could include municipal officials.

CLTs in Commercial Development: A New Role

While CLTs have historically focused on the development of permanently affordable residential units, in recent years CLTs have begun to orient themselves towards commercial development. Commercial development is being pioneered by CLTs to address both organizational and community needs. For the CLT organization, commercial development adds diversity to their portfolio, generating income to support residential activity (Axel-Lute). In places where existing community development organizations are active in affordable housing and are unfamiliar with the CLT model, commercial development by the CLT can serve to introduce the model, complementing rather than competing with the activities of existing neighborhood groups (Temple 2013). In other cases, CLTs may pursue commercial development when residential development is relatively impractical. In New Orleans, the popularity of the City of New Orleans' soft second mortgage program[1] has made residential CLT development less attractive than it might otherwise be, which has provided CCCLT with an opportunity to focus on commercial development.

Commercial CLT development has the potential to benefit neighborhoods in a way that traditional commercial development does not. In New Orleans, distressed neighborhoods suffer from extensive commercial

[1]The City of New Orleans Soft Second Mortgage Program is comprised of two components. The Direct Homebuyer Assistance Program provides down payment and closing costs subsidies to eligible first- time homebuyers. The subsidies bridge the gap between the price of the home and the maximum amount a homebuyer can borrow with a first mortgage loan. The Affordable Home Development Program awards developers a set-aside of soft second subsidies for the purchasers of their completed homes (City of New Orleans website). The subsidy is provided as a forgivable loan that amortizes 20% per year for a period of 5 years. The maximum subsidy is $65,000.

blight and limited commercial services, discouraging the recovery of those neighborhoods. While traditional commercial development can help make a neighborhood livable and provide employment opportunities, it can also raise property values, displacing existing residents and businesses. This can result in the fundamental contradiction of community development and neighborhood revitalization, wherein low-income residents and the businesses that serve them face a "false choice" between neighborhood disinvestment and decline or displacement as a consequence of revitalization (DeFilipis 3).

A commercial CLT can address this false choice. It has the capacity to make the market in distressed neighborhoods and support progress in transitional neighborhoods, expanding the availability of employment and services through catalytic development. As neighborhoods strengthen, the CLT can prevent displacement by pairing commercial and affordable housing investment to ensure that revitalization efforts positively impact the existing community. In transitional and strong neighborhoods, a CLT can direct its investments to maintain affordability for small and local businesses.

Commercial development is complex new territory for CLTs, raising a number of issues. The standard model in commercial development is one in which a business leases but does not own its space. For a CLT to support commercial development, it must either have the organizational capacity to act as landlord, have a partner organization that can take on this role (Axel-Lute), or find that rare business that seeks both to own their premises and supports shared equity. How the community is best served by the commercial CLT is at issue, whether employment or the provision of services should be prioritized. Mixing residential and commercial development raises a question of the extent of business owner representation on the CLT board.

It is important to consider how a commercial CLT will select and support its tenants. The duration and nature of the support given to commercial ventures in the face of competition will be variable depending on the service rendered and the ongoing health of the business. The CLT must also be wary of subsidizing an enterprise that does not have a robust business model or one that fails to provide an appropriate service to the market. Furthermore, it is important to consider the impact of commercial development on nearby housing and rental prices. Because catalytic commercial developments are expected to increase neighborhood property values, ideally they will be directly paired with projects that will maintain affordability for existing residents and businesses.

Assuming these issues can be addressed, the CLT must remain aware of the higher level of risk inherent in commercial development. Each housing unit a CLT develops is a small investment with many possible tenants. Commercial developments, on the other hand, require a large investment and serve a limited population of potential businesses. A commercial property that is appropriate for one tenant may require significant investment to repurpose for another. A CLT which acts without a deep understanding of the commercial real estate market risks deep losses.

Despite this note of caution, the CLT model has the unique potential to stimulate commercial reinvestment while preserving affordability. Development is an activity which pools the knowledge and resources of many partners, all of which have a strong interest in ensuring project viability. By selecting experienced partners and leveraging their investments, CLTs have an opportunity to guide commercial development equitably while limiting potential losses.

The CCCLT Commercial Model

There are three primary models of commercial CLT activity: a commercial CLT, a land-owner lessor model, and the master lessor model (Nelson & Sorce). The CCCLT has made full or partial ownership central to its commercial strategy (Crescent City CLT, Inc., "Crescent City Futures Fund" 10), and will utilize one or both of the configurations below.

Commercial Community Land Trust

The commercial structure is legally separated from the land, which is owned by the CLT and leased to non-profit organizations or businesses that own and operate the structure. This model follows the shared equity framework for the commercial structure, maintaining affordability for the next owner.

CLT as Land-owner and Lessor

The CLT owns the structure and the land and is responsible for managing and leasing the commercial building. If the goal of the CLT is to provide affordable retail or office space, the rent can be subsidized or based on the cost of maintaining and operating the property.

For currently planned projects, the CCCLT is acting as a commercial CLT, relying on partner organizations to operate developments but maintaining ownership of the land. In the future, the CCCLT may develop the organizational capacity to act as land owner and lessor.

Path-Breaking Characteristics of the CCCLT

Two of the CCCLT's defining characteristics are its role as a "central server" to community development partners throughout New Orleans and its use of a capital investment fund, the Crescent City Futures Fund.

Central Server Model

The CCCLT is intended to have a broad, citywide focus, while also providing neighborhood residents with control over key decisions. To achieve this, the CCCLT adopted a "central server" model, which is a relatively new organizational framework being used in a few cities across the country.[2] As central server, the CLT has a geographically broad orientation and collaborates with other community development corporations that are engaged at the neighborhood level. The model allows the CCCLT to provide technical assistance to the community development corporations and other neighborhood-based organizations interested in starting a CLT (U.S. Department of Housing and Urban Development). This broader geographic focus and the collaboration with neighborhood-oriented organizations differentiates the central server structure from that of a classic CLT, in which the CLT has a narrower, neighborhood-based orientation and directly owns land.

As employed by the CCCLT, the central server model seeks to marry the citywide vision of the CCCLT with local knowledge and the community control that is possible in neighborhood CLTs. The neighborhood CLTs will have planning and decision-making authority for many individual developments, while the CCCLT will be able to achieve the economies of scale that will result from its citywide stewardship and development port-

[2] Community land trusts employing the central server model include the Atlanta Land Trust Collaborative in Atlanta, Georgia, and the Essex Community Land Trust in Essex County, New Jersey.

folios. The model calls for the CCCLT to play several different roles to support the neighborhood CLTs, including (Sorce 13):

Technical Assistance

The CCCLT will provide training and technical expertise to neighborhood-level groups that have the interest in and capacity to become residential CLTs. The CCCLT can provide these groups with a uniform ground lease, mortgage documentation, and advocacy. By providing uniform legal documents to be used citywide, the CCCLT can achieve economies of scale, streamlining the process and avoiding the duplication of work by various neighborhood groups. Standardization also increases familiarity when residents, city officials, lenders, and developers work with the neighborhood CLT. As a technical assistance provider, the CCCLT will not necessarily be a direct landholder in this relationship with neighborhood CLTs.

Direct Land Stewardship

The CCCLT will provide direct land stewardship for neighborhood groups that are interested in CLT homeownership but do not have the capacity to incorporate as a CLT. As a steward, the CCCLT will acquire and hold property. Since the property will be removed from the speculative real estate market and will be under the CCCLT's control, the CCCLT will be able to use the land to promote the long term renewal of New Orleans.

Investment

The CCCLT will be a direct investor in and landholder of commercial developments. Additionally, its Futures Fund investments can be used to seed new residential CLTs.

Vacant Property Management

The CCCLT will also acquire, hold, and manage strategic vacant properties for up to five years in certain neighborhoods in order to support the residential and commercial investments it is making in those neighborhoods.

The Futures Fund

The CCCLT also intends to serve as a bridge between philanthropic and public funders to a network of community development partners working with the CCCLT. To do this, it created the Crescent City Futures Fund (Futures Fund), a capital investment fund that will draw funding from philanthropic and governmental sources. The Futures Fund monies will be used to invest in development projects benefitting LMI individuals and/or businesses that serve LMI individuals. It will be used to acquire land and buildings, buy options, and provide seed funds to leverage public and private funds to specific projects.

Fund Sources

Over the next ten years, the CCCLT aims to generate $20 million for the Futures Fund. It will include funds from a mix of philanthropic and public funding sources (Table 1). Grant funds will comprise 20% to 25% of the fund, while the balance will be in loans, primarily Program Related Investments (PRI). The Futures Fund will have two primary funding sources: (1) grants and PRIs; and (2) public funds. It will have three secondary funding sources: (1) private investment partners; (2) charitable contributions from individuals and organizations; and (3) loaned funds from individuals and organizations.

Table 1: Futures Fund Sources

	Fund type	Potential funders
Primary sources	Grants and program related investments (PRI)	• Greater New Orleans Foundation • Ford Foundation • Foundation for Louisiana • JPMorgan Chase Foundation
	Public funds	• New Orleans Redevelopment Authority (NORA) • City of New Orleans • State and federal sources • Donations and below-market sales of publicly-owned real estate
Secondary sources	Private investment partners	• Experienced developers committed to sustainable developments
	Charitable contributions	• Charitable funds contributed by individuals and organizations
	Loaned funds	• Loaned funds contributed by individuals and organizations

The use of the Futures Fund to seed or provide gap financing for individual developments will incentivize public entities to pledge public funds towards those developments. The anticipated public funding sources the CCCLT wishes to access include the following:

The City of New Orleans' Fresh Food Retailers Initiative program, provides forgivable and/or low-interest loans to supermarkets, grocery stores, and other fresh food retailers. The program is funded by the City of New Orleans and the Hope Enterprise Corporation (City of New Orleans).

The HOME Investment Partnerships Program, a federal program that provides formula grants to states and localities to use in the construction, purchase, and rehabilitation of affordable housing units or for direct rental assistance to low-income populations (Department of Housing and Urban Development).

The Community Development Block Grant program, a federal program which provides local governments and states with flexible grants to help expand economic opportunities and provide decent housing, principally for LMI individuals (Department of Housing and Urban Development).

Pledged funds from the New Orleans Redevelopment Authority (NORA), the City of New Orleans, and the state to be used towards CLT-based developments.

Use of the Fund

The Futures Fund will be used in a variety of ways. Grants and other fund sources not requiring repayment will serve as the first-loss portion of the fund and will be used to help leverage loaned funds and pay their interest (Crescent City CLT, Inc., "Crescent City Futures Fund" 9). Grant funds will also be used to seed those development projects that have insufficient payback potential.

Another function of the Futures Fund will be to provide potential projects with pre-development financing and grants, acquisition financing, loan guarantees, project completion guarantees, below market financing, and outright grants. In some cases, the fund will be used as reserves to secure low-interest or no-interest predevelopment loans.

The use of Futures Fund dollars will vary with the development type. Many of the developments supported by the fund will have the ability to repay loans over time. Based on the structure of the fund, the on-going cash flows from commercial and mixed-use developments will be necessary to replenish the fund and will likely form the bulk of the Futures Fund investments. In contrast, residential developments (particularly homeownership projects) will likely produce minimal income until the citywide inventory reaches at least 300 units. As such, these projects will depend more significantly on traditional public funding sources. Futures Fund monies will usually be used for acquisition and to serve as substitution funds, rather than functioning as permanent financing (Crescent City CLT, Inc., "Crescent City Futures Fund" 11).

Investment Strategy

CCCLT Investment Strategy

In creating an investment strategy for the CCCLT, it is imperative to understand the different project types that the CCCLT might fund, as well as the broad demographic and socio-economic trends of the areas in which the CCCLT will invest. In order to recognize how different project types impact different neighborhoods and understand the different goals each project type might achieve, the study team divided projects into four groups: residential, commercial, mixed-use, and vacant land stewardship. Within each group there are different project types. For example, permanently affordable homeownership falls under the residential stewardship category.

After analyzing a variety of indicators, the study team divided neighborhoods into the categories of “strong”, “transitional”, and “distressed”. Each neighborhood classification has different needs that must be addressed, and these neighborhood classifications guide the CCCLT’s investment strategy. Table 2 the Neighborhood Investment Priority Matrix provides a useful summary of this section, showing neighborhood type, CCCLT goals, and strategies for achieving these goals.

Table 2: Neighborhood Investment Priority Matrix

Neighborhood Type	CCCLT Goals	Prioritized Developments
Strong	• Preserve housing stock affordable to LMI households • Increase affordable residential offerings • Increase affordable commercial space • Preserve existing neigh-borhood commercial amenities	• Permanently affordable rental • Limited equity cooperatives • Quality affordable commercial space • Mixed-use development
Transitional	• Support existing development • Increase affordable commercial space • Increase affordable residential space • Preserve housing stock affordable to LMI households	• Permanently afforda-ble rental • Permanently Afforda-ble homeownership • Limited equity cooperatives • Quality affordable commercial space • Vacant land stewardship • Commercial catalyst
Distressed	• Create jobs • Reduce commercial and residential blight • Provide permanently affordable housing • Increase retail options	• Affordable homeownership • Limited equity cooperative • Commercial catalyst • Quality affordable commercial space • Vacant land stewardship

Project Types and Goals

Residential Stewardship

The CCCLT seeks to provide a range of affordable housing options through rental, limited-equity cooperatives, and homeownership initiatives. The use of the CLT model in these residential developments will retain the public subsidies invested in the development of the housing units and ensure that they remain affordable in perpetuity. In certain cases, such as a mixed income development, the additional income derived from market rate units included in residential projects could be used to support other CCCLT programs. When possible, CCCLT residential opportunities will be complemented by commercial and vacant land initiatives (Crescent City CLT, Inc. "Business Plan" 13).

The CCCLT's rental, limited equity cooperative, and homeownership projects are intended to serve households at a variety of income levels. The CCCLT's primary target populations are low- and moderate-income households at 80% of Area Median Income (AMI) and below. Some projects are intended to serve households up to 120% of AMI, as needs exist and funding allows. The CCCLT may also serve market-rate households in the context of mixed-income developments that are targeted at low- and moderate-income households primarily. Market-rate households would be served through non-publicly funded avenues and/or market-rate ground leases (Crescent City CLT, Inc., "Business Plan" 12).

Permanently Affordable Rental Units

Development of affordable rental units generally occurs through one or a combination of subsidy programs, including Low Income Housing Tax Credits (LIHTC), the HOME program and Section 202. These units are income restricted according to the parameters of the funding program, and may be targeted at a particular community segment, such as artists, seniors, or families. Affordable rental units can be included in exclusively low-income developments, or may also be part of a mixed-income development where some units rent at market rate. Affordable rental housing is most commonly developed as part of a multi-unit structure but can also be a component of scattered site or clustered 1-4 unit residential buildings. Subsidy programs that are used to develop affordable rental units generally mandate that developments remain affordable for a period of 15-40 years. CCCLT involvement in these projects ensures they will be made permanently affordable.

The CCCLT seeks to create permanently affordable rental units by taking an equity stake in affordable housing developments, which are often developed by other organizations. The CCCLT will prioritize development in areas where affordability is most at risk. Furthermore, the CCCLT may provide one or more of the following tenant services, on its own or in strategic partnerships with other organizations:

- Offer budget planning/counseling to tenants. This service may be offered directly from the CCCLT or in partnership with others to help improve financial security and security of tenure.

- Offer planned savings programs including Individual Development Accounts (IDAs) for tenants desiring to save for eventual homeownership, educational advancement, or business development.

- Manage tenant transitions to and from the CCCLT-managed units either directly or through a third-party contract.

- Offer qualified CLT tenants preference for CLT home buying opportunities.

Permanently Affordable Homeownership

The classic CLT model is based on a ground lease. The CLT invests equity in the project, purchasing the land beneath the home and leasing it back to the homeowner. In exchange for the CLT's investment, the homeowner agrees to resale restrictions which limit the sale price of the home based on a previously agreed upon formula. This formula ensures that the resale price is affordable according to the area median income level of the population that the CLT wishes to serve. By maintaining perpetual affordability, this method also preserves any subsidy or contribution that made the home initially affordable.

Permanently affordable homeownership is achieved when the CLT forms a partnership with a developer or homeowner. In order to promote affordable homeownership, the CCCLT will make strategic partnerships with community developers and neighborhood associations in order to create new opportunities for permanently affordable investments. In addition, the CCCLT can develop construction standards which support affordability through low maintenance materials, low energy-consumption techniques, and reduced insurance costs through hazard mitigation.

Limited Equity Cooperatives

A cooperative is an ownership structure where residents hold shares of a corporation which owns the development in which they reside. This ownership structure is primarily used for multi-unit buildings. The co-operative may be a new development or a successor to a rental development where residents take ownership of their rental housing as affordability restrictions expire. In market rate co-operatives, each resident's share is valued by what the market will bear on resale. A limited equity cooperative, however, creates a permanently affordable ownership option by limiting the amount of equity per share that can be extracted upon sale, as determined by the resale formula. Additionally, the CCCLT may seek opportunities to convert existing rental structures to limited equity co-operatives.

At present there are no limited equity cooperatives in Orleans Parish. The CCCLT would consider establishing this ownership model, potentially through the conversion of an existing Low Income Housing Tax Credit (LIHTC) property at the expiration of its affordability period. Attaching limited equity cooperative conversion provisions to the end of LIHTC projects currently under development could serve as a long-term affordable housing strategy, and will help preserve the initial affordability subsidy. Ideally, such provisions would become a scored element of the Louisiana Housing Corporation's Qualified Allocation Plan (QAP)[3].

[3] The Qualified Allocation Plan details a state's guidelines for the distribution of Low Income Housing Tax Credits.

Commercial Stewardship

The CCCLT's residential development activity will be supported by commercial development efforts. Commercial developments are important neighborhood assets that can stabilize vulnerable neighborhoods while providing needed goods and services to their residents (Crescent City CLT, Inc., "Business Plan" 22). The CCCLT plans to contribute to the revitalization of New Orleans neighborhoods through strategic commercial developments that will serve as catalysts to attract other investments while establishing and maintaining community control over commercial assets. Commercial projects also have the potential to increase tax revenues, provide entrepreneurship opportunities, and create jobs for residents in the neighborhoods where the CCCLT will invest (Nelson & Sorce). Initially, these commercial investment areas will likely include Main Street areas and the Claiborne Avenue corridor (Crescent City CLT, Inc., "Business Plan" 15)

CCCLT commercial projects fall into two major but non-mutually exclusive types, *commercial catalyst* projects needed to anchor neighborhoods and *quality affordable spaces* for small and local businesses.

Commercial Catalyst

A commercial project can act as a catalyst by making the area more desirable to residents and attracting additional investment (Mallach, 26). In these areas, intervention is necessary to incentivize development and jumpstart neighborhood revitalization. A commercial anchor is intended to strengthen a neighborhood by generating traffic which can support other businesses. This may take the form of retail development that provides an essential service, such as a large grocery store. Additionally, the CCCLT can undertake the following activities to further encourage commercial neighborhood revitalization:

- Attaching other commercial units to an anchor tenant.
- Pairing commercial units with a residential component where appropriate.
- Developing permanently affordable housing in neighborhoods near a commercial catalyst.
- Acquiring vacant land near a commercial catalyst.

It is important to consider the impact of commercial development on nearby housing and rental prices. Because catalytic commercial developments can increase neighborhood property values, it is best to pair a catalytic development with other projects that will maintain affordability for existing residents. Therefore, when possible, the CCCLT should pursue commercial development and housing stewardship concurrently in a neighborhood (whether through mixed- or single-use) to ensure that affordability is preserved. Furthermore, clustering of CCCLT projects can have a bigger impact on neighborhood revitalization.

Quality Affordable Commercial Space

While the CCCLT will make catalytic investments necessary to anchor neighborhoods, some neighborhoods have a greater need for high quality, permanently affordable space for businesses that serve the surrounding community. This can be achieved in a variety of commercial types:

Essential retail provides access to basic necessities and services such as groceries, gas, and laundry. These types of establishments are primarily utilized based on proximity to one's residence or place of employment.

Comparison retail encompasses clusters of retail businesses offering similar products at differing prices and qualities. This seemingly redundant overlap of goods and services actually serves to increase an area's destination appeal for a multitude of consumers. Examples of such districts include automotive, clothing, furniture, and restaurant-rich corridors.

Leisure and entertainment includes restaurants, cafes, bars, cinema, theatres, galleries, and gyms. Though many entertainment and leisure businesses may appear to represent "non-essential" offerings to a community, it is important to consider a wide range of features about neighborhoods. These places reinforce community identity and solidarity. As distressed neighborhoods progressively evolve, the basic needs may have been met but local attractions may be lagging. Making desirable neighborhoods is not only about providing the bare-bones necessities for existence; it is about making places where people want to live.

Office space includes professional services, business incubators, and shared community centers.

Light industrial providing space for small manufacturing, metalwork, carpentry, automotive, artist studios, and warehousing.

Although these types can also be present in commercial catalyst projects, neighborhood services would most likely be provided through quality affordable commercial space.

Across all commercial development types, the CCCLT's goals are to support small business, spur employment, preserve affordable commercial space, and provide essential retail services. To achieve these goals, the CCCLT can partner with existing organizations and developers, create a stewardship program for existing businesses, and purchase vacant land in transitioning neighborhoods ahead of escalations in land values. In addition, the CCCLT should leverage ongoing investments such as transportation infrastructure, main street developments, and other large projects by investing in commercial spaces that provide essential retail.

Vacant Land Stewardship

The CCCLT will complement its residential and commercial development by acquiring strategic vacant parcels in the neighborhoods where its residential and commercial development efforts are underway or are planned. By acquiring these vacant parcels, the CCCLT can ensure that in the near term, they are used in a way that contributes to the surrounding neighborhood, such as community gardens, green space, and storm water management facilities. Acquiring the parcels also preserves the ability for the parcels to be developed for residential or commercial use in the future (Crescent City CLT, Inc., "Business Plan" 16).

CCCLT Goals by Neighborhood Type

In order to guide the CCCLT's strategy in different areas, the study team classified neighborhoods in New Orleans based on a variety of indicators. While these neighborhood types are not exhaustive and mutually exclusive definitions, creating a broad characterization of neighborhood type will help the CCCLT board and staff understand the general trends, both social and economic, in an area. Thus, these categories will help further an understanding of what each neighborhood type might need in terms of CCCLT efforts and services. Identifying measurable indicators to describe neighborhood types is important due to the fact that each neighborhood is different and dynamic, with a unique context that will affect the CCCLT's goals.

In creating a neighborhood classification system, the study team defined areas as distressed, transitional, and strong. Owing to the fact that all neighborhoods are different and unique, this analysis does not set static boundaries on the three aforementioned categories. Rather, the indicators are used to rank the neighborhoods in relation to one another. This method allows for an analysis that factors in change in New Orleans neighborhoods. This is due to the fact that specific threshold requirements might change over time and neighborhood "strength" or type might also change. This neighborhood classification system is used to guide CCCLT development by taking into account the broad socio-economic characteristics of each area, while allowing for neighborhoods to change, and thus classifications to change.

The study team developed a neighborhood market index that utilizes various indicators collected through the U.S. Census, American Community Survey (ACS), and the Greater New Orleans Community Data Center (GNOCDC) to determine the relative market strength of each neighborhood in New Orleans. The indicators include:

- Population change, 2000 to 2010
- Percent of households that are renter occupied, 2010
- Vacancy rate, 2010
- Average contract rent, 2010
- Average household income, 2010
- Percent of the neighborhood population living below the poverty line, 2010
- Percent of the neighborhood population with a college degree, 2010

Appendix D lists the indicators for all neighborhoods in New Orleans and defines each neighborhood as strong, transitional, or distressed. Using the index to guide a neighborhood classification system will help broadly identify the needs for each neighborhood and further inform the CCCLT's role in each area. However, the CCCLT should consider each proposed project site individually to determine the extent to which it meets the neighborhood market descriptions defined in this analysis. The following analysis identifies neighborhood types and the development types that should be prioritized in each area. Furthermore, the study team has created a table, Table 2, which synthesizes neighborhood types and CCCLT goals with the type of development that should be prioritized in each area.

Strong Market Neighborhoods

Strong market neighborhoods are characterized by relatively high property values, which translate into high, and potentially rising, residential and commercial rental rates. Additionally, these neighborhoods typically demonstrate high homeownership rates, high rates of educational attainment, low vacancy rates, and low levels of blight when compared to distressed and transitional neighborhoods.

Many strong market neighborhoods already typify the diverse and economically stable communities that the CCCLT is committed to nourishing throughout the city. These characteristics include a sturdy mix of commercial offerings. Yet strong market neighborhoods often lack affordable housing for LMI individuals and affordable commercial space for small-scale, local businesses. CCCLT's investments in these areas are intended to increase accessibility by expanding affordable housing opportunities for LMI individuals and preserving affordable retail space. New Orleans neighborhoods that fall into the strong market category include the French Quarter, Central Business District, Faubourg Marigny, the Garden District, Lakeview, and Uptown.

Development Priorities for Strong Market Neighborhoods

When investing in developments in strong market neighborhoods, the CCCLT should consider the following goals and priorities:

Permanently Affordable Rental Units

The high rents indicative of strong neighborhoods often impose a crushing burden for LMI individuals that prevent them from participating in this housing market. In addition, in some strong neighborhoods, such as the CBD, residents have better access to higher concentrations of diverse job offerings. High rents in these areas create a barrier to LMI workers seeking to live near their places of employment. To "retain public and private funds invested in affordable housing" (Crescent City CLT, Inc. "Business Plan" 11), the CCCLT should prioritize the acquisition of existing affordable housing, preventing the lapse of initial public investment, and work to retain these subsidies in perpetuity. Moreover, the CCCLT can create new residential units through affordable rental development in order to help LMI residents stay in their neighborhoods.

Limited Equity Cooperatives

New Orleans' residential building stock features a significant number of multi-unit structures and large, historic homes that have, over time, been divided into apartments ranging from 4-10 units.

Dwellings such as these are prime candidates for conversion to limited equity cooperatives, where residents hold shares of a corporation that owns the development in which they reside. The purchase, rehabilitation, and stewardship of such structures could help the CCCLT achieve its strong market goals.

Mixed-Use Development

Mixed-use developments in strong markets can serve the CCCLT mission two-fold by introducing affordable housing alongside commercial space offerings. These types of projects can reduce the location disparities between LMI residents and their jobs, and also create a lively diversity of street life for local residents by offering a variety of consumer goods and services for residents.

Permanently Affordable Homeownership

Strong market neighborhoods are typically out of financial reach for LMI homebuyers. The CCCLT's mission is to create and preserve residential affordability while providing a path to homeownership for LMI individuals.

Quality Affordable Commercial Space

Through commercial stewardship, the CCCLT can preserve and expand affordable commercial space. Many established neighborhood businesses have survived for decades yet still struggle to cope with strong-market price fluctuations, often succumbing to the influx of national chain franchises. Preserving these institutions is key to maintaining the rich and unique culture that characterizes New Orleans neighborhoods as well the wealth and employment opportunities that are generated by these businesses.

Transitional Market Neighborhoods

Transitional neighborhoods fall between strong and distressed market neighborhoods. Due to their dynamic nature, truly defining a transitional neighborhood can be difficult. Similar to distressed areas, transitional neighborhoods have a large amount of blight, though blighted properties may be gradually being renovated or replaced. Residents have low incomes but real estate costs may be escalating or about to escalate for both commercial and residential property. Moreover, many transitional neighborhoods are experiencing public and private investment. The CCCLT's role in transitional neighborhoods is to support the existing development while protecting and increasing the supply of affordable commercial and residential space.

Due to the diversity in transitional neighborhood characteristics, every type of development can be considered a priority in these areas. As rents and home values rise, residential stewardship should "provide a range of permanently affordable housing options for low- and moderate -income households through rental, limited-equity cooperatives, and homeownership initiatives" (Crescent City CLT, Inc. "Business Plan"11). Commercial stewardship in transitional areas should focus on creating value from blighted or vacant spaces and "creat(ing) affordable spaces for small businesses to give them a chance to thrive" (Crescent City CLT, Inc. "Business Plan" 15).

Development Priorities for Transitional Market Neighborhoods

When investing in developments in transitional market neighborhoods, the CCCLT should consider the following goals and priorities:

Permanently Affordable Rental

Transitional neighborhoods are typically characterized by rising residential rents and property values, often experiencing private and public development that brings more residents into the area, which increases housing costs. As such, it is key for the CCCLT to preserve the affordable housing stock in these neighborhoods to ensure that existing residents can take advantage of the benefits of a changing neighborhood. The CCCLT should take an equity stake in affordable housing developments to ensure that rents will be affordable in perpetuity and to ensure that subsidies do not lapse.

Permanently Affordable Homeownership

To ensure that current residents are not priced out of the area, the CCCLT should help residents by creating CLT homeownership opportunities. While there is no guarantee that CCCLT developments will be occupied by area residents, this development type can help create a path for LMI renters seeking homeownership opportunities. Additionally, this program will also help ensure a certain level of diversity as the neighborhood changes.

Limited Equity Cooperatives

Similar to the permanently affordable homeownership program, a limited equity cooperative can help LMI individuals transition from renting to owning a home. Moreover, limited equity cooperatives can help preserve currently affordable rental units in neighborhoods that are seeing rent increases.

Quality Affordable Commercial Space

An important role for the CCCLT in transitional neighborhoods will be "to create affordable spaces for small businesses to give them a chance to thrive" (Crescent City CLT, Inc. "Business Plan" 15). As these neighborhoods transition from intermediate to strong, it will be important to preserve neighborhood institutions and protect them from being priced out of the neighborhood. This will ensure that neighborhood institutions remain strong and viable while the area changes and promote commercial development that benefits the current residents of these neighborhoods.

Vacant Land Stewardship

Transitional neighborhoods have vacant lots that can hinder the full and sustainable development of a neighborhood. Moreover, because transitional neighborhoods are often experiencing increases in rents and home values, vacant land stewardship in these areas can play a strategic role in furthering the CCCLT's development in the future. These areas are places where the CCCLT can "acquire strategic land parcels in neighborhoods where the CCCLT and partners' housing and commercial initiatives are planned or are taking place, creating the CCCLT development opportunities for future years" (Crescent City CLT, Inc. "Business Plan" 16).

Commercial Catalyst

Large-scale commercial developments can prove to be catalytic whether they are located in or adjacent to transitional neighborhoods. As they bring needed goods and services to an area, catalytic commercial developments run the risk of pricing out renters and businesses that have been in the community for a long time. The CCCLT's goals for a catalytic commercial project in a transitional neighborhood are to enhance the livability of these areas through the provision of goods and services while working in concert with other developments to preserve affordability.

Distressed Market Neighborhoods

Neighborhoods with weak or distressed markets are characterized by low household incomes, low levels of educational attainment, low levels of homeownership, high commercial and residential vacancy rates, and high rates of blighted and vacant properties. These neighborhoods are also often characterized by population loss, a lack of employment opportunities and retail options, and a high proportion of cost-burdened renters. In distressed market neighborhoods, the CCCLT's focus is increasing retail options, providing affordable housing, and creating jobs. In addition to increasing retail options, the CCCLT will also focus on vacant land stewardship to mitigate this barrier to more complete and sustainable neighborhood revitalization.

Commercial stewardship in distressed neighborhoods can achieve two goals: stimulating further development and improving the quality of life for residents through access to retail and jobs. In these areas, the CLT can "transform commercial blight into sustainable commercial centers to stabilize and service vulnerable neighborhoods" as well as "help low- and moderate-income neighborhoods by fostering the development and stewardship of neighborhood-appropriate commercial properties and businesses" (Crescent City CLT, Inc. "Business Plan" 15).

Residential stewardship in distressed market neighborhoods should strive to provide a path to homeownership. Rents in these neighborhoods are often already low; however, residents often have low incomes and few sources of wealth. Through affordable homeownership, the CCCLT can help build this "transformative wealth" that will help to create a strong, livable neighborhood. Doing so can also help relieve blight and vacancy in the area.

Development Priorities for Distressed Market Neighborhoods
When investing in developments in distressed market neighborhoods, the CCCLT should consider the following goals and priorities:

Permanently Affordable Homeownership

As stated above, residents of distressed areas often have low income levels and are often cut off from the traditional resources needed to buy a home. By offering affordable homeownership, the CCCLT can help provide quality housing to area residents while also working to promote responsible homeownership and build wealth.

Limited Equity Cooperatives

Similar to affordable homeownership goals, limited equity cooperatives can pave the way for many LMI individuals to build wealth in their neighborhoods. Moreover, while rents may be low in distressed areas, affordable rentals are often of low quality. Limited equity cooperatives can maintain quality affordable residences in the area, as well as create a route for homeownership for many residents that may otherwise be unable to own.

Commercial Catalyst

Many distressed neighborhoods lack the everyday commercial necessities that make a neighborhood livable. Moreover, distressed neighborhoods are often seen as not having a strong enough market to justify commercial investment. By incentivizing or even driving a catalytic commercial project, such as a large grocery store or retail center, the CLT can have a big impact on the neighborhood as well as provide essential goods and services, such as fresh food, to the area. Incentivizing commercial redevelopment in distressed neighborhoods will help to produce neighborhood retail as well as help spur job creation.

Vacant Land Stewardship

CCCLT projects in distressed areas may include vacant land stewardship, as these are neighborhoods where the presence of vacant land is a barrier to more complete neighborhood revitalization (Crescent City CLT, Inc., "Business Plan", 16). Distressed neighborhoods are prime areas where the CCCLT can have an effect in managing vacant land. This can include strategies for the responsible management of vacant land (e.g. trimming grass, removing rubbish) in order to have land for later strategic investments, as well as value-added re-use, such as urban farming, community gardens, or even recreational space.

Quality Affordable Commercial Space

Although rents are generally low in distressed neighborhoods, these areas often lack crucial retail services that provide for a livable community. Moreover, catalytic developments, such as a large hospital complex, might not provide for basic community needs, like a grocery store. In distressed neighborhoods, the CCCLT can work to create space for essential neighborhood retail functions in order to provide access to those services. For this reason, quality affordable commercial space is a prioritized development type in distressed neighborhoods.

Economic & Social Impact Analysis

Introduction

The economic and social impact analysis has been developed to guide the selection of potential CCCLT investments. A development's effect on both the community and local economy determine how it aligns with the CCCLT's goals. This section is intended to guide the CCCLT in conducting economic and social impact analyses on potential developments. It includes several sample analyses, which the CCCLT can use as a template for future analyses. These sample analyses were conducted for potential developments that are representative of residential, commercial, and mixed-use project types: the 234 Loyola Avenue mixed-use development, the 2645 Lafitte Street neighborhood commercial development, the Fresh Food Initiative grocery store, and a CLT residential development.

In conducting these analyses, the study team used IMPLAN, an input-output economic model to analyze economic effects and developed a broad framework of potential social impacts to determine the social return on investment of a project. A summary of impacts provides a quick reference for allowing easy comparison amongst different project types. Detailed methodologies demonstrate how these measures were produced and can be used to inform future analysis of CCCLT projects.

Measuring Economic Impacts

Both the construction and operations of the CCCLT's proposed developments will have an effect on the local economy. In order to accurately analyze how a potential development will benefit the local economy, the study team chose to use IMPLAN, a computer-based input-output economic model. This analysis looks to quantify how an increase in economic activity, such as the construction of a project and its continued operations, will "ripple" through the economy of New Orleans.

IMPLAN separates the economic impacts into three categories – direct, indirect, and induced – and then adds them together to calculate the total effect.

Direct Impact

Direct impacts represent local spending that occurs as a result of the need for additional services due to construction and operations. The number of jobs created to construct the building and for daily operations of any commercial tenant would be a direct impact.

Indirect Impact

Indirect impacts consist of the additional spending that occurs in the local economy as result of the development, outside of labor and supplies for construction (which are direct impacts).

Induced Impact

Induced impacts reflect changes in local spending that result from income changes in the directly and indirectly affected industry sectors.

IMPLAN assumes that the construction and operation of CCCLT developments have unique impacts on the economy. There are four distinct categories associated with construction: land acquisition; construction of the building; soft costs; and outfitting with fixtures, equipment, and furniture. The acquisition of land is not considered an economic impact as it represents an exchange of resources between the seller and the purchaser with no value added. The construction of the building is assumed to have an entirely local impact, as labor and materials used in construction are generally locally sourced. Other "soft costs" including professional services are assumed to be provided by both local and national firms. Outfitting the development with fixtures, equipment, and furniture is assumed to impact economies both inside and outside the study area. IMPLAN calculates the effects of these on the local economy in proportion to the number of firms providing such services locally.

For projects with commercial elements, the economic impacts of day-to-day operations, such as goods, services, and labor, are projected separately. These impacts are assumed to be less intense than construction costs and are calculated over a period of five years. While the impacts of additional labor needed for operations are assumed to be local, many of the supplies needed for operations must be obtained outside of New Orleans. Thus, their impacts will also occur outside of the city.

Taken together, the construction and operations impacts of a potential development explain how a CCCLT investment will affect the local economy for a five-year period. In this case, the local economy is assumed to be the city of New Orleans. While no model is perfect, IMPLAN is widely used by economists and is considered one of the best available instruments for input-output modeling. These results can help the CCCLT board and staff differentiate among potential projects as they seek to make the maximum impact on neighborhood.

Measuring Social Impacts

The purpose of the social impact analysis is to report the social benefits of a CCCLT investment. While residents and other community stakeholders experience these social benefits, since they do not generate direct financial returns for investors, they are not considered in an economic impact analysis. The measurement of social benefits gives project planners a holistic view of a project, providing a useful analysis of its social outcomes, and revealing impacts that may generate support for the project from residents and other community stakeholders. A social benefit can take many forms: increased availability of affordable housing, blight reduction, community revitalization, and better access to healthcare, education, fresh food, transportation or jobs. When possible, metrics are generated to quantify some aspect of the social benefit.

Social impact analysis is not a precise process. Social benefits accrue to many stakeholders in an overlapping manner, which presents the risk that a benefit may be double-counted if it is calculated multiple times for different stakeholders. In an attempt to measure social benefits as completely and accurately as possible, the study team used a framework that identifies:

Stakeholders

These include residents, business owners, project investors, public entities, neighborhood groups etc.

Outputs

Quantities of directly measurable results of a project (number of units built, square feet of commercial space, number of jobs created).

Measured Outcomes

A dollar value placed on the social benefit of an outcome, with a reported methodology.

In cases where a benefit is difficult to quantify but of recognizable social value, it is simply reported. The end result is a set of data that can be used to assess a project and provide some comparison amongst different projects. These measures do not determine an absolute social value. Instead, they demonstrate a process of thinking through the impacts of a CCCLT investment in a methodical manner.

ECONOMIC AND SOCIAL IMPACT OF 234 LOYOLA SUMMARY

Project 234 Loyola

Description The 234 Loyola project will introduce affordable housing to the Central Business District as part of a sustainable mixed-use historic rehabilitation development. The project includes 61,260 sq. ft. of residential space, including 26 one-bedroom and three two-bedroom market-rate units and 32 one-bedroom and nine two-bedroom units affordable at up to 120% AMI. Additionally, the project will have 7,500 ft. of retail space for a small grocery and 32,000 sq. ft. of office space for a community health clinic or medical offices

Total Development Cost		$41,891,575
CCCLT Contribution		$500,000
Economic Impact of Construction		
	Output	$34,109,433
	Labor Income	$5,912,835
	Employment	230
Economic Impact of 5 years of Operation		
	Output	$40,341,975
	Labor Income	$23,135,930
	Employment	61
Social Impact		
	Community Health Clinic	$ 1,053,990
	Transportation Savings	$218,197

Social Impacts (non-monetized)

Rehabilitation of existing building resulting in 12-25% lower climate change impact

Energy savings to be measured in the use of building

Historic Preservation

Blight Reduction

Increased access to Central Business District housing units for LMI individuals

234 Loyola Economic Impact Analysis

The proposed mixed-use development at 234 Loyola will affect the local economy in the first year through construction and going forward through the daily operation of the retail and office space within the building. Construction will have a relatively large initial economic impact in the short-term, while the retail and office space will have a smaller impact but over the long-term.

Construction

Green Coast Enterprises estimates total construction costs for the historically appropriate, LEED certified renovation of the ten-story building at $25.6 million (see Table 3). In order to determine the direct impact of these expenditures, the model takes into account what percentage of the expenditures will be made locally. The "Local Purchase Percentage" in Table 3 is the percentage of the expenditure that is likely to be made locally based on IMPLAN default settings. Because building construction is taking place in the community, all of its costs are considered local; while a portion of the soft costs are assumed to be specialized services provided by businesses outside New Orleans.[4]

Based on the proposed construction costs and local purchase percentages in Table 3, IMPLAN estimates a total direct effect of $23.7 million. During construction, 158.8 full-time equivalent jobs will be created; some of these jobs will be continuous during the construction phase and some will be intermittent. IMPLAN also estimates that labor activity directly involved with the construction will receive $4.6 million in income. Additional spending that occurs as a result of the construction will create indirect and induced effects in terms of economic output, employment, and labor income. These direct, indirect, and induced effects as a result of the proposed construction at 234 Loyola are indicated in Table 4.

[4] IMPLAN considers a separate category in construction; outfitting of new buildings with fixtures, furnishings and equipment. These finishing costs are included in the building costs for 234 Loyola. This likely results in an overestimation of the local impact of the project, as many of these expenditures are not local.

Table 3: Construction Costs as Entered into IMPLAN for Direct Effect

Category	Proposed costs	Local purchase percentage
Building costs	$19,159,700	100.0%
Soft costs		
Legal services (closing costs-professional fees)	$1,500,000	85.4%
Architectural, engineering, and related services	$1,628,575	85.4%
Environmental and other technical consulting services	$250,000	69.3%
Legal services (CDE fees)	$1,470,000	85.4%
Insurance carriers (Insurance during construction)	$250,000	51.4%
All other miscellaneous professional, scientific, and technical services	$150,000	69.4%
Monetary authorities and depository credit intermediation activities (financing charges)	$1,220,143	56.1%
TOTAL	**$25,628,418**	**92.8%**

Source: Green Coast Enterprises, "234 Loyola Avenue"; IMPLAN

Table 4: Economic Impact of Construction of 234 Loyola, 2014

	Direct effect	Indirect effect	Induced effect	Total effect
Output	$23,779,676	$4,302,631	$6,027,125	$34,109,433
Employment	158.8	28.1	43.2	230.0
Labor income	$4,638,432	$520,609	$753,794	$5,912,835

Source: IMPLAN Analysis.

Operations

Once construction is complete, 234 Loyola will have 7,500 square feet of retail space for a small grocery store and up to 32,000 square feet of office space for medical or other nonprofit organizations. Based on this information, the study team estimates the annual gross sales for each of these spaces (Table 5). Because it is likely that some portion of the gross sales will simply be displaced from other parts of the city, the study team used a conservative estimate that 80% of retail and office activity is new as opposed to displaced.[5] We also used conservative estimates of sales per gross square foot based on an analysis of similar retail spaces.

Table 5: Estimates of Annual Retail and Office Sales

	Gross sq ft	Sales per gross sq ft	Annual gross sales	80% of annual gross sales
Grocery store	7,500	$330.00	$2,475,000	$1,980,000
Medical & dental office space	32,000	$345.43	$11,053,760	$8,843,008

Source: Urban Land Institute and The International Council of Shopping Centers, *Dollars and Cents of Shopping Centers, 2008;* ESRI data Online Business Analyst

Based on these estimates of annual retail and office sales at 234 Loyola, IMPLAN estimated a total annual economic effect in the first year of operations at $8.1 million in output, 61.1 jobs, and $4.6 million in labor income. Table 6 illustrates the direct, indirect, and induced effects of the retail and office activity in the development's first year of operation and estimates a five year economic impact of all retail and office activity. The five year effect does not include employment so as to avoid duplicating jobs that are retained rather than newly created.

Table 6: Annual and 5 Year Economic Impact of Retail & Office Activity, 234 Loyola, 2015-2019

	Direct effect	Indirect effect	Induced effect	Total effect	5 year Total effect
Output	$5,448,632	$968,387	$1,651,376	$8,068,395	$40,341,975
Employment	42.0	7.3	11.8	61.1	n/a
Labor income	$3,621,733	$415,645	$589,808	$4,627,186	$23,135,930

Source: IMPLAN Analysis

[5] IMPLAN by default estimates all activity will be new activity.

234 Loyola Social Impact Analysis

The 234 Loyola Social Impact Analysis documents social benefits not measured in the economic impact analysis. For example, the development will provide affordable housing, which will allow individuals who would not otherwise be able to afford to live in the Central Business District to do so. It will include a community health clinic, which will produce savings in healthcare costs. Additionally, it will generate transportation savings for residents who will work downtown, while also providing social benefits in terms of sustainability, historic preservation, and blight reduction.

Impact of Affordable Rental Units

One of 234 Loyola's benefits is that some of its residential units will be rented at below-market levels, making them affordable to some households that would not otherwise be able to afford to live in the Central Business District. 234 Loyola will contain a total of 79 residential units, including 61 one-bedroom units and 18 two-bedroom units. Of those 79 units, 48 units (including 35 one-bedroom units and 13 two-bedroom units) will be rented at below-market rates affordable to households with incomes up to 120% of area median income (AMI). The remaining 31 units will be rented at market rates.

To assess the extent to which the inclusion of below-market rate units will make 234 Loyola affordable to households that cannot afford market rate rents, the study team compared the below-market rents that will be charged for the 48 units with the rents that would be charged if the 48 units were rented at market rates. Additionally, we compared the market and below-market rent levels with the 2013 rent limits for households at various AMI levels generated by the Novogradac & Company, LLC Rent & Income Limit Calculator (Table 7). This comparison shows that all 48 units, if rented at market rates, would not be affordable to households with incomes at or below 120% AMI. In contrast, at the intended below-market rates, the one-bedroom units will be affordable to households at 90% AMI and the two-bedroom units will be affordable to households at 110% AMI.

This indicates that 234 Loyola will make living in the CBD affordable to 120% AMI households, which would not be able to afford a similar unit rented at market rates. Assuming 1.5 persons per bedroom, the below-market rates charged will make living in the CBD affordable to 91.5 persons.

Table 7: 234 Loyola Rent Level Comparison (Market Rate Versus 120% AMI Rate)

	Total sq ft	Number of units	Average sq ft per unit	Rent per sq ft	Average rent per month	Affordable to AMI level[6]
48 units at market rate						
1 bedroom	24,080 sq ft	35	688 sq ft	\$2.44/ sq ft	\$1,679	150%
2 bedroom	11,215 sq ft	13	863 sq ft	\$1.94/ sq ft	\$1,674	130%
48 units at below-market rate						
1 bedroom	24,080 sq ft	35	688 sq ft	\$1.42/ sq ft	\$975	90%
2 bedroom	11,215 sq ft	13	863 sq ft	\$1.62/ sq ft	\$1,400	110%

Source: Green Coast Enterprises, "234 Loyola Avenue"

Impact of a Community Health Clinic

The 234 Loyola project will supply space for a community health organization that provides primary-care health services, giving it the opportunity to own its own space at the end of the tax-credit compliance period. The social benefit of a community health clinic can be calculated by estimating the Emergency Room (ER) visits that would be avoided if underserved residents in the neighborhood have access to this facility. The Kaiser Family Foundation estimates that in 2010, the ER visits per 1,000 people was 533 in the state of Louisiana, which is higher than the nation's rate of 411. According to the National Association of Community Health Centers, at least one-third of all emergency room visits are "avoidable", which means that they are non-urgent or ambulatory care sensitive and therefore treatable in primary care clinics (Choudhry, Mackenzie, Lewis, Olson, Osterman and Shah, 3).

[6] Units were determined to be affordable at the indicated AMI levels using the Novogradac & Company, LLC Rent & Income Limit Calculator (http://www.novoco.com/products/rentincome.php). The calculator was set to assume 1.5 people per bedroom.

Although there are more elaborate measures that can be used if more information is available (Lyn 4)[7], the social benefit of a community health clinic at 234 Loyola can be calculated as follows:[7]

a. Total population served at 234 Loyola community health clinic[8] = 5,801
b. ER usage rate among 234 Loyola patients = 533 per 1,000 population = 3,091.9
c. ER visits of 234 Loyola patients, total cost = $1,000 x 3,091.9= $ 3,091,933
d. 33% of ER total cost (avoidable expenditures of 234 Loyola patients) = $ 1,020,337.9

Measuring Transportation Savings

The 234 Loyola project will create 48 affordable units which will provide dwelling space for approximately 91 people. 234 Loyola is targeted to healthcare workers employed in the area, and the affordable units might provide housing for those who would otherwise be priced out of the CBD. By providing affordable housing close to major medical employers in the CBD, many who might have lived farther from their place of employment and used an automobile to commute to work might now walk or use public transit. This section attempts to assess the transportation savings of healthcare workers who will live in 234 Loyola.

According to the U.S. Census Bureau's Longitudinal Employer-Household Dynamics, there are 52,741 primary jobs in Census Tract 134, which encompasses the area in which the 234 Loyola project will be built.[9] Of the 52,741 people employed in the area, about 52,306 of them travel into the area from elsewhere in the region. It is estimated that only 435 people are both employed and living in the area. About 66% of workers that are employed in the area travel less than ten miles to work, and a further 8.6% travel between 10 and 24 miles to work in the CBD.[10]

[7] The Mobile Health Clinic Network (MHCN) has developed a return on investment (ROI) algorithm to measure the social and economic impact of mobile health clinics, which can be adjusted to measure the impact of primary care health clinic by replacing the variable "Cost of Mobile Health Clinic" by "Cost of Primary Care Health Clinic."

[8]According to a 2007 survey of ambulatory health care practices in the Greater New Orleans Area estimated that 4.2 million patient encounters occurred at 724 responding delivery sites during a one-year period. If the number of encounters is divided by the number of responding sites, the result is 5,801.

[9] US Census Bureau. "Inflow/Outflow Job Counts". On the Map Application and LEHD Origin-Destination Employment Statistics. www.lehd.ces.census.gov

[10] US Census Bureau. "Job Counts by Distance Direction". On the Map Application and LEHD Origin-Destination Employment Statistics. www.lehd.ces.census.gov

In order to calculate the costs of driving, the team used the document "Your Driving Costs" published by the American Auto Association (AAA). This document is used by many other major transportation entities to estimate the costs of driving. To estimate costs, the AAA factors in fuel, maintenance, tires, insurance, license fees, registration fees, taxes, depreciation, and finance costs in order to calculate the cost of driving per mile. AAA categorizes costs by small, medium, and large vehicle, and 10,000 miles a year, 15,000 mile a year, and 20,000 miles a year. The cost per mile for a medium size vehicle travelling 15,000 miles per year is $0.61.[11] If it is assumed that 80% of those living in the new affordable units drove to the CBD for work, and those people were driving 10 miles to work, then transportation savings over one year can be calculated as follows:

a. 73 people x 20 miles per day x 61 cents per mile x 245 days per year = <u>$218,197 per year (total)</u>
b. 20 miles per day x 61 cents per mile x 245 days per year = <u>$2,989 per person per year</u>

If the new affordable units in the 234 Loyola project eliminates trips for work that were previously being taken to the CBD, then each person that does not drive will see savings of about $2,989 per year. In total, 234 Loyola would save about $218,197 in resident transportation costs.

Unmeasured Benefits

Some social benefits of the 234 Loyola development are difficult to quantify but are nonetheless identifiable as benefits of significant value to residents and the wider community.

<u>Sustainability and Building Reuse</u>

The 234 Loyola project will be designed and constructed with sustainability in mind. The project will be Leadership in Energy and Environmental Design (LEED) certified. The buildings day to day energy usage can be measured when complete through its utility bills, but the value of this contribution is difficult to estimate without details of its construction standard. Perhaps the largest significant contribution to sustainability of the project is in the rehabilitation of an existing structure.

[11] American Auto Club. Your Driving Costs: How Much Are You Really Paying to Drive". 2013. http://newsroom.aaa.com/wp-content/uploads/2013/04/YourDrivingCosts2013.pdf

A report by Preservation Green Lab, *The Greenest Building: Quantifying the Value of Building Reuse*, showed a reduced life cycle impact on climate change from 12-25% for a building of 234 Loyola's type, due primarily to the savings of embodied energy achieved in the reuse of materials. The same report demonstrated that a rehabilitated building without any special energy saving features performed better than new construction with advanced energy conservation features, as the energy used in construction negated any savings in day-to-day use.

Preservation of a Historic Structure and Blight Reduction

Built in 1908, 234 Loyola has a significant historical past. Commissioned by the Colored Knights of Pythias, a Civil War-era fraternal order dedicated to peace and goodwill, the building was later repurposed into a wartime hiring office for Andrew Jackson Higgins in World War II. In the 1960's its original façade was covered with glass and aluminum panels representative of the modern architectural styles of the day. Decades later, the building joined many neighboring structures in vacancy and underuse. Green Coast Enterprises has chosen to restore the original brick and stone façade of 1908 and in doing so, will reestablish a link with the city's past and breathe new life into its surroundings.

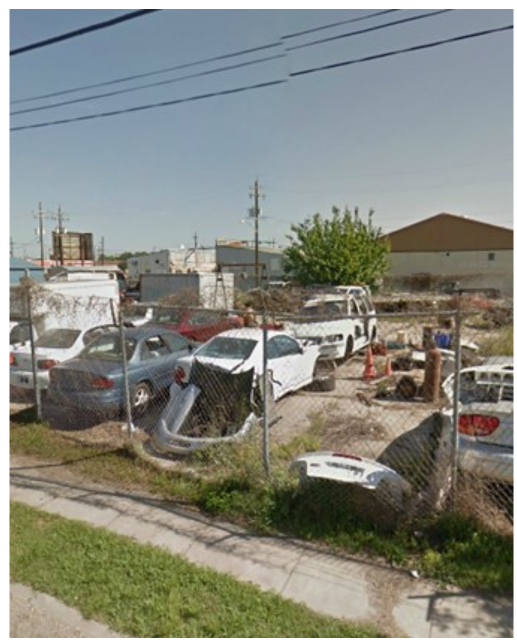
Vacant historic properties contribute to blight and its associated consequences but they also represent a neighborhood's economic decline. Historical disinvestment in downtown neighborhoods has left many empty relics of past vitality. Nostalgia aside, New Orleans relies heavily on its tourism industry, which largely depends of the preservation of the city's architecture. Fortunately for the Central Business District, developers have recently adapted a number of historic structures for vibrant new uses, thus increasing appeal for this strategically located neighborhood.

ECONOMIC AND SOCIAL IMPACT OF 2645 LAFITTE SUMMARY

Project 2645 Lafitte

Description 2645 Lafitte will provide 25,000 sq. ft. of affordable retail space at the intersection of the Lafitte Greenway and N Broad Street. As the project is in the conceptual stage, the economic analysis was conducted for two tenant types, a general merchandise and a discount mixed apparel retailer. The project will continue revitalization of the Broad commercial corridor capitalizing on the ReFresh project. It is also expected to mitigate the effects of rising property values by providing affordable commercial space.

Total Development Cost	$4,448,214
CCCLT Contribution	-
Economic Impact of Construction	
Output	$8,337,011
Labor Income	$4,348,604
Employment	59.3
Economic Impact of 5 years of Operation-General Merchandise	
Output	$2,288,215
Labor Income	$1,006,815
Employment	6.5
Economic Impact of 5 years of Operation-Discount Apparel	
Output	$9,021,680
Labor Income	$6,053,800
Employment	33.5



Source: googlemaps.com

Social Impacts (non-monetized)

Commercial Revitalization
Blight Reduction
Preserving Affordability

2645 Lafitte Economic Impact Analysis

The proposed retail development at 2645 Lafitte St. will affect the local economy in the first year through construction and going forward through the daily operation of the retail activity. Construction will have a relatively large initial economic impact in the short-term, while the retail space will have a smaller impact but over the long-term.

Construction

For the purposes of this analysis, we assumed the site would be developed with a 25,000 square foot, single-tenant retail structure. Building costs were estimated at $3,705,000, while soft costs were estimated at $632,795, resulting in a total development cost of $4,337,795 (see Table 11).[12] In order to determine the direct impact of these expenditures, the model takes into account what percentage of the expenditures will be made locally. The "Local Purchase Percentage" in Table 11 is the percentage of the expenditure that is likely to be made locally based on IMPLAN default settings. Because building construction is taking place in the community, all of its costs are considered local, while much of the soft costs are assumed to be specialized services provided by businesses outside New Orleans.

[12] To estimate the development cost for the site, the study team consulted *Four Corners: Commercial Revitalization Partnership between Broad Community Connections and the Crescent City Community Land Trust*, a document produced by the MIT Department of Urban Studies and Planning in 2011. That document estimated development costs for the site, assuming that it would be developed with a 47,120 square foot structure containing both retail and office space. We used these figures to generate development costs for a smaller scale retail development.

Table 8: Construction Costs as Entered into IMPLAN for Direct Effect

Category	Proposed costs	Local purchase percentage
Building costs	$3,705,000	100.0%
Soft costs	$632,795	
Architectural, engineering, and related services	$166,500	85.4%
Other state and local government enterprises	$89,466	85.3%
Insurance agencies, brokerages, and related activities	$25,000	70.0%
Environmental and other technical consulting services	$12,000	100.0%
Legal services	$100,806	69.3%
Insurance agencies, brokerages, and related activities	$25,000	
Real estate establishments	$10,000	61.1%
Monetary authorities and depository credit intermediation activities	$150,847	61.1%
All other miscellaneous professional, scientific, and technical Services	$53,176	61.1%
TOTAL	**$4,337,795**	96.1%

Source: MIT Four Corners and IMPLAN Analysis.

Based on the proposed construction costs and local purchase percentages in Table 11, IMPLAN estimates a total direct effect of $5.8 million. Construction will create 42.5 jobs. IMPLAN also estimates that labor activity directly involved with the construction will receive $3.4 million worth of payments. Additional spending that occurs as a result of the construction will create indirect and induced effects in terms of economic output, employment, and labor income. These direct, indirect, and induced effects as a result of the proposed construction at 2645 Lafitte St. are indicated in Table 12.

Table 9: Economic Impact of Construction of 2645 Lafitte St. 2014

	Direct effect	Indirect effect	Induced effect	Total effect
Output	$5,783,956	$1,033,756	$1,519,299	$8,337,011
Employment	42.5	5.9	10.9	59.3
Labor income	$3,372,315	$433,387	$542,902	$4,348,604

Source: IMPLAN Analysis.

Operations

The estimated annual sales figures for the development's retail tenant are shown in Table 13. We compared two potential tenant types, a general merchandise retailer and a discount mixed apparel retailer. These tenants reflect retail types which match the scale of the proposed development and a conservative estimate of the market capacity of the transitional neighborhood where the project is sited. Furthermore they represent a high and low estimate of sales per gross square feet for the building, with the sales of number of common smaller retail types found in multi-tenant buildings falling within the range. The analysis indicates that a discount mixed apparel retailer would generate significantly greater sales than would a general merchandise retailer. The annual gross sales for the general merchandise retailer was estimated to be $3,536,000, while the total annual gross sales for the discount mixed apparel retailer was estimated to be $6,137,250.

Although IMPLAN assumes that all retail activity will be new activity, we assumed that some portion of the annual gross sales will be displaced from existing retailers. To account for this, we estimated that 80 % of retail and office activity is new as opposed to displaced. This results in an estimated $2,828,800 in new sales for the general merchandise retailer and an estimated $4,909,800 in new sales for the discount mixed apparel retailer.

Table 10: Estimates of Annual Retail Sales by Tenant Type

	Gross sq ft	Sales per gross sq Ft	Annual gross sales	80% of annual gross sales
General Merchandise (30,000 sq ft)	25,000	$141.44	$3,536,000	$2,828,800
Discount Mixed Apparel (30,000 sq ft)	25,000	$245.49	$6,137,250	$4,909,800

Source: Urban Land Institute and International Council of Shopping Centers. (2008). *Dollars & Cents of Shopping Centers / The SCORE 2008.*

Table 5-22 Tenants Most Frequently Found in U.S. Super Community/Community Shopping Centers

In addition to having greater annual sales, a discount mixed apparel retailer is estimated to have a dramatically larger economic impact than a general merchandise retailer. The estimated total effect of the general merchandise retailer for 2015 is estimated to be $457,643 of output, $201,363 of labor income, and 6.5 individuals employed (Table 14). In comparison, the 2015 estimated total effect of the discount mixed apparel retailer is $1,804,336 of output, $1,210,760 of labor income, and 33.5 jobs (Table 15). Over a five year period, a general merchandise retailer is estimated to have $2,288,215 of output and $1,006,815 of labor income (Table 16), while a discount mixed apparel retailer is estimated to have $9,021,680 of output and $6,053,800 of labor income (Table 17).

Table 11: Annual Economic Impact of General Merchandise Store, 2645 Lafitte, 2015

	Direct effect	Indirect effect	Induced effect	Total effect
Output	$333,579	$57,122	$66,942	$457,643
Employment	5.6	0.4	0.5	6.5
Labor income	$155,137	$22,277	$23,949	$201,363

Note: Assumes 80% of retail and office activity is "new" vs. "displaced".

Table 12: Annual Economic Impact of Discount Mixed Apparel Store, 2645 Lafitte, 2015

	Direct effect	Indirect effect	Induced effect	Total effect
Output	$1,213,783	$338,784	$251,769	$1,804,336
Employment	26.5	4.1	2.9	33.5
Labor income	$850,159	$213,996	$146,605	$1,210,760

Note: Assumes 80% of retail and office activity is "new" vs. "displaced".

Table 13: Five Year Economic Impact of General Merchandise Store, 2645 Lafitte, 2015-2019

	Direct effect	Indirect effect	Induced effect	Total effect
Output	$1,667,895	$285,610	$334,710	$2,288,215
Labor income	$775,685	$111,385	$119,745	$1,006,815

Note: Assumes all retail and office activity is "new".

Table 14: Five Year Economic Impact of Discount Mixed Apparel Store, 2645 Lafitte, 2015-2019

	Direct effect	Indirect effect	Induced effect	Total effect
Output	$6,068,915	$1,693,920	$1,258,845	$9,021,680
Labor income	$4,250,795	$1,069,980	$733,025	$6,053,800

Note: Assumes 80% of retail and office activity is "new" vs. "displaced".

2645 Lafitte Social Impact Analysis

Commercial Revitalization and Blight Reduction

The 2645 Lafitte St. commercial development will build on the momentum created by the forthcoming development of the ReFresh retail project at 300 N. Broad St. and the development of the Lafitte Greenway. By continuing this pattern of investment in the Broad St. corridor, the project will help spur additional development in the area. Ultimately, this will result in a reduction in commercial blight and an increase in the variety of goods and services available to residents of the area.

Preserving Affordability

The CLT model will help mitigate one of the adverse impacts of this renewed interest in the Broad St. corridor, a loss of affordability. As the ReFresh project and the Lafitte Greenway bring traffic and retail activity to the corridor, rents and property values along the corridor can be expected to rise. The CLT model is designed to preserve for community use the benefits that come from increasing property values. Where a commercial property owner would take increasing activity on the Broad Street corridor as an opportunity to increase rents, the CCCLT can use the increasing value of 2645 Lafitte to preserve community affordability in a number of ways. Most directly, it could maintain commercial rents at the 2645 Lafitte at an affordable level, providing support to local small business. This would provide a direct benefit to the tenants, and if paired with other commercial CLT development could act as a price anchor to counter rent escalation at neighboring property. Alternatively, if the increased business at the site is sufficient to support local business tenants, the CCCLT can redirect increased commercial income to support further development of affordable commercial or residential space in the area.[13]

[13] The process for determining when CCCLT support for a commercial tenant is withdrawn need not be particularly complex in the case of retail activity. Retail rents are commonly charged on both a per square foot basis and as a percentage of business revenue above a threshold. The CCCLT can set its base rent at a level that ensures commercial tenants must have a robust business model. When revenue rises above a certain threshold the CCCLT will receive increasing rents which can be redirected to preserving affordability.

ECONOMIC AND SOCIAL IMPACT OF THE FRESH FOOD INITIATIVE SUMMARY

Project Fresh Food Initiative

Description The Fresh Food Initiative will introduce a 10,000 square foot grocery store into a previously underserved New Orleans neighborhood. This store will create new local jobs and increase the access to healthy food alternatives in a neighborhood dominated by unhealthy food offerings, such as fast food and convenience store counters. Better access to fresh food has shown to reduce the risk of obesity, type-2 diabetes and other cardiovascular diseases.

Total development cost		$2,250,000
Economic Impact of Construction		
	Output	$2,273,402
	Labor Income	$1,137,537
	Employment	15.3
Economic Impact of 5 years of Operation		
	Output	$950,932
	Labor Income	$434,157
	Employment	13.8

Social Impacts (non-monetized)

- Reduced health costs related to lack of fresh food options
- Transportation Savings for household food providers
- Blight Reduction and land management

Fresh Food Initiative Economic Impact Analysis

The Fresh Food Initiative aims to open a 10,000 square foot grocery store in either the St. Roch or St. Claude neighborhoods of New Orleans. The business will provide healthy food alternatives to an area dominated by fast food and limited-supply convenience stores.

The Fresh Food Initiative (FFI) project will impact the economy in two phases: construction and operations. As the first phase, the construction of the FFI will initially create a significant, short-term impact on the local economy. Once the construction is complete, the daily operations of the will begin to impact the economy. While the effects of the daily operations will be smaller than construction impacts, they will occur continuously over a longer period of time.

Construction

The $2,250,000 development cost of the FFI project consists of three parts: hard costs, soft costs, and furniture fixtures and equipment (Table 8). IMPLAN default settings estimate a "Local Purchase Percentage" of 82.8%, indicating the share of the purchases that will be made locally during construction (Table 15). The total effect of FFI construction is estimated at more than a $1.27 million to the economy of Orleans Parish, resulting in 15.3 full time equivalent jobs, and generating nearly $1.14 million in labor income (Table 16).

Table 15: Construction Costs as Entered into IMPLAN for Direct Effect

Category	Proposed costs	Local purchase percentage
Building costs	$1,100,000	100.0%
Soft costs		
Legal services (closing costs-professional fees)	$100,000	85.4%
Architectural, engineering, and related services	$120,000	85.4%
Real estate establishments	$10,000	70.0%
Accounting, tax preparation, bookkeeping, and payroll	$50,000	85.4%
All other miscellaneous professional, scientific, and technical services	$50,000	69.4%
Monetary authorities and depository credit intermediation activities (financing charges)	$320,000	56.1%
Finishing Costs		
Wholesale trade business (equipment)	$500,000	61.1%
TOTAL	**$2,250,000**	**82.8%**

Source: Green Coast Enterprises, "234 Loyola Avenue"; IMPLAN

Table 16: Fresh Food Initiative Economic Impact of Construction, 2014

	Direct effect	Indirect effect	Induced effect	Total effect
Output	$1,588,565	$286,141	$398,697	$2,273,403
Employment	10.8	1.7	2.9	15.3
Labor income	$875,291	$119,782	$142,464	$1,137,537

Source: IMPLAN Analysis.

Operations

Output in the local economy is predicted to increase by over $950,000 as a result of the FFI development's daily operations (Table 17). In terms of total impact, the FFI development will create 13.8 full time equivalent jobs, generating over $434,000 in labor income. Of those jobs, the IMPLAN model predicts that the FFI will create 11.6 direct, full time equivalent jobs – store employees – which will generate over $318,000 in labor income.

Table 17: Operations Impact of Fresh Food Initiative

	Direct effect	Indirect effect	Induced effect	Total effect	5 year Total effect
Output	$643,123	$161,414	$146,396	$950,932	$4,754,660
Employment	11.6	1.2	1.1	13.8	n/a
Labor income	$318,711	$63,090	$52,356	$434,157	$2,170,785

Source: IMPLAN Analysis

Fresh Food Initiative Social Impact Analysis

Many low-income communities in New Orleans, like many across the United States, lack access to healthy food. Research has shown that these disparities matter because the lack of access to healthy food has been linked to high rates of obesity, type 2 diabetes, and poor cardio vascular health. Additionally, there are several non-monetized economic benefits that the development of a fresh food retailer can have on a community (Cawley and Meyerhoefer).

Better access to fresh food corresponds with healthier eating. For each additional meter of shelf space devoted to fresh vegetables, residents consume an additional .35 servings of vegetables per day (Treuhaft and Karpyn, 8). While the health benefits of fresh food access are valuable in their own right, the costs of diseases associated with poor nutrition have a negative impact on society at large. Treating obesity alone costs $168.4 billion, or 16.5% of national spending on medical care. Additionally, obesity is associated with an increase of about $3,000 in annual personal medical spending. Taken together, the development of a fresh food retailer can both help promote healthier eating and lower health care costs (Cawley and Meyerhoefer).

Moreover, there are several non-monetized economic effects that the development of a fresh food retailer can yield. Development of a fresh food retailer can help capture money that would otherwise be spent outside the community at the nearest grocery store. Additionally, residents of neighborhoods without grocery stores typically rely on corner stores which can be up to 49% more expensive (Treuhaft and Karpyn). These cost savings are context dependent. Without further information on the location of this fresh food retailer, it is difficult to monetize these benefits.

ECONOMIC AND SOCIAL IMPACT OF CLT RESIDENTIAL PROJECT SUMMARY

Project Residential CLT Project

Description This analysis is based on assumptions from an NSP2 project. The project includes five new construction single-family homes affordable for families at 70-120% AMI. The per unit total development cost, including land acquisition at $1,345 per unit, is $230,462.

Total development cost	$1,195,035
CCCLT contribution	N/A
Economic Impact of Construction	
Output	$901,786
Labor Income	$408,999
Employment	5.7

Social Impacts (non-monetized)

Improved homeowner satisfaction, civic engagement, self-esteem, and mental and physical health

Expanded access to homeownership

Neighborhood stability

CLT Residential Project Economic Impact Analysis

The construction of five single-family homes will have a significant, though small impact on the local economy in New Orleans. An IMPLAN analysis of the construction costs, excluding land acquisition, was used to determine the total direct, indirect, and induced economic effect of a fairly typical affordable single-family residential development project.

The New Orleans Redevelopment Authority (NORA) estimates the hard construction costs for a single-family home at $110,694, bringing the total hard costs for a five-home development to $553,471 (see Table 18). The "Local Purchase Percentage" in Table 18 is the percentage of the expenditure that is likely to be made locally based on IMPLAN default settings. Because building construction is taking place in the community, all of its costs are considered local, while much of the soft costs are assumed to be specialized services provided by businesses outside New Orleans. Finishing costs, which make up a fairly large portion of total development costs for single-family homes, have the lowest local purchase percentage.

Table 18: Construction Costs as Entered into IMPLAN for Direct Effect

Category	Proposed costs	Local purchase percentage
Hard costs	$553,471	100.0%
Soft costs		
Legal services	$13,885	85.4%
Architectural, engineering, and related services	$16,461	85.3%
Real estate establishments (appraisals)	$250,000	70.0%
Other state and local government enterprises (compliance monitoring)	$15,000	100.0%
Management, scientific, and technical consulting services (Project management)	$4,117	69.4%
Finishing costs		
Wholesale trade businesses (exterior finishes/metal/ masonry/concrete)	$142,539	61.1%
Wholesale trade businesses (doors/windows)	$21,000	61.1%
Wholesale trade businesses (interior/finishes/special)	$178,560	61.1%
TOTAL	**$1,195,035**	**77.1%**

Source: New Orleans Redevelopment Authority and IMPLAN Analysis

Based on the proposed construction costs and local purchase percentages in Table 18, IMPLAN estimates a total direct effect of $629,127. During construction, 3.7 jobs will be created; some of these jobs will be continuous during the construction phase and some will be intermittent. IMPLAN also estimates that labor activity directly involved with the construction will receive $303,892 worth of payments. Additional spending that occurs as a result of the construction will create indirect and induced effects in terms of economic output, employment, and labor income. These direct, indirect, and induced effects as a result of the proposed construction of five single-family homes are indicated in Table 19.

Table 19: Economic Impact of Construction of a Five Affordable Single-Family Homes

	Direct effect	Indirect effect	Induced effect	Total effect
Output	$629,127	$126,666	$145,992	$901,786
Employment	3.7	0.9	1	5.7
Labor income	$303,892	$52,963	$52,144	$408,999

Source: IMPLAN Analysis

CLT Residential Project Social Impact Analysis

The construction of five single-family homes for low to moderate income people will positively impact those residents and their communities. There is evidence suggesting that homeowners are more like to be satisfied with their homes and their neighborhoods, they are also more likely to have higher levels of civic participation than renters; and some evidence suggests that homeownership leads to increase self-esteem, except for those individuals buying homes in areas with social problems and/or dilapidated housing (Rinker).

A report assessing the social impacts of home ownership on a sample of low- and moderate-income homebuyer found that - after controlling for income, education, age and other differences between homebuyers and continuing renters - homebuyers were more satisfied with their lives and were also more likely to have larger social-support networks, which have been associated with improved physical and mental health (Rohe and Quercia).

Additional social benefits can be achieved through the CLT model of shared equity homeownership as it aims to correct the imbalance created by the housing market by expanding access to homeownership to individuals who otherwise would not be able to afford it; preserving access to homeownership for people excluded from the market; enhancing security of tenure through the provision of services that help homebuyers succeed; and stabilizing residential neighborhoods. Also, the CLT model contributes to the creation of personal wealth as it helps lower income homeowners to build assets; and it preserves community wealth by preventing the privatization and removal of public subsidies (Davis).

Scorecard

The CCCLT Investment Scorecard

The CCCLT's capital investment fund, the Crescent City Futures Fund, is intended to seed development initiatives, incentivize public investment, and make lasting investments in the communities and people of New Orleans whose lives depend on ensuring strong, sustainable neighborhoods. Specifically, the funds will be used to purchase land and buildings, buy options, and provide seed money for attracting large commitments of public funding to specific projects.

The CCCLT investment scorecard is a tool to help the CCCLT staff and board members evaluate potential fund investments and make decisions among various investment alternatives. The scorecard provides a quantitative evaluation to determine if the applicant's goals align with the CCCLT. Projects that score high enough will move to a more thorough vetting process that may take into consideration timing, cost, and other such criteria. The full scorecard is included in Appendix A.

Our expectation is not that the board will use the scorecard as a hard-and-fast yardstick to evaluate potential projects, but rather that it provides a simple, straightforward way to align the group and begin a deeper conversation. For example, each member of the Futures Fund committee might individually score a potential investment project, and then the group would come together to discuss the scores and consider any additional issues relevant to the specific project under consideration. The scorecard and the resulting scores are intended to be used as an aid to discussion and decision-making. The scores may best be applied to identify strengths and weaknesses of a project and explore potential areas for improvement.

Before any project is scored, it must meet certain minimum standards, or threshold requirements. These threshold requirements are the basic elements that the CCCLT expects to see in any potential investment. Projects eligible for funding must:

- Demonstrate an established commitment to the CLT model and long-term preservation of affordability
- Benefit low- and moderate-income individuals (up to 120% AMI)
- Eliminate slum or blight and/or contribute to neighborhood revitalization plans
- Provide some level of control to the CCCLT
- Demonstrate that the project would not happen ‘but for’ the Futures Fund investment

Once a project meets these basic threshold criteria, CCCLT staff and board members can use the scorecard to evaluate the project based on four main goals outlined in the CCCLT’s business plan: Project Feasibility; Community Well-Being; Economic Impact; and Sustainability. Each goal is comprised of measures, or items that help deliver the intended outcome. Measures are scored 0-100. Some measures are only given bonus points that are not included in the final calculation; they represent desired outcomes worth noting as the scorecard takes into consideration differences in project type and other contextual features. The bonus measures provide additional context for the CCCLT staff and board to consider when evaluating an investment. The score for each goal is computed by taking the average of its measure scores, excluding bonus points, such that each goal receives a separate score.

Project Feasibility

In order to maximize its impact, the Crescent City Futures Fund should only invest in projects that have a high likelihood of coming to fruition. While the study team recognizes that some projects may be further along in their development than others, the CCCLT should nonetheless consider the feasibility of any potential investment. The scorecard considers the proposed project’s financial viability, the predevelopment work already completed, and the applicant’s level of site control.

Community Well-Being

The CCCLT's primary goal is to create healthy, sustainable neighborhoods with a balanced mix of affordable properties for businesses and residents. In order to do this, its projects must serve the needs of the community in which they are being developed as well as the community at large. The investment scorecard measures each project's contribution to community well-being. In particular, the project's goals should align with the neighborhood's relative market strength (distressed, transitional, or strong), as outlined in the Neighborhood Investment Priority Matrix (Table 2).

Economic Impact

Every CCCLT investment should contribute positively to the local economy through the creation of temporary and/or permanent jobs, increasing tax revenues for the city, and investment in local and disadvantaged businesses. The scorecard evaluates both the number and type of jobs created to determine the potential impact on the economy.

Sustainability

In order to create healthy, sustainable neighborhoods, the CCCLT should prioritize projects that are consistent with environmental and land use standards. This category considers whether the project will meet green building standards. In addition, sustainability refers to the project's long-term impact on affordability within the community, meaning the project should not increase the cost of doing business or living nearby. At the very least, the project should not contribute to the degradation of the local environment in any way.

Sample Scoring: 234 Loyola Avenue

The 234 Loyola Avenue project provides an example of how the scorecard can be used. Using the scorecard to evaluate the 234 Loyola Avenue redevelopment project illustrates how the tool can be utilized by the CCCLT board and staff to consider the extent to which the project aligns with the CCCLT's goals; the scorecard does not measure the actual impact of the project. 234 Loyola meets all the threshold criteria.

The 234 Loyola Avenue project meets all the feasibility measures. The project earned a feasibility score of 93, community well-being score of 92, economic impact score of 100, and sustainability score of 50. The poor sustainability score is because the project will likely increase the cost of living or doing business in the area and it is not located near other CCCLT investments. However, Green Coast Enterprises is committed to sustainable development practices and the LEED certified historic renovation unquestionably meets green building standards. The CCCLT board and staff should interpret the project's sustainability score accordingly. Lastly, the project earned 200 bonus points for being a local developer and creating permanent living wage jobs. The full scorecard for 234 Loyola Avenue can be found in Appendix B.

Scoring the 234 Loyola Avenue project required some assumptions based on the available information, as will likely be the case whenever the scorecard is used. Specifically, we assumed that community support exists for this project and that Green Coast Enterprises, the developer, has established formal partnerships with community based organizations to obtain support of local residents. If the community is not aware of the project, the community well-being score drops to 67.

The Crescent City Community Land Trust (CCCLT) will use its capital investment fund, the Crescent City Futures Fund, to make catalytic investments in New Orleans neighborhoods. To ensure the most effective use of the Futures Fund, this document provides an investment strategy that will aid the CCCLT staff and board as they evaluate and choose between different investment alternatives. The investment strategy includes three components: recommendations for neighborhood-appropriate development types; economic and social benefit analyses; and a decision-making tool. Together, these components allow for the CCCLT to evaluate any individual development project, assessing the extent to which it the project would achieve the CCCLT's development goals, produce economic and social benefits, and mesh with the neighborhood's residential and/or commercial development needs.

Recommendations for Neighborhood-Appropriate Development

The first component, recommendations for neighborhood-appropriate development, is based on the recognition that different neighborhoods have different needs. Strong neighborhoods are those neighborhoods that a have relatively high property values, which translate into high and possibly rising, residential and commercial rental rates. Since this prices out low- and moderate-income individuals and small businesses, the CCCLT should respond by increasing the availability of affordable housing and commercial units. Affordable housing helps low- and moderate-income residents access strong neighborhood employment opportunities, while affordable commercial space helps retain local small businesses. Transitional neighborhoods are those neighborhoods that have historically suffered from disinvestment and feature significant levels of blight, but are experiencing or are soon to experience renewed demand, producing rising real estate costs. In these neighborhoods the CCCLT should make catalytic investments supporting revitalization paired with projects to protect and increase the supply of affordable residential and commercial units. The third neighborhood type, distressed neighborhoods, are those neighborhoods that are characterized by population loss, limited employment and retail options, and a large proportion of cost-burdened renters. In distressed neighborhoods, the CCCLT should prioritize commercial developments that increase the number and variety of retail businesses and provide additional employment opportunities. It should invest in residential developments to provide high quality housing options and create a route for homeownership for residents that might not otherwise afford to own.

Economic and Social Impact Analysis

The investment strategy's second component is a series of sample economic and social impact analyses. The economic and social analyses were conducted for potential developments that are representative of residential, commercial, and mixed-use project types: the 234 Loyola mixed-use development, 2645 Lafitte St. commercial development, the Fresh Food Initiative grocery store, and a CLT residential development. These analyses identify the economic benefits that can result from a development, including increased employment and spending that will ripple through the local economy, as well as a range of social benefits, which vary significantly between developments based on their individual characteristics. The CCCLT can use the analyses as a template as it estimates the levels and types of economic and social benefits that may be produced by individual development projects.

Decision-Making Tool

The investment strategy's third component is an investment scorecard that the CCCLT staff and board can employ to evaluate and decide between potential investments. The scorecard allows for quantitative, "apples-to-apples" comparisons between developments based on the extent to which they fulfill the four main goals outlined in the CCCLT's business plan: Project Feasibility; Community Well-Being; Economic Impact; and Sustainability. The scorecard is helpful in identifying any individual development's strengths and weaknesses, and can encourage a deeper conversation by the CCCLT staff and board about the merits of any development proposal. As an example of how the scorecard can be used, this document includes a sample scoring of the 234 Loyola project.

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The CCCLT Investment Scorecard

CRITERIA: FEASIBILITY	Answer	Score
1. Funding Sources. Check ONLY one		
Applicant has identified other sources for more than 80% of the total project cost		0
Applicant has identified other sources for more than 50% of the total project cost		0
Applicant has identified other sources for more than 25% of the total project cost		0
Applicant has identified other sources for more than 5% of the total project cost		0
Applicant has identified no other funding sources		0
2. Site Control. Check ONLY one		
Applicant owns the site outright		0
Applicant has an option to purchase the site		0
Applicant does not have any site control		0
3. Zoning Changes. Check ONLY one		
Applicant has confirmed that no zoning approvals are needed		0
Applicant has begun the process to obtain zoning approvals		0
Applicant does not know if a variance or conditional use is required		0
4. Current Site Occupancy. Check ONLY one		
Site is currently unoccupied		0
Site is occupied and applicant has identified a plan to relocate displaced residents		0
Site is occupied and applicant has not identified a plan to relocate displaced residents		0
5. Environment Analysis. Check ONLY one		
Applicant completed an Environment Phase 1 and 2 (if required)		0
Applicant completed an Environment Phase 1, but not Phase(if required)		0
Applicant has not completed an Environmental Phas1 for the site		0
6. Market Study. Check ONLY one		
Applicant submitted market study that supports identified need		0
Independently documented need, submitted waiting lists, census data, reports, etc		0
No market study or study does not identify need		0
7. Development Budget. Check ONLY one		
Applicant has a complete pro forma identifying revenue and expenditures for the full duration of the project		0
Applicant has a complete budget identifying project costs		0
Applicant has not completed a development budget		0
FEASIBLITY SCORE		**0**

The CCCLT Investment Scorecard

CRITERIA:COMMUNITY WELL-BEING	Answer	Score
1. Community Engagement. Check ONLY one		
Community members are involved in planning and implementation		0
Community identified project as desired		0
Community members are not aware of this project		0
Bonus Question:		
Has the developer established formal partnerships with community based organizations to obtain support of local residents?		0
2. Community Support. Check ONLY one		
Community is supporting the project		0
Community members are divided over supporting the project		0
Local community is opposing project development		0
3. Neighborhood Need. Check ONLY one		
Project goals clearly align with neighborhood type (see matrix)		0
Project goals meet some but not all of the neighborhood type needs		0
Project goal does not align with the neighborhood type		0
Bonus Question (Large Projects only):		
A traffic impact analysis has been completed and the conclusions are supportive of the development?		0
Additional Bonus Question:		
Is the project located in place based development area or Choice Neighborhood, or adjacent to or partially in any of these areas?		0
COMMUNITY WELL-BEING SCORE		**0**

The CCCLT Investment Scorecard

CRITERIA: ECONOMIC IMPACT	Answer	Score
1. Job Creation. Check ONLY one		
Project will create new permanent jobs		0
Project will retain permanent jobs		0
Project will not create any jobs		0
Bonus Question:		
Will the project create jobs with living wages and benefits?		0
2. Local Investment. Check ONLY one		
Developer is locally-owned AND has made a firm commitment to hiring locally		0
Developer is not locally-owned but has made a form commitment to hiring locally		0
Developer is not locally-owned and has made no commitment to hiring locally		0
ECONOMIC IMPACT SCORE		**0**

CRITERIA: SUSTAINABILITY	Answer	Score
1. Green Building Standards. Check ONLY one		
Project exceeds Enterprise Green Community Standards		0
Project meets Enterprise Green Community Standards		0
Project meets some but not all Enterprise Community Standards		0
Project does not meet any of the Enterprise Green Community Standards		0
2. Long-term Impact. Check ONLY one		
Project will not increase the cost of living or doing business in the neighborhood		0
Project may increase the cost of living or doing business in the neighborhood, but it is enhancing other CCCLT investment in the area		0
Project will increase the cost of living or doing business in the neighborhood		0
SUSTAINABILITY SCORE		**0**

FINAL SCORE	**0**
TOTAL BONUS POINTS	**0**

234 Loyola Scorecard

CRITERIA: FEASIBILITY	Answer	Score
1. Funding Sources. Check ONLY one		
Applicant has identified other sources for more than 80% of the total project cost	X	100
Applicant has identified other sources for more than 50% of the total project cost		0
Applicant has identified other sources for more than 25% of the total project cost		0
Applicant has identified other sources for more than 5% of the total project cost		0
Applicant has identified no other funding sources		0
2. Site Control. Check ONLY one		
Applicant owns the site outright		0
Applicant has an option to purchase the site	X	75
Applicant does not have any site control		0
3. Zoning Changes. Check ONLY one		
Applicant has confirmed that no zoning approvals are needed	X	100
Applicant has begun the process to obtain zoning approvals		0
Applicant does not know if a variance or conditional use is required		0
4. Current Site Occupancy. Check ONLY one		
Site is currently unoccupied	X	100
Site is occupied and applicant has identified a plan to relocate displaced residents		0
Site is occupied and applicant has not identified a plan to relocate displaced residents		0
5. Environment Analysis. Check ONLY one		
Applicant completed an Environment Phase 1 and 2 (if required)		0
Applicant completed an Environment Phase 1, but not Phase(if required)	X	75
Applicant has not completed an Environmental Phas1 for the site		0
6. Market Study. Check ONLY one		
Applicant submitted market study that supports identified need	X	100
Independently documented need, submitted waiting lists, census data, reports, etc		0
No market study or study does not identify need		0
7. Development Budget. Check ONLY one		
Applicant has a complete pro forma identifying revenue and expenditures for the full duration of the project	X	100
Applicant has a complete budget identifying project costs		0
Applicant has not completed a development budget		0
FEASIBLITY SCORE		**93**

234 Loyola Scorecard

CRITERIA:COMMUNITY WELL-BEING	Answer	Score
1. Community Engagement. Check ONLY one		
Community members are involved in planning and implementation		0
Community identified project as desired	X	75
Community members are not aware of this project		0
Bonus Question:		
Has the developer established formal partnerships with community based organizations to obtain support of local residents?	X	100
2. Community Support. Check ONLY one		
Community is supporting the project	X	100
Community members are divided over supporting the project		0
Local community is opposing project development		0
3. Neighborhood Need. Check ONLY one		
Project goals clearly align with neighborhood type (see matrix)	X	100
Project goals meet some but not all of the neighborhood type needs		0
Project goal does not align with the neighborhood type		0
Bonus Question (Large Projects only):		
A traffic impact analysis has been completed and the conclusions are supportive of the development?		0
Additional Bonus Question:		
Is the project located in place based development area or Choice Neighborhood, or adjacent to or partially in any of these areas?		0
COMMUNITY WELL-BEING SCORE		**92**

234 Loyola Scorecard

CRITERIA: ECONOMIC IMPACT	Answer	Score
1. Job Creation. Check ONLY one		
Project will create new permanent jobs	X	100
Project will retain permanent jobs		0
Project will not create any jobs		0
Bonus Question:		
Will the project create jobs with living wages and benefits?	X	100
2. Local Investment. Check ONLY one		
Developer is locally-owned AND has made a firm commitment to hiring locally	X	100
Developer is not locally-owned but has made a form commitment to hiring locally		0
Developer is not locally-owned and has made no commitment to hiring locally		0
ECONOMIC IMPACT SCORE		**100**

CRITERIA: SUSTAINABILITY	Answer	Score
1. Green Building Standards. Check ONLY one		
Project exceeds Enterprise Green Community Standards	X	100
Project meets Enterprise Green Community Standards		0
Project meets some but not all Enterprise Community Standards		0
Project does not meet any of the Enterprise Green Community Standards		0
2. Long-term Impact. Check ONLY one		
Project will not increase the cost of living or doing business in the neighborhood		0
Project may increase the cost of living or doing business in the neighborhood, but it is enhancing other CCCLT investment in the area		0
Project will increase the cost of living or doing business in the neighborhood		0
SUSTAINABILITY SCORE		**50**

FINAL SCORE	**84**
TOTAL BONUS POINTS	**200**

UNO-PLUS Team Members

The UNO-PLUS Community Development Finance Practicum provided seven advanced graduate students in the housing and community development specialization a practicum-based forum to apply their technical and analytical skills developed through their planning coursework. Under the supervision of instructors Marla Nelson and Kristyna Jones, the students worked to advance a community development finance project with their client, the Crescent City Community Land Trust (CCCLT). Brief introductions to each of the students are included below.

Patrick Coyle

Patrick Coyle received his BSc in architecture from Queen's University Belfast in 2007. From 2004 to 2008 he worked as a designer at Murray O'Laoire Architects. In 2012 he spent a year at the New Orleans Redevelopment Authority researching seniors' housing, real estate tax incentives and policy development. He is a father of 3 and has lived in New Orleans since 2008.

Bobby Evans

Bobby received a Bachelor's degree in secondary education from the University of Kansas. Before enrolling in the Master's of Urban and Regional Planning program at the University of New Orleans, he worked as a public school teacher in Kansas City, KS and Waianae, HI. Bobby specializes in transportation planning and urban design with an emphasis in active transportation. He is also a graduate assistant with GCR, Inc.

Rosa Herrin

Rosa has been working in the Deep South for the last decade; she has worked in Mississippi and Louisiana as an advocate focusing on improving social and civic accessibility for historically disenfranchised communities. She graduated from the University of Southern Mississippi with a Bachelor's degree in sociology. Currently, she is working as a Data Analyst for The McFarland Institute, a division of BCM, and she co-chairs the health committee of the Louisiana Language Access Coalition.

Erin Holmes

Erin received a Bachelor's degree of Interior Design from Louisiana State University before relocating to New Orleans shortly after Hurricane Katrina. The rapid pace of rebuilding and restoration in the city inspired her to obtain a Master's degree in Urban and Regional Planning at the University of New Orleans. There, she specializes in community and economic development, historic preservation and urban design.

UNO-PLUS Team Members

Azeen Khanmalek

Azeen is a second year student in the Master's of Urban and Regional Planning program at the University of New Orleans, focusing on transportation and urban design. Originally from Los Angeles, California, Azeen completed his undergraduate studies at the University of Massachusetts Amherst with a Bachelor's degree in political science. He is particularly interested in transit-oriented development, affordable housing policy, and the intersection between land use and transportation policy.

Stephen Kroll

Stephen is a Senior Planner with the City of New Orleans City Planning Commission, where he focuses on land use planning and development review. He graduated from Tulane University with a Bachelor's degree in political science. He received a Master's degree in Public Administration from the University of New Orleans and continues to study at UNO, where he is working towards his Master's degree in Urban and Regional Planning.

Jill Zimmerman

Jill is the Research Manager at the Scott S. Cowen Institute for Public Education Initiatives at Tulane University where she studies topics related to New Orleans' public schools, the problems they face, and the mechanisms for improvement. Jill earned a Bachelor's degree in English and political philosophy from Tulane University and is currently completing her Master's degree in Urban and Regional Planning at the University of New Orleans.

D: Neighborhood Type Index

	Population (2000)	Population (2010)	Change in Population	Rank	Renter occupied	Rank	Vacancy Rate	Rank	Average Contract Rent	Rank	Average household income	Rank	People living in poverty	Rank	% with college degree	Rank	Avg. Rank	Type
Algiers Point	2,381	2,455	3.11%	6	-53.4%	36	18.8%	50	$878	16	$82,989	13	-6.5%	6	51.3%	16	20.43	Strong
Audubon	14,898	15,865	6.49%	3	-44.3%	21	10.4%	70	$1,271	1	$134,503	2	-18.0%	27	51.0%	17	20.14	Strong
B.W. Cooper	4,339	806	-81.42%	70	-92.8%	70	23.0%	39	$434	66	$15,354	70	-49.0%	69	12.6%	57	63.00	Distressed
Bayou St. John	4,861	3,529	-27.40%	38	-58.6%	48	24.7%	34	$804	26	$52,587	30	-17.0%	21	40.2%	22	31.29	Transitional
Behrman	10,430	8,064	-22.68%	30	-47.2%	25	24.8%	33	$674	48	$39,944	47	-23.3%	38	11.8%	60	40.14	Transitional
Black Pearl	1,772	1,734	-2.14%	8	-59.0%	49	12.5%	65	$857	19	$57,103	26	-17.8%	26	63.9%	7	28.57	Transitional
Broadmoor	7,232	5,381	-25.59%	35	-52.2%	35	30.8%	15	$930	11	$64,247	21	-14.0%	13	41.6%	21	21.57	Strong
Bywater	5,096	3,337	-34.52%	47	-57.6%	46	29.4%	20	$729	43	$43,504	41	-24.4%	41	38.5%	23	37.29	Transitional
Central Business District	1,794	2,276	26.87%	1	-64.2%	57	29.3%	21	$726	45	$74,420	15	-21.1%	34	63.3%	8	25.86	Strong
Central City	19,072	11,257	-40.98%	55	-76.9%	65	39.5%	6	$611	57	$39,200	50	-37.9%	62	18.3%	49	49.14	Distressed
City Park	2,813	2,708	-3.73%	11	-58.0%	47	12.4%	67	$948	10	$70,853	17	-11.0%	11	67.2%	3	23.71	Strong
Desire Dev & Neighborhood	4,451	2,005	-54.95%	64	-49.6%	30	25.6%	32	$628	56	$35,410	56	-37.8%	61	16.5%	51	50.00	Distressed
Dillard	6,471	4,373	-32.42%	43	-42.5%	19	24.1%	37	$648	51	$39,987	46	-19.6%	29	21.9%	45	38.57	Transitional
Dixon	1,772	1,270	-28.33%	39	-63.8%	56	28.6%	24	$735	40	$30,441	62	-42.1%	64	9.4%	64	49.86	Distressed
East Carrollton	4,438	4,253	-4.17%	12	-60.9%	50	12.1%	68	$871	17	$66,802	19	-27.8%	48	50.9%	18	33.14	Transitional
East Riverside	3,220	2,699	-16.18%	24	-51.4%	34	18.1%	53	$757	33	$52,538	31	-26.8%	47	36.5%	26	35.43	Transitional
Fairgrounds	6,575	5,192	-21.03%	28	-56.7%	44	22.1%	41	$993	7	$51,953	33	-20.7%	32	33.0%	31	30.86	Transitional
Filmore	6,983	4,227	-39.47%	52	-23.3%	7	29.7%	19	$885	15	$59,719	23	-28.6%	49	36.6%	25	27.14	Strong
Fischer Development	2,034	849	-58.26%	67	-84.4%	67	18.0%	55	$120	68	$17,096	69	-84.4%	71	7.1%	66	66.14	Distressed
Florida Area	3,171	1,302	-58.94%	68	-35.5%	12	38.2%	9	$562	63	$26,564	65	-43.5%	66	6.2%	68	50.14	Distressed
French Quarter	4,176	3,813	-8.69%	16	-67.7%	61	43.0%	3	$955	9	$95,246	7	-7.2%	7	57.2%	12	16.43	Strong
Freret	2,446	1,715	-29.89%	42	-61.6%	52	30.6%	16	$799	28	$46,399	37	-20.2%	30	26.2%	37	34.57	Transitional
Garden District	1,970	1,926	-2.23%	10	-47.3%	26	12.9%	63	$1,108	3	$129,832	5	-6.4%	4	73.5%	2	16.14	Strong
Gentilly Terrace	10,542	8,210	-22.12%	29	-36.1%	13	21.7%	42	$853	20	$53,469	29	-16.1%	20	25.5%	38	27.29	Strong
Gentilly Woods	4,387	2,817	-35.79%	49	-36.6%	16	20.2%	46	$743	36	$42,061	45	-24.5%	42	27.8%	34	38.29	Transitional
Gert Town	4,748	3,614	-23.88%	31	-75.1%	63	29.3%	22	$823	24	$26,019	66	-36.7%	58	9.4%	63	46.71	Distressed
Hollygrove	6,919	4,377	-36.74%	50	-49.3%	29	32.9%	13	$578	62	$38,354	51	-21.4%	35	15.3%	54	42.00	Transitional
Holy Cross	5,507	2,714	-50.72%	61	-44.5%	22	41.1%	5	$633	54	$31,845	61	-29.9%	51	16.1%	53	43.86	Distressed
Iberville Development	2,540	1,238	-51.26%	62	-99.8%	71	44.3%	2	$163	67	$11,047	71	-70.9%	70	0.0%	70	59.00	Distressed
Irish Channel	4,270	3,373	-21.01%	27	-57.3%	45	16.4%	57	$894	14	$50,134	34	-22.4%	36	37.7%	24	33.86	Transitional
Lake Catherine	1,760	892	-49.32%	60	-7.1%	1	28.0%	25	na	na	$52,418	32	-3.9%	2	32.7%	32	25.33	Strong
Lake Terrace & Oaks	2,162	2,464	13.97%	2	-32.2%	10	4.9%	71	$683	47	$132,629	3	-11.0%	10	64.3%	6	21.29	Strong
Lakeshore/Lake Vista	3,615	3,453	-4.48%	13	-16.2%	4	12.0%	69	$1,267	2	$132,254	4	-6.5%	5	66.0%	4	14.43	Strong
Lakeview	9,875	6,394	-35.25%	48	-31.2%	9	21.4%	44	$1,082	5	$90,049	11	-4.6%	3	62.2%	9	18.43	Strong
Lakewood	1,962	1,642	-16.31%	25	-11.6%	2	18.4%	52	na	na	$198,926	1	-1.0%	1	78.4%	1	13.67	Strong
Leonidas	8,953	6,769	-24.39%	34	-55.6%	42	25.9%	29	$672	49	$48,563	36	-31.4%	53	35.4%	29	38.86	Transitional
Little Woods	44,311	31,698	-28.46%	40	-49.1%	28	23.6%	38	$741	37	$43,849	40	-25.4%	44	18.6%	48	39.29	Transitional
Lower Garden District	6,116	6,363	4.04%	5	-69.1%	62	21.5%	43	$930	12	$94,332	10	-20.6%	31	57.8%	11	24.86	Strong
Lower Ninth Ward	14,008	2,842	-79.71%	69	-33.6%	11	48.0%	1	$452	65	$36,534	54	-29.1%	50	5.0%	69	45.57	Distressed
Marigny	3,145	2,973	-5.47%	14	-63.7%	55	20.3%	45	$737	39	$68,421	18	-9.4%	8	52.3%	15	27.71	Strong
Marlyville/Fontainebleau	6,740	5,749	-14.70%	23	-46.3%	23	18.0%	54	$1,037	6	$85,352	12	-17.6%	23	55.3%	13	22.00	Strong
McDonogh	2,815	2,428	-13.75%	21	-55.5%	41	30.2%	17	$732	41	$39,419	48	-18.8%	28	12.4%	58	36.29	Transitional
Mid-City	19,909	14,633	-26.50%	36	-76.0%	64	25.7%	30	$778	30	$43,307	42	-37.3%	59	23.8%	42	43.29	Distressed
Milan	7,480	5,286	-29.33%	41	-61.0%	51	29.2%	23	$823	23	$59,215	24	-24.3%	40	36.4%	27	32.71	Transitional
Milneburg	5,640	3,405	-39.63%	53	-39.7%	17	26.0%	28	$747	35	$38,224	52	-15.7%	17	23.7%	43	35.00	Transitional
Navarre	2,908	2,298	-20.98%	26	-46.7%	24	19.0%	49	$800	27	$57,795	25	-15.9%	18	44.7%	20	27.00	Strong
New Aurora/English Turn	5,672	5,769	1.71%	7	-25.3%	8	12.5%	66	$665	50	$95,115	8	-23.8%	39	24.7%	39	31.00	Transitional
Old Aurora	15,807	16,781	6.16%	4	-36.6%	15	12.7%	64	$740	38	$66,498	20	-14.1%	14	34.5%	30	26.43	Strong
Pines Village	5,092	3,410	-33.03%	44	-48.3%	27	24.5%	35	$692	46	$45,706	38	-33.1%	54	14.0%	55	42.71	Distressed
Plum Orchard	7,005	3,951	-43.60%	57	-41.1%	18	22.7%	40	$750	34	$33,973	59	-20.7%	33	7.7%	65	43.71	Distressed
Pontchartrain Park	2,630	1,482	-43.65%	58	-20.3%	5	24.4%	36	na	na	$38,073	53	-26.0%	45	29.2%	33	38.33	Transitional
Read Blvd East	8,240	7,283	-11.61%	20	-12.3%	3	18.5%	51	$864	18	$60,879	22	-17.1%	22	26.9%	36	24.57	Strong
Read Blvd West	5,564	4,213	-24.28%	33	-21.5%	6	25.6%	31	$806	25	$43,930	39	-17.8%	25	20.1%	47	29.43	Transitional
Seventh Ward	16,955	10,187	-39.92%	54	-64.8%	58	38.3%	8	$636	53	$32,442	60	-44.1%	67	16.4%	52	50.29	Distressed
St. Anthony	5,318	3,510	-34.00%	46	-56.2%	43	29.8%	18	$609	58	$43,018	43	-25.2%	43	24.0%	40	41.57	Transitional
St. Bernard Area	6,427	974	-84.85%	71	-50.6%	31	41.4%	4	$553	64	$25,204	67	-35.3%	56	6.7%	67	51.43	Distressed
St. Claude	11,721	6,820	-41.81%	56	-51.1%	32	39.0%	7	$729	42	$28,149	63	-46.7%	68	12.9%	56	46.29	Distressed
St. Roch	11,975	6,632	-44.62%	59	-55.0%	39	37.7%	10	$588	60	$27,400	64	-33.9%	55	11.2%	61	49.71	Distressed
St. Thomas Development	2,957	2,161	-26.92%	37	-88.4%	69	14.5%	61	$766	32	$48,895	35	-30.9%	52	35.6%	28	44.86	Distressed
Tall Timbers/Brechtel	12,177	11,906	-2.23%	9	-62.7%	53	17.6%	56	$786	29	$56,165	27	-26.5%	46	27.8%	35	36.43	Transitional
Touro	3,242	2,998	-7.53%	15	-66.5%	60	14.8%	60	$1,091	4	$71,337	16	-14.3%	15	61.1%	10	25.71	Strong
Treme'/Lafitte	8,853	4,155	-53.07%	63	-65.7%	59	37.0%	11	$632	55	$35,166	57	-38.0%	63	20.1%	46	50.57	Distressed
Tulane/Gravier	4,234	3,649	-13.82%	22	-86.3%	68	34.9%	12	$607	59	$35,568	55	-37.3%	60	16.9%	50	46.57	Distressed
U.S. Naval Support Area	2,902	2,205	-24.02%	32	-51.4%	33	19.1%	48	$729	44	$42,289	44	-22.9%	37	11.9%	59	42.43	Transitional
Uptown	6,681	5,984	-10.43%	19	-53.5%	37	15.9%	58	$964	8	$95,900	6	-14.5%	16	65.7%	5	21.29	Strong
Viavant/Venetian Isles	1,883	840	-55.39%	65	-78.8%	66	26.3%	27	$580	61	$21,989	68	-11.3%	12	0.0%	70	52.71	Distressed
Village de l'est	12,912	8,008	-37.98%	51	-36.4%	14	14.9%	59	$647	52	$39,331	49	-35.9%	57	11.2%	62	49.14	Distressed
West End	4,724	3,147	-33.38%	45	-43.2%	20	30.9%	14	$924	13	$94,606	9	-17.7%	24	54.1%	14	19.86	Strong
West Lake Forest	9,596	4,015	-58.16%	66	-63.3%	54	27.0%	26	$776	31	$34,710	58	-43.1%	65	23.8%	41	48.71	Distressed
West Riverside	5,232	4,747	-9.27%	18	-54.0%	38	13.3%	62	$830	22	$77,494	14	-9.9%	9	47.2%	19	26.00	Strong
Whitney	2,564	2,328	-9.20%	17	-55.1%	40	19.9%	47	$837	21	$55,073	28	-16.0%	19	22.4%	44	30.86	Transitional
Orleans Parish	484,674	343,829	-29.06%		52.2%		25.1%		$781		$59,952		24.4%		32.2%			

Source: GNOCDC analysis of data from U.S. Census 2000 Summary File 1 (SF1), U.S. Census 2010 Summary File 1 (SF1), and 2006-2010 American Community Survey.

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