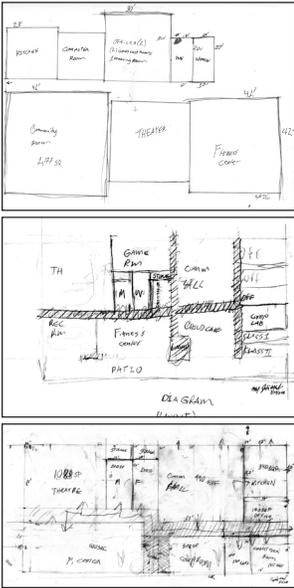
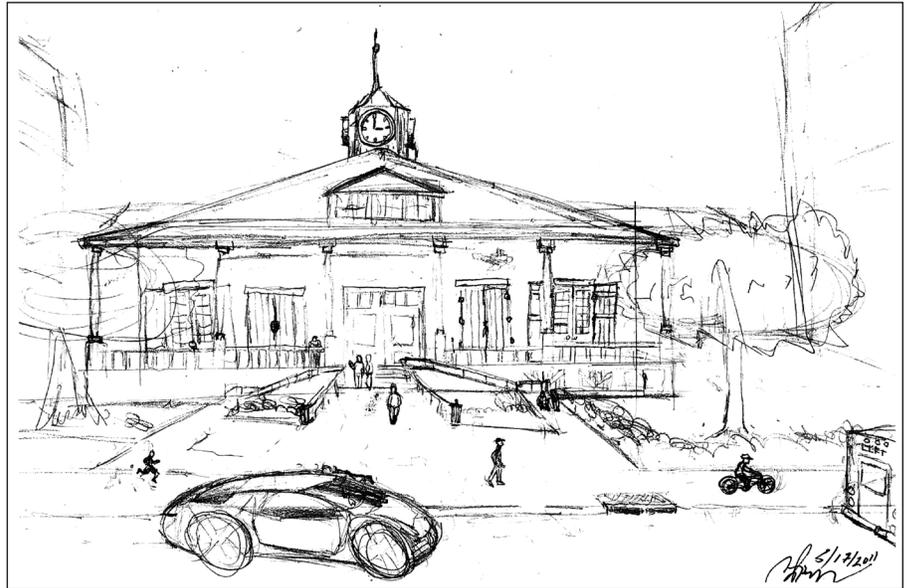


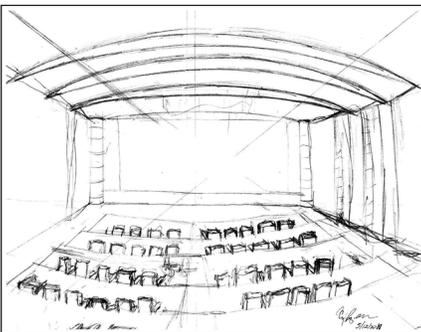
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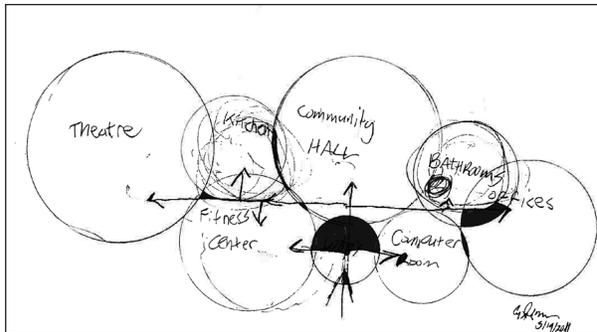
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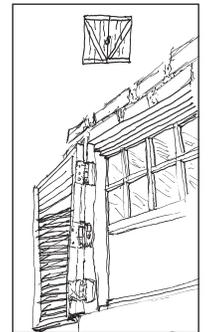
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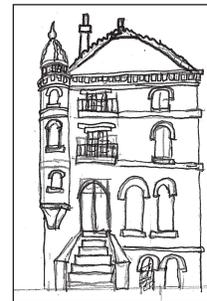
Interior Perspective - Theater



Program Diagram



Architectural Detail



Residential Building Type Elevations



Neighborhood Signage

Round II Application for Iberville/Tremé New Orleans, Louisiana

Submitted to:
Department of Housing and Urban Development
Office of Public Housing Investments

Submitted by:
Lead Applicant—Housing Authority of New Orleans
Co-Applicant—The City of New Orleans
June 1, 2011

This application is a collaborative effort of:



MCCORMACK
BARON
SALAZAR

URBAN
STRATEGIES

HRI PROPERTIES



 **RSD**
LOUISIANA

and Resident Members of the



Iberville Redevelopment Working Team

The drawings that appear on the front cover of the application were done by Cody Marshall, an Iberville resident and member of IRWT.

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**Narrative Exhibit A:
Executive Summary**

**Applicant:
Housing Authority of New Orleans, Louisiana**

**File Name:
NarrativeExhAExecutiveSummary.docx**

A.1 Executive Summary

Nearly six years ago, when the city had been inundated with flood waters, some national leaders pronounced that New Orleans was dead and suggested not to rebuild. This once great city refused to accept that pronouncement and vowed to reestablish its world class greatness. In the few short years since the levees' failure, its steady progress toward that goal has been nothing less than miraculous. Billions of dollars have been entrusted to and are being well spent in this city, which is in the midst of a robust recovery. New Orleans has quickly become a center of innovation and entrepreneurship in every system imaginable. The once troubled Housing Authority of New Orleans (HANO), which itself is undergoing an operational revitalization, has developed over 1,000 top quality replacement housing units. What was once the nation's worst school system is now its most improved, offering a model to the nation. Now, one of the most forward thinking federal initiatives, Choice Neighborhoods (CNI), brings to New Orleans a unique opportunity to fill a missing link – a bridge between the city's storied past and its limitless future – through the transformation of a vital urban neighborhood, redevelopment of a distressed public housing development, and the re-creation of a vibrant downtown.

Iberville/Tremé was the home of free people of color before the end of the 18th century, and by the first half of the 19th century, they held wealth, property, and power in a complex, racially integrated society. They were builders, architects, craftsmen, merchants, and bankers. In fact, artisans whose craftsmanship was responsible for the extraordinary quality and beauty of the New Orleans built environment were centered here. It was in this neighborhood that the young Louis Armstrong delivered coal in the world-famous Storyville red light district, while Jelly Roll Morton played piano, and as he always insisted, invented jazz. Now, residents of Iberville/Tremé celebrate it as a place where music is everywhere, the distinctive New Orleans

second line parades are part of everyday life, and the community is held together by networks of friendship and extended families, some with roots six or seven generations deep. Its residents remember thriving local businesses, and a time when white and black residents lived together in relative harmony. As the home of the Zulu Social Aid and Pleasure Club, Iberville/Tremé is the center of Mardi Gras for the black community and the place where the downtown Mardi Gras Indians parade. It is by any measure one of the most important neighborhoods in the United States, and our Plan will restore, secure, and build on that heritage.

HANO, the Lead Applicant, and the City of New Orleans (City), its Co-Applicant, each of whom have been extraordinary leaders in the recovery effort, are applying for a \$30.5 million CNI Implementation Grant to transform the target neighborhood, Iberville/Tremé. The grant leverages \$145.8 million in firmly committed funds for our Transformation Plan valued at \$662.8 million, which will contribute to a \$1.6 billion overall recovery in Iberville/Tremé. The Housing component of our Transformation Plan (the Plan) will redevelop the Iberville public housing project, an 821-unit distressed target project with 441 units currently occupied located just north of the French Quarter and nestled at the transition place of many of New Orleans most treasured, historic neighborhoods. Our Plan will also catalyze redevelopment of 13 housing and commercial centers in the neighborhood, eliminating blight while providing one-for-one replacement in green, mixed-income, mixed-use communities or special needs housing to address the high demand in the community, particularly among the non-elderly disabled. The People component of our Plan also addresses weaknesses identified in the community through resident surveys, focus groups, and community data. These include programs to increase the economic stability and self-sufficiency of residents, school readiness, high career ready graduation rates, and dramatically improve health and safety for everyone that chooses to live in

Iberville/Tremé. Finally, the Neighborhood component of our Plan builds on rich cultural and physical assets by making critical investments to support neighborhood sustainability, increasing access to high quality services, retail, and the resulting job opportunities, and reinvigorating Iberville/Tremé as the cultural center of the city. HANO has recently acquired the services of community engagement consultants who will enhance and increase strategic partnerships with community groups, businesses, property owners, institutions, and residents in Iberville/Tremé to ensure that meaningful community participation is sustained throughout the transformation. Our Plan is exactly what CNI is intended for: the deep place-based transformation of an important neighborhood, radiating new health into the whole of a great city.

HANO and the City have chosen the Iberville Revitalization Company (IRC), a joint venture of HRI Properties (HRI) and McCormack Baron Salazar (MBS), as the Implementation Entity for Housing, People, and Neighborhood. IRC has engaged Urban Strategies (Urban), a leader in human capital development, as a team member for implementation of the People vision. The Recovery School District (RSD) will be the Education Implementation Entity. All parties have signed a Partnership Contract committing to their specific roles and responsibilities and to constant participation in the Implementation Working Team (IWT). Any issues not resolved at the IWT will go to HANO's Administrative Receiver and the Mayor for final decision.

The City has worked for decades to create economic and social health in this neighborhood, which has been damaged through past public policy decisions. This proposed neighborhood transformation fits the CNI Implementation Grant's purposes so perfectly that it seems as if its framers had New Orleans, and the Iberville/Tremé neighborhood, in mind when they conceived the idea. This revitalization will demonstrate as no other could the power of the CNI concept. It is the bridge between the best of our history and our future.

**Narrative Exhibit B:
Vision for Housing**

**Applicant:
Housing Authority of New Orleans, Louisiana**

**File Name:
NarrativeExhBHousing.docx**

B.1 Overall Vision

New Orleans is a city of traditions, populated by people whose communal identity is deeply rooted in the geographic, cultural, and social connections of individual neighborhoods. While the Housing component of the Transformation Plan (the Plan) has matured through many hands-on working meetings with Iberville residents and members of the community, the vision articulated in the Round 1 application has been honored throughout the planning process and will continue to guide implementation of the Plan. This vision embraces the mixed-income model while providing one-for-one replacement of deeply affordable units, catalyzes neighborhood revitalization through the restoration of historic and blighted buildings, collaborates with the City and neighborhood stakeholders to rebuild dilapidated structures damaged by Hurricane Katrina, incorporates the mixed-use model along commercial corridors to encourage a live-work-play environment, and directs housing resources to those in our community with the greatest need.

The Housing component includes a people and place-based strategy, building upon our city's rebirth and the cultural and physical ties residents have to their neighborhood while reflecting the housing and recovery needs of New Orleans. HANO and the City collaborated with service providers and affordable housing advocates to determine the housing needs of the Iberville/Tremé community. The needs assessment draws on data from current residents of Iberville and other public housing, HANO's waitlist, the Louisiana Office of Community Development, the U.S. Census, and HUD. In addition to the overarching goal of locating the replacement units in an economically integrated context, the plan also seeks to address these unique needs of the Iberville/Tremé community:

Seniors: More than 5,000 senior households are extremely cost burdened (more than 50% of their income pays for housing) in New Orleans. Iberville currently has 89 senior households and

an additional 125 individuals who are near-elderly. The Plan provides 142 senior units in two separate senior buildings (114 units at 1501 Canal Street, 28 units at G.O. Mondy).

Special Needs: Based on the Resident Needs Assessment, 30% of Iberville heads of household have a disability. The need for special needs housing was further articulated in the priorities of community stakeholders and confirmed by a recent report by the Louisiana Office of Community Development (OCD) which found the special needs housing supply in New Orleans to be particularly lacking in accessible one-bedroom units, noting that as many as 2 out of 3 disabled renters are unable to find suitable affordable housing. Further, UNITY of Greater New Orleans (Unity) estimates there are 10,000 homeless individuals in New Orleans, a greater per capita rate than any other U.S. city. The Plan provides for 15% accessible units overall, included in all new developments, and incorporates 79 units of special needs housing in mixed-income properties (18 units at 2001 Canal, 30 units at 2222 Tulane, 31 units at Augustine Apartments), including 61 units with supportive housing services for formerly homeless individuals.

Unit Sizes: One- and two-bedroom units make up the majority of the units in the plan, consistent with local need as demonstrated by HANO's waiting lists and the demographic distribution within the Iberville site, where 45% of residents live alone and the average household size is 2.

Program: In total the Plan includes 2,446 mixed-income units, including 2,431 rental and 15 homeownership. Of the 2,446 units, 881 are targeted to 0 to 50% AMI (including 821 replacement units and 60 LIHTC units), 798 are targeted to 50 to 60% AMI, 15 units (all of the homeownership units) are targeted to 50 to 80% AMI, and 752 are market-rate units. The plan provides one-for-one replacement of 821 existing public housing units, relying on \$24.4 million in CNI funding for Housing, leveraged with over \$77 million in firmly committed resources. Of the 821 replacement units (RU), 416 are public housing units and 405 are Project-Based Section

8 (PB8). CNI funds are used only in 416 of the replacement units (RU), all of which are public housing units (304 on-site and 112 at the Eastern Adjacent Mixed-Use Development, described below). No other units are CNI-funded.

The on-site plan for the 23-acre Iberville site includes 913 economically integrated rental units, with 304 RU, all of which are public housing units targeted to 0 to 50% of AMI, 305 Low-Income Housing Tax Credit (LIHTC) units targeted to 50 to 60% AMI, and 304 market-rate units. Twenty-two of the 74 existing buildings will be completely rehabilitated and modernized, resulting in 172 units. The remaining 52 buildings will be demolished using deconstruction techniques. The newly constructed buildings will utilize varied local architectural details and scale to give the new development the organic feel of a place that has evolved over decades. The new buildings will include 2-story townhouses, 3-story townhouses over flats, 3 and 4-story multifamily structures, and 3 and 4-story mixed-use structures. The combination of new construction and rehabilitation in all but one of ten blocks, with the remaining one block being all new construction, ensures the revitalized site will provide a variety of options for existing residents, attract market rate tenants, and maintain a physical link to the history of the site. Of the on-site units, 741 will be new construction.

The off-site plan calls for 1,533 units, including 1,518 rental and 15 homeownership to be built on 13 separate properties, all within Iberville/Tremé. Of the off-site units, 517 are RU (112 public housing; 405 PB8), 60 are LIHTC targeted to 0 to 50% AMI, 493 are LIHTC targeted to 50 to 60% AMI, 15 units (the homeownership units) are targeted to 50 to 80% AMI, and 448 are market-rate.

The following section describes the off-site properties included on the Housing Map in Attachment 10. The total unit count and affordability breakdown is included in parentheses

following the name of each development. For example, (114 RU [PB8]) indicates the project will create 114 units, all of which will be replacement units subsidized by Project-Based Section 8.

Canal Street Corridor: Developments along this stretch of New Orleans' historic main boulevard call for a dense, vibrant, urban environment that can rekindle the cultural and retail activities for which the area was once known. This redevelopment will support the theater revitalization in the area and provide a direct link to the BioDistrict economic development initiative, expected to create 5,500 direct jobs by 2017.

1501 Canal Senior Apartments (114 RU [PB8]): The historic, long vacant Texaco building will be rehabilitated to create 114 one-bedroom RU for senior households. Its proximity to Iberville will enable existing residents to stay connected to their community without being inconvenienced by construction and disrupted by multiple relocations. 1501 Canal will also provide 3,600 sq. ft. of ground floor retail to bring street life to this portion of Canal.

Canal Street Mixed-Use Development (386 units: 90 RU [PB8] and 296 market rate): This two-block parcel adjacent to 1501 Canal will be the site of a large mixed-use, mixed-income development, forming a significant physical connection between Iberville, the Canal Street Corridor revitalization, and the BioDistrict economic development initiative. The site will include substantial retail space totaling 128,000 sq. ft. and structured parking for 955 vehicles.

2001 Canal Supportive Housing (36 units: 18 RU [PB8] and 18 LIHTC [50-60% AMI]): This development will help house the most vulnerable special needs residents of Iberville. Its location directly across from the planned University Medical Center and the new Veterans Medical Center makes it an excellent site for a substantial permanent supportive housing component. The Canal streetcar line is also the only handicapped-accessible streetcar line in the City, and it provides direct access to downtown, the French Quarter, Mid-City, and City Park.

2222 Tulane Apartments (60 units: 30 PSH and 30 LIHTC [at or below 50% AMI]): Currently under development by HRI Properties and owned by UNITY, 2222 Tulane will provide 60 one-bedroom units. UNITY has committed 30 Shelter+Care vouchers to provide housing for formerly homeless individuals with supportive services and case management. The remaining units are targeted to workforce housing. While this development will not provide replacement housing, it is an important part of the Plan due to the population served.

Lafitte Greenway Corridor: This recreational corridor serves as the direct link between Iberville/Tremé, the French Quarter, and the regional park system and includes tremendous cultural anchors (Armstrong Park, Congo Square) that can support new development. The design influences along this corridor are varied and include the French Quarter, HANO's new-urbanist HOPE VI redevelopment of Lafitte, and the mixed-use Broad Street commercial district.

Eastern Adjacent Mixed-Use Development (337 units: 112 RU [CNI funded Public Housing]; 113 LIHTC [50-60% AMI]; and 112 market rate): Directly east of Iberville lies the former Winn Dixie grocery store and parking lots. In addition to residential rental units, the redeveloped site will also include a 42,000 sq.ft. fresh foods grocery store, 6,000 square feet of retail for restaurants and/or cafés, and an accessible connection to the Lafitte Greenway. Its location, directly adjacent to Iberville, the French Quarter, and Armstrong Park, will provide residents easy access to the economic opportunities and amenities of the surrounding area.

Toulouse Apartments (162 units: 40 RU [PB8/LIHTC]; 122 LIHTC [50-60% AMI]): This development will support the ongoing revitalization of the Broad Street corridor. In particular, it will support plans for a new grocery and commercial kitchen on the adjacent site sponsored by Broad Community Connections (BCC), the local community development organization. BCC has partnered with Revolution Foods to provide both jobs and healthy lunches to local

elementary school children from this adjacent site.

The Tremé: Acknowledging the deep connection between the existing built environment and the cultural character of historic Tremé, developments in this section of the neighborhood will be designed to accentuate, not dominate, the streetscape. Several small and uniquely shaped vacant parcels have been creatively designed to introduce new residential construction and to provide a platform for new economic activity while enhancing the existing community. Tremé is the geographic center, the creative and communal heart of the Iberville/Tremé neighborhood.

Esplanade Avenue Development (99 units: 24 RU [PB8]; 50 LIHTC [50-60%AMI]; and 25 market rate): Combining two parcels within three blocks of each other, a series of separate buildings have been designed to blend seamlessly into this historic neighborhood and the beautiful New Orleans streetscape. This development will also include street level retail, such as a pharmacy, designed to bring amenities and economic activity to the neighborhood.

Claiborne Corridor Apartments (16 units: 4 RU [PB8] and 12 LIHTC [50-60% AMI]): Located along the historic Claiborne Corridor, this development will consist of 16 townhouse units, providing a low-density development in character with the surrounding Tremé residential blocks.

Crescent Homes Apartments (66 units: 16 RU [PB8]; 33 LIHTC [50-60% AMI]; and 17 market rate): As a result of community outreach and human capital assessments, the former Circle Foods Store was identified as a key anchor in the community. Prior to Hurricane Katrina, the Circle Foods Store was *the* grocery store serving Iberville/Tremé. The store was closed by the storm and has yet to reopen. Tulane University's Empower program is bringing architecture and business students to create a plan to restore Circle Foods as a fresh food grocery. HANO has secured an ideal development parcel adjacent to the Circle Foods site to build rental housing, further ensuring the stabilization of the eastern side of the neighborhood.

Reuse of Vacant School Buildings: Hurricane Katrina significantly damaged or destroyed more than 200,000 housing units in New Orleans, along with numerous public facilities and commercial structures. While our city has made great strides in recovery, there are still 3,390 vacant housing units in Iberville/Tremé. As part of this Plan, 443 housing units will be developed within existing vacant structures at 1501 Canal, 2222 Tulane, 2001 Canal, LLT properties, as well as through the adaptive reuse of three vacant school buildings.

Augustine Apartments (125 units: 31 RU [PB8] and 94 LIHTC [50-60% AMI]): Located at S. Broad Street and Tulane Avenue, Israel Augustine is a vacant historic school that will be rehabilitated into 28 units. The parcel also includes a large tract of vacant land that will be developed as a 97 unit, 3-story new construction building. The 31 replacement units in this development will be designated as permanent supportive housing units and will be tied to both rental subsidies and supportive service funding through the State of Louisiana.

Bell School Artist Housing (65 units: 16 RU [PB8] and 49 LIHTC [50-60%AMI]): This vacant historic school property will be rehabilitated into a vibrant mixed-use facility for the artistic and creative sector of Iberville/Tremé. In addition to live/work residential rental units, the development will provide space for non-profit art enterprises and a worksite for preservation trades training. With daily opportunities for the community to participate in open studios, art crawls, demonstration events, and musical performances, the site will generate neighborhood level activity during the week and on weekends.

G.O. Mondy Senior Apartments (28 RU [PB8]): Another vacant historic school will be developed into 28 one-bedroom units reserved for senior residents. Nestled in a residential block, the development will offer high-quality housing in a neighborhood environment.

Scattered Infill Development: Similar to the reuse of the vacant school buildings, these properties are vacant and/or blighted. This scattered infill approach expands the choices available to former residents and brings the economic spark of the CNI grant to the neighborhood at the individual block level.

HANO Owned Property (24 RU [PB8]): HANO owns nine non-ACC properties within Iberville/Tremé. These will be developed into 24 RU in single-family homes, duplexes, one five-unit building, and one six-unit building.

Louisiana Land Trust (LLT) Property (15 Affordable Homeownership [50-80% AMI]): The donations by the New Orleans Redevelopment Authority (NORA) and by the LLT of 15 parcels provides an opportunity to include a modest number of homeownership units, targeted to families earning between 50 to 80% of AMI, which will benefit from soft second mortgage assistance committed by the City.

The construction phasing is timed for two off-site developments to be started first, to minimize moves for the most vulnerable Iberville residents and to provide housing for those in the community with a specialized, documented housing need. The first phase, 1501 Canal Senior Apartments, which is fully funded and appropriately zoned, includes the historic rehabilitation and adaptive re-use of the 18-story Texaco Building just west of Iberville. The second phase of the plan will be 2001 Canal. This 36-unit development, located across from the planned University Medical Center and on the Canal streetcar line, will set aside 18 PB8 units for special needs households currently living at Iberville. The initial redevelopment phase of Iberville will involve just two blocks, identified as the J and I blocks in Attachment 26. Infrastructure and demolition on the remaining eight blocks of Iberville will not begin until later phases of development, after residents have had the opportunity to relocate to completed off-site choices.

B.2 Access to Opportunity

All RU will be developed within the target neighborhood boundaries.

B.3 Replacement Housing

HANO is subject to the one-for-one replacement requirement.

B.4 Mixed-Income Development

The total number of rental units to be developed under this Plan is 2,446. Of those, 881 are targeted to 0 to 50% AMI (416 public housing units; 405 PB8 units and 60 LIHTC). The remaining 1,565 units (798 LIHTC targeted to 50 to 60% AMI, 15 homeownership units targeted to 50-80% AMI and 752 at market-rate), or 63.9% of the total units, are non public housing/assisted units serving households at 50% AMI or above.

B.5 Long-Term Affordability

HANO certifies it will maintain a 40-year affordability restriction on title for the 416 public housing units funded by CNI (304 on-site and 112 within the Eastern Adjacent Mixed-Use Development), with the affordability period beginning at the date of initial occupancy. All of these units are targeted to families earning from 0 to 50% AMI. Although not funded by CNI, an additional 405 units will be PB8, targeted to families earning from 0 to 50% AMI. These units will remain affordable to families up to 50% AMI for the 40-year period or until such time that project-based assistance is no longer available.

B.6 Green Building

All new and substantially renovated housing will be built and certified to Enterprise Green Communities Criteria (EGC) 2011 Standards. EGC 2011 increases the efficiency of the building envelopes and systems, includes Energy Star for Homes certification, reduces greenhouse gas emissions through decreased need of fossil fuels, and promotes healthy living

environments through the use of healthy interior materials (low- and no-VOC paints and adhesives, green label carpeting, formaldehyde-free products), integrated pest control, and adequate ventilation planning. Attachment 23 lists the EGC Criteria and outlines the techniques and strategies that will be used to achieve EGC status. The Developer, the Iberville Revitalization Company (IRC), is a joint venture between HRI Properties (HRI) and McCormack Baron Salazar, Inc. (MBS). HRI has completed two EGC-certified projects, has three under construction, and one in design that are being built to EGC standards. MBS has completed two projects designed to EGC standards (one is certified; one is in process) and has four projects under construction and one in design. In addition to achieving EGC certification, the team commits to achieving, at a minimum, LEED-Neighborhood Development Certification (LEED-ND) as evidenced in Attachment 30.

Beyond the team's extensive EGC experience, MBS is the only developer in the country to have two projects that are Stage 3 (Completed) LEED-ND Pilot certified, in addition to a third project in development. Both developers also have extensive solar experience. Together with their solar affiliate, Sunwheel Energy Partners, MBS closed on the first deal that combined HUD Capital Funds with New Markets Tax Credits and Renewable Energy Credits in a \$10 million project to provide solar energy to mixed-income housing developments. HRI executives worked to change the public policy to allow solar energy to become an industry that provides economic development for rebuilding New Orleans after Hurricane Katrina. HRI installed the first net-metered solar arrays in Louisiana that offered solar-energized apartments to low- and moderate-income families alike and is currently working on delivering a 1.6MW solar array later this year – far and away the largest residential solar array in Louisiana.

**Narrative Exhibit C:
Vision for People**

**Applicant:
Housing Authority of New Orleans, Louisiana**

**File Name:
NarrativeExhCPeople.docx**

At the same time as the Housing component of the Transformation Plan (the Plan) will dramatically improve housing quality in Iberville/Tremé and increase the availability of deeply affordable housing, and the Neighborhood component will restore this neighborhood to its central role in the economy and culture of New Orleans, the People component will offer the individuals and families living in the Iberville housing project and the neighborhood the opportunity for deep positive change, one person and one family at a time. Assistance will be offered in education and training, jobs, health care, and other areas of need through intensive case management and well-coordinated service programs. The Plan sets aside 15% of the CNI grant for People and leverages that with over \$24.5 million in committed funds including \$5.3 million in matched funds.

C.1 Resident Needs Assessment and Results

Resident Needs Assessment: In April 2011, Urban Strategies (Urban) and the Iberville Resident Working Team (IRWT) conducted a detailed household survey (Survey) which addressed all members of the household. To augment the Survey, focus groups were held with youth, seniors, men, and parents to incorporate the needs of these populations into the People component of the Plan. Urban also used real time demographic data maintained by HANO which captures economic and family configuration data for all current households, and analyzed neighborhood and citywide level data from the US Census and other sources to provide a more comprehensive understanding of the needs of the residents of the larger Iberville/Tremé neighborhood. The Survey captured demographic data and measured needs related to housing (including relocation and reoccupancy), income, employment, education (including early childhood education), health, transportation, and barriers to employment. The Survey assessed community satisfaction and specifically looked at the needs of each age group, including the unique needs of children and

youth, seniors, persons with disabilities, and those who are hard to house. IRWT members helped recruit households and encouraged their participation in the Survey. Urban's case managers conducted the one-on-one interviews with Iberville residents. The Survey was completed by 125 (29%) Iberville households.

Key Demographics of Affected Residents (HANO data): The 1,370 (441 households) current residents fall into the following age groups: 148 (11%) are under age 5; 396 (29%) are school-age (5-17); 737 (54%) are working age adults (18-64); and 89 (6%) are seniors. 100% of the heads of household (HH) are African American, 198 (44%) are single women with children, and 98 (45%) are individuals living alone. The average household size is 2. The majority of households have incomes below 30% of Area Median Income (AMI) (370 or 84%); 40 (9%) between 31-50% AMI, 22 (5%) between 51-80% AMI, and 9 (1%) above 80% AMI. The average annual income is \$7,359, and 35% of residents have earned income. Only 123 (28%) HH have a high school degree/GED or higher. A significant number of HH (132 or 30%) have a disability.

Health Data (Survey): Only 70 (56%) residents surveyed indicated they are in good or excellent health; 79 (63%) have health insurance, most through Medicaid. Many residents have serious health issues: 28 (22%) suffer from asthma, 14 (11%) have diabetes, 54 (43%) suffer from high blood pressure and 38 (30%) have arthritis. Focusing on the health of their children, 18 (40%) reported their children have asthma, and although 33 (73%) indicated their children eat 5 servings of fruits and vegetables a day, 18 (42%) reported that their children eat sweets/candy daily, and 48 (38%) said there are times when there is insufficient food in the house.

Education Data (Survey): Consistent with HANO's data, 42 (34%) households surveyed have children. The majority of parents (32 or 73%) believe their children attend a high quality school;

23 (55%) think their children attend schools that employ high quality teachers; 36 (86%) regularly communicate with their children's schools; and, 31 (74%) participate in a Parent Teacher Organization.

Data Specific to the Risks of Children and Youth (Survey): In addition to the data around health (high asthma rates, reports of poor nutrition and food scarcity), noted above, 14 (33%) residents reported that their children have been in trouble for fighting at school and 10 (23%) have children receiving special education services. Only 41 (33%) of the households surveyed said they have a computer in the home, and of those, only 50% have internet access. While 26 (21%) have children in a day care or early childhood education program, 30 (24%) reported needing childcare. Also noted below, parents have indicated the neighborhood lacks adequate recreation, after-school and summer programs, and that opportunities for youth employment are limited.

Employment Data (Survey): Residents that completed the survey ranked the greatest barriers to gainful employment as their own lack of education and job skills. Of employed residents, 51 (41%) are in the food industry. Of unemployed residents, the following industries garnered the most interest: food (26%), healthcare (21%), child care (21%), hospitality (21%), and construction (10%). 77 (62%) respondents are interested in owning a business, primarily to provide child care. 59 (47%) would like job skills training and 60 (48%) would like more job opportunities. Of the unemployed residents, 9 (7%) need full-time child care, 9 (7%) have been laid off, and 16 (37%) have poor health and/or a disability.

Safety Data (Survey): Reports on safety are mixed, with 93 (74%) saying they feel safe in their neighborhood, but 79 (63%) noting that drug sales take place openly in the community. Crime, largely perceived as caused by "outsiders", is a significant problem according to 57 (46%) respondents. Many respondents (39 or 31%) reported having greater trust in HANO Police than

New Orleans Police, 29 (23%) stated there is an insufficient police presence, and 78 (62%) said they would participate in a neighborhood watch.

Resident Satisfaction with Existing Services (Survey): Residents responding to the survey ranked affordability, health facilities, location and transportation as community strengths. The transportation data is conflicted, as it is also noted as a weakness. This contradiction makes sense when considering that the transportation infrastructure is in place, including bus and street car services, but routes don't easily access surrounding parishes where the Greater New Orleans Community Data Center (GNOCDC) reports the job sprawl has occurred. For recreation, 86 (69%) stated that parks are easily accessible, 18 (14%) noted a lack of recreational facilities, and 11 (9%) stated that the neighborhood community center is a critical neighborhood resource. 63 (50%) residents said their grocery store is convenient for them.

Resident Preferences for New Services (Survey): 49 (39%) parents said they would like to see more job opportunities for their youth, 44 (35%) desire summer programs, and 43 (34%) desire recreation and after school programs. Residents would like to see in rank order the following community services: adult education, parenting classes, and programs for seniors and youth. Priorities for the neighborhood also included a supermarket and large retail.

Target Neighborhood Data (U.S. Census Data 2005 - 2010): The total population for Iberville/Tremé is 12,241, representing 5,428 households. The population in Iberville/Tremé consists of a younger population than that found throughout Orleans Parish. Specifically, Iberville/Tremé has 3,617 children/youth ages 17 and under. This accounts for 28.1% of the total population of the neighborhood as compared to the 21.6% youth population in Orleans Parish. Poverty is significantly more concentrated in Iberville/Tremé than in the Parish. The national poverty rate for 2009 was reported at 14%. By comparison, households at Iberville and in

Iberville/Tremé experience extremely high family poverty rates with 57% and 44%, respectively. Iberville/Tremé also has a greater unemployment rate than Orleans Parish and the New Orleans Metropolitan Statistical Area (MSA) (consisting of New Orleans, Metairie and Kenner). Approximately 39% of the Iberville households were employed in 2009, while 51% of the residents in Iberville/Tremé were employed. Vacancy and substandard housing is an issue within Iberville/Tremé. According to 2010 Census data, 44.3% of the Iberville units are vacant compared with 38.4% in Iberville/Tremé, 25.1% in the Parish and 15.4% in the MSA. An estimated 8% of units in Iberville/Tremé are lacking complete plumbing facilities and 19% of the units are lacking adequate kitchen facilities.

C.2 Supportive Services Strategy

Supportive Service and Programs: The Supportive Services Strategy (the Strategy) has been designed to meet the needs identified in the Survey and neighborhood analysis, and builds upon existing neighborhood assets. Iberville Revitalization Company (IRC), through Urban, will lead the implementation of the Strategy, coordinating resources, providing case management, and establishing new partnerships. Case management is a critical component of the Strategy and will serve as the entry point for Iberville residents to link to services that directly address their needs. Urban will begin case management of Iberville families in June 2011. The new and existing programs and services outlined in the Strategy below directly support the 6 priority outcomes outlined in the NOFA. Urban has partnered with the organizations described in this section and has service agreements in place for them to serve current Iberville residents within 30 days of CNI funding, as well as any additional future residents of the to-be-created mixed-income developments.

Outcome 1: Children, Youth, and Adults are Physically and Mentally Healthy

Evidence Base: Based on the Survey, Iberville families currently experience significant health issues related to asthma, diabetes, hypertension, and arthritis. A significant number of children demonstrate poor dietary habits and over a third of families stated there are times when there is not enough food in the house to eat. An analysis of the HOPE VI CSS Program by the Urban Institute, “How are Families from America’s Worst Public Housing Faring?” found that poor physical health is a significant barrier to self-sufficiency. This is consistent with the Department of Health and Human Services 2011 Action Plan to Reduce Racial and Ethnic Health Disparities, which outlined the Administration’s Vision and Opportunities to address the impact of policy on health disparities and promote integrated approaches to reduce these disparities. The Tulane Health Center and the LSU Tiger Pediatric Care Center are models of DHHS’ vision for comprehensive integration of services to provide quality health care. The proposed strategies will operate directly in the neighborhood and are based on an integrated approach to increase accessibility to quality health programs for Iberville families.

Priority Services and Programs: 1) Implement With Every Heartbeat is Life Program (WEHL). WEHL, a community health education program promoted by HUD, trains residents to educate their neighbors on how to live healthy lifestyles and to raise awareness of the risk factors and particular vulnerability of African Americans to heart disease. Urban implemented the first WEHL program in the state of Louisiana and is currently partnering with Tulane Health Center under a grant from the Department of Labor to expand the training program throughout New Orleans. Graduates of the program will assist case managers to provide outreach, advocacy, and education to increase access for Iberville residents to health partners. 2) Increase access to services at the existing neighborhood-based Tulane Health Center. Tulane Health Center plans to

expand its facilities to support their ability to provide primary and behavioral and mental health services, social services, and legal aid. Medical care provided will include chronic health, urgent care, women's health, HIV care, vaccinations, and health screenings and education. On-site laboratory services will be available. Behavioral health and social services will include counseling, stress management, family and relationship therapy, case management, Medicaid/Medicare enrollment, and pharmacy assistance. All health care will be coordinated via an interoperable electronic health record system. This record system allows multiple physicians to access the health records of their patients, which is significant when serving individuals that traditionally have not utilized a primary care physician. Patients will also have access to their health records via a patient portal. 3) Increase access to services at the Louisiana State University Tiger Care Pediatric Clinic (Clinic). Located in the neighborhood, the Clinic is a satellite of the City's major provider of pediatric health services. The Clinic provides full services around allergy/immunology, general pediatrics, cardiology, child development, diabetes, nutrition, genetics, hematology/oncology, infectious disease, and rheumatology for children and youth. In addition to these existing services, the Clinic has committed to provide child obesity screening services. The Clinic uses an interoperable electronic health record system to support improved patient care. 4) Increase access to Catholic Charities Archdiocese of New Orleans' Food For Families (FFF) program. FFF provides nutritional food boxes to pregnant women and postpartum mothers, infants and children under 6 years of age who are not receiving WIC assistance, and seniors who are 60 years or older. The program also educates clients about proper nutrition by providing nutritional information that includes caloric intake, easy to make recipes using commodity foods, and advice on how to stretch food dollars and eat a healthy diet.

Leverage: The health partners, all located in Iberville/Tremé, have committed over \$9 million in

services to Iberville families. Both the Tulane Health Center and the LSU Clinic deliver highly accessible health services using neighborhood-based service delivery, use the Health Information Technology system to improve access, quality and acceptability of care, develop innovative and replicable models of care applicable to the health needs of underserved populations, and collaborate with educational institutions.

Metrics:

- Increase the number of Iberville HH with access to primary care and not just emergency care by 20% or 54 HH
- Increase the number of HH reporting good physical health by 20% or 48 HH
- Decrease the number of HH reporting high psychological distress by 30% or 27 HH
- Increase the number of youth & adults reporting healthy weight by 20% or 56 HH
- Decrease the number of families with food security issues by 25% or 42 HH
- Decrease the number of children with asthma by 25% or 54 HH

Outcome 2: Children Enter Kindergarten Ready to Learn – Addressed in C.3

Outcome 3: Children are Proficient in Core Academic Subjects – Addressed in C.3

Outcome 4: Youth Graduate from High School College- & Career-Ready–Addressed in C.3

Outcome 5: Households are Economically Stable and Self-Sufficient

Evidence Base: As described in C.1, lack of education and unemployment are significant challenges for Iberville residents. The U.S. Department of Labor reports that unemployment and underemployment rates decrease proportionately for persons 25 years old or older with an increase in education. The Corporation for Supportive Housing (CSH) reported that if communities are to be assisted out of poverty, it will be necessary to cross service and funding disciplines, and to integrate resources at the neighborhood level. The following place-based

services build upon CSH's recommendations.

Priority Services and Programs: Economic stability will be developed through comprehensive business development and employment programs that build on residents' skills and assets and are located in close proximity to residents to increase accessibility. Urban will deliver the economic stability strategy through their results-oriented case management model. The case management team will work with Iberville residents – both adults and youth – to pair them with quality business development and/or employment training based on their interest and skill level as well as support services such as transportation assistance, child care, and other resources necessary to remove barriers to achieving gainful employment. Urban will build on relationships it has developed through implementation of HANO's HOPE VI Program to connect residents with business development and employment training. Existing and new partnerships will be fostered with service providers, arts and cultural institutions, and business leaders in the community who can assist adults and youth access training and mentoring.

The economic stability strategy includes four components: 1) Develop and implement an aggressive sector-based business and employment training program. In coordination with Job 1, the city's Workforce Investment Board (WIB), this component includes an emphasis on literacy, adult education (GED), job readiness, and job placement. Programs will be located in the neighborhood. A sector-based strategy, which connects employers to job training providers, will be implemented to ensure that training leads directly to job placement. The primary target sectors for enterprise development and employment will include, but are not limited to, construction, including building crafts & trades, healthcare, culture (artistic performance, digital media, and other cultural industries), culinary arts, hospitality and tourism, oil and gas, child care, and transportation. The immediate focus will be on the construction sector as thousands of

construction laborers will be needed to implement the Plan as well as other major redevelopment projects within Iberville/Tremé over the next 5 to 10 years, including the redevelopment of the BioDistrict which will result in \$1.6 billion in direct construction spending.

Specific construction training opportunities, which will support the team's Section 3 commitment, will build on the historical tradition of craftsmen and builders in the neighborhood and will emphasize green industries. Training will include pre-apprenticeship, deconstruction, and hazardous waste removal to support the project's labor needs, and the City's overall construction and oil industry labor needs. These new training opportunities will be conducted by local partners such as Urban, Louisiana Green Corps, Home Builders Institute (HBI), Delgado, Louisiana Technical College, and the Deep South Center for Environmental Justice. Training will be tied to real job placements in or near Iberville/Tremé to minimize transportation barriers. Iberville residents will also be trained for potential employment in the health sector which will be the major employer in Iberville/Tremé. 5,500 new jobs will be created in the health and science industry through the BioDistrict by 2017, and an additional 17,000 direct and indirect jobs will be created over the next 20 years through development of the VA/University Medical Center hospital and growth in bioscience related research & development.

There are also significant opportunities for performance and support positions within the arts and cultural businesses that give heart and soul to the neighborhood and city. In addition, given the historical culture of food within Tremé, as well as its location in one of the nation's most unique cities for food, culinary training will be a priority for an economic development strategy.

Urban is in the process of hiring two Employment Placement Specialists, to be in place in the next 30 days, who will connect with the employers described above, gain an understanding of

each of their hiring needs over the next 12 months to five years, along with specific job descriptions and skills needed, and build upon HANO's Crescent City Job Match database of employment opportunities to link to Urban's case management efforts and prepare residents for these employment opportunities. 2) Provide literacy training for Iberville youth and adults. Based on HANO's experience with HOPE VI, lack of at least 6th grade math/reading proficiency often prevents individuals from even entering job skills training. To address this, the YMCA will provide a basic adult education program including math and reading education to Iberville residents, and the Youth Empowerment Project (YEP) will provide GED preparation and testing services. 3) Prepare Iberville residents age 16 and older with job readiness skills. Urban will provide 21st Century Success Principles, a nationally recognized curriculum, to prepare residents for gainful employment. Additional job readiness skills development will be provided by the YMCA, Goodwill Services, and the Sojourner Truth Center. 4) Integrate Programs with Youth Services. Urban will develop a Youth Leadership Board (YLB) to engage youth in charting their development opportunities. The YLB will focus on developing the youth of Iberville and the neighborhood into leaders within their community. The YLB will focus on multiple topics including the Plan, education, employment and business development, safety, and other items important to youth development. Mentoring, job readiness training, and resources for preparing for college and career tracks will be provided by the YMCA, NOLA Youth, the Boys and Girls Club (BGC) and YEP, and will supplement in-school learning provided by neighborhood schools. Economic development organizations, such as Good Work Network and cultural organizations such as the Backstreet Museum, will engage local and citywide business and cultural leaders in a mentoring program for youth in Iberville/Tremé. Additionally, the YLB will conduct a service-learning project in their community each year to tie skills development to

actual community development actions.

Leverage: The local WIB and other employment and adult education partners have committed over \$2 million in services to Iberville families. All are located either in or less than 1 mile from Iberville/Tremé. Urban, HBI, and the YMCA will build on the success of their existing construction training program which has an 85% job placement rate. The Louisiana Green Corps recently received a grant from Urban through the U.S. Department of Health & Human Services to build their capacity in order to expand their service area, which will include Iberville/Tremé. The Boys and Girls Club operates directly in the heart of Iberville and was identified during community focus groups as a critical resource.

Metrics:

- Increase the number of adults with a GED by 50% or 62 HH
- Increase the number of full-time working adults by 50% or 77 HH
- Increase average earned income for able bodied adults by 50% or \$3,600

Outcome 6: Residents Feel Safe in Their Neighborhoods

Evidence Base: San Jose, CA, provides a model for a sustainable violence prevention program. The city achieved active involvement by residents through neighborhood watches, partnerships beyond law enforcement to include human services, the justice system and parole, and engagement of youth through referral to youth programs and service providers. This has resulted in triple-the-number of organized neighborhood watch units, an increase of the frequency of calls to report incidences of crime by 30%, and improved overall safety.

Priority Services and Programs: 1) Urban will partner with the Mayor of New Orleans' new Empowerment Task Force. The initiative, coordinated by the New Orleans Police Department (NOPD), is bringing together law enforcement and faith-based and community leaders as a

vehicle to receive and disseminate important information, while facilitating effective crime prevention and crime response strategies to meet the needs of New Orleans communities. 2) NOPD and HANO Safety Departments will implement a Neighborhood Watch Program. Supported by 62% of Iberville residents, the Neighborhood Watch Program has been recognized for decades by justice and law enforcement as a model community policing tool. 3) Engage Resident Youth. As mentioned in the employment strategy, the YLB will actively work with local partners to participate in crime prevention and safety strategies, and to provide enrichment activities to engage youth in positive after school activities, as well as develop and complete a community service project design by youth. 4) Integrate physical design principles that support a safe neighborhood. The Housing component of the Plan integrates best practice design principles that will support a safer community, such as: improved lighting, housing designed for “eyes on the street,” and reintegration of the street grid to eliminate dead ends that promote criminal activity.

Leverage: Based on the needs assessment survey, 31% of Iberville residents have strong confidence in HANO’s Security Department and only 21% have similar confidence in NOPD. Using this as a starting point, the safety strategy will build upon existing quality services, including security cameras installed by HANO last year, and the Mayor’s commitment to the NOPD’s Task Force. Law enforcement activities will be supplemented by quality programming for youth that engages them in productive activities during non-school hours (described further in C.3, Education).

Metrics:

- Increase the number of residents who feel safe in their neighborhood by 20% or 62 HH
- 25% decrease in nuisance crimes such as vandalism and car theft

- Decrease Part I violent crime rates by 10%

Service Coordination and Case Management: The supportive services strategy of the People component, including case management, will be administered by Urban, a non-profit organization that has implemented its case management model to support six HOPE VI developments (including Harmony Oaks in New Orleans) with successful outcomes for families around economic development, education and health. Urban's case management approach is built upon the National Association of Social Workers' model which states that the case manager must have the capacity to provide assistance in a sensitive and supportive manner to particular client populations, applying knowledge of human behavior and well-developed observational and communication skills. With this foundation, Urban's case managers establish helping relationships, assess complex problems, select problem-solving interventions, and helps clients to function effectively and ultimately achieve self-sufficiency.

Urban currently has partnerships with over 80 supportive service organizations in New Orleans focusing on employment, education, early learning, adult education, physical and mental health, and safety. Case management services will be available to all current residents as well as those who occupy the assisted units post-development. Urban will coordinate case management, implement case management policies and procedures, implement partnerships with service providers, coordinate Section 3 activities, and develop a funding strategy for long-term sustainability for the People transformation. As a result of a close working relationship between Urban and IRC, all supportive service activities will be coordinated to support the Transformation schedule. This is especially important given the stringent CNI timelines since these dates will impact service activities related to Section 3 hiring, relocation, and reoccupancy. Urban staff will participate in the Implementation Working Team (IWT) to stay abreast of all

Plan activities.

Urban's staffing plan includes: one Project Manager responsible for coordination of partnerships and resources, one Supervising Case Manager, four Case Managers, three Masters Level Social Work Interns, one Education Specialist, two Employment Placement Specialists, and two Outreach Workers. Urban's case management protocol will include a) an assessment tool to identify the employment, education, childcare, health, technology training, and other supportive service needs of the entire household, b) Individual Development Plans for every resident between the ages of 19 and 64, and c) an integrated management policy for reoccupancy consistent with HUD regulations and right to return policies. The case management team will use the Tracking At A Glance system to track demographic information, resident goals, action steps and case notes. Case management staff will work closely with the IRWT to increase resident participation in the programs and services offered. Consistent follow-up with clients will enable case managers to immediately address any barriers to successful completion of programs.

Helping Hard to House Families: Case managers will immediately address issues that could prevent Iberville residents from returning to the revitalized community. As residents are assessed, case management staff will use a system based on HUD's triage and stability index to classify all active households as high-, moderate, or low-risk and will focus greatest time and attention on families in the high-risk category. Case management will focus on helping all Iberville residents by coordinating supportive services that may include access to employment opportunities, access to education that leads to increased literacy, access to health education, recreational opportunities for youth and adults, and providing guidance on remaining lease compliant.

Helping Families with Children: Case managers will be especially attuned to issues that affect

parents and their children. The entire family's needs, including those of children, will be factored into the triage system described above. Case management will focus on helping parents and their children by coordinating supportive services that will include parenting skills, programs to support working adults as they try to support their children, specialized case management for children and youth, school mobility issues, health programs focused on children and youth, academic achievement activities in coordination with the Education Strategy, youth employment, and family re-unification programs. Urban's case management staff will oversee the necessary outreach activities including ensuring that all parents are contacted and actively engaged.

Helping Families with Elderly or Disabled Members: The Plan has been created and phased to minimize relocation and disruption, particularly for the elderly and disabled, by providing special needs and elderly housing choices as key early phases of off-site development. This will be complemented by close coordination with service providers focused on the needs of seniors and persons with disabilities, ensuring there is no disruption of services, and that all necessary accommodations are made. Case management will focus on helping seniors and persons with disabilities by identifying their specific needs including parenting skills for grandparents with school aged children in the home, physical and mental health, food security issues, vocational rehabilitation, transportation to access medical services, behavioral health services, employment opportunities for seniors seeking work, social programs, food delivery services, and fitness and recreation programs.

Leverage: Urban has a local office in New Orleans with a current staff of eight full-time employees with expertise in workforce and economic development, case management and community engagement. Urban also has a core planning staff with expertise in economic development, community development, early childhood education, academic achievement,

programming for children and youth, health, organizational capacity building, research & data, and fund raising. In addition, Urban has already developed an organizational infrastructure in New Orleans with over 80 supportive service partners and has raised over \$25 million in public/private resources to support HANO families over the last 3 years. Because Urban is already heavily involved in the city, the residents of Iberville are benefitting from the staffing, services, and efficiencies provided by a fully realized organization.

C.3 Education Strategy

Early Learning

Outcome 2: Children Enter Kindergarten Ready to Learn

Urban will provide intense community outreach to Iberville/Tremé to enroll children ages 0 to 5 into high quality early childhood education during the grant period. Urban will track these children and commits to the enrollment of a minimum of 65% of families with children ages 0 to 5 in early learning programs post transformation. Urban will link families to 2 early childhood partners, both of which are accredited by the National Association of Education of Young Children: 1) The Early Childhood & Family Learning Foundation (ECFLF), a community-based, non-profit organization that targets the needs of children and families, and models a bold, comprehensive approach to early childhood education. ECFLF is currently operating in the Central City neighborhood of New Orleans and is prepared to partner with HANO upon grant award to replicate these successful services for the benefit of Iberville/Tremé families. ECFLF's scope of program services is rooted in the philosophy that improving outcomes for children cannot be accomplished without treating the needs of the whole child, the child's family, and the family's environment. ECFLF promotes community-based and family focused quality early childhood education for children birth to 5 with continuing case management through quality

coordinated school health programs in the K-12 schools. ECFLF commits to providing 3 services for the Plan. First, ECFLF will provide assistance and services to organizations serving young children (birth to 5) on-site as well as establishing those same services through outreach to licensed child care centers and in-home child care centers in Iberville/Tremé. Second, ECFLF will assist the K-12 schools in Iberville/Tremé in implementing Coordinated School Health Programming that includes physical and mental health screenings and services, nutrition programs, and health and physical education programming. Third, ECFLF will partner with Urban's case managers to assure the provision of additional needed services to children and families. ECFLF also commits to support Iberville/Tremé beyond the grant period by developing a plan to place its second Early Childhood School in the neighborhood, significantly increasing the availability of local child care slots. ECFLF will provide intensive community outreach to engage child care providers and parents. ECFLF commits to tracking outcomes and supporting all thirteen child care centers located in the neighborhood and the 7 neighborhood schools. 2) Total Community Action's Early Head Start and Head Start Program (TCA) located at Iberville currently serves infants, toddlers, and pregnant women in center-based care that focuses on the entire family unit. TCA is a Louisiana Quality Start early childhood program (a rating created by the state's Department of Children & Family Services and Division of Child Care and Early Childhood Education and the Child Care Resource and Referral Agency). TCA provides, at no cost, a full-day child care program with a 1:4 child to caregiver ratio. The program provides physical and mental health screenings, nutritional meals that meet daily dietary requirements, social and cultural education trips, and a developmentally and culturally appropriate learning environment. Parent and family involvement is a cornerstone of TCA. Parental involvement opportunities include: volunteering in the classroom, planning and participating in activities and

workshops, and participating as decision makers on the Parent Committee or Policy Council. TCA expects to expand the number of available child care slots in the next year. TCA funding does not rely on a CNI grant and they are committed to serving Iberville/Tremé families during the Plan and beyond.

Evidence-Based Strategies: Federal Reserve studies by Rolnick and Grunewald (2007) have shown that children who attend quality preschools perform better on standardized tests, are more likely to graduate, less likely to end up on welfare, and are less prone to be involved in crime. Both ECFLF and TCA provide nationally recognized early Head Start and Head Start programs. Both commit to supporting small child care providers through accreditation technical assistance and programming best practices as well as to enroll children across all income levels.

Metrics:

- Increase the number of children in kindergarten who are assessed as developmentally ready by 30% or 50 children
- Increase the number of available child care slots by 15% or 75 slots

Schools

Outcome 3: Children are Proficient in Core Academic Subjects

The Recovery School District (RSD) will lead the Education component of the Plan. The RSD is a special school district administered by the Louisiana Department of Education. Created by legislation passed in 2003, the RSD was designed to take underperforming schools and transform them into successful places for children to learn. Children and youth in the neighborhood primarily attend Lagniappe Academies Elementary, McDonogh 42 Elementary School, Joseph A. Craig Elementary School, Warren Easton High School, Clark Senior High School, John McDonogh High, and McDonogh 35 Senior High School. Each school in the district receives a

School Performance Score (SPS) based on attendance and standardized LEAP and GEE test scores, which students take in 4th, 8th and 10th grades. 60 is considered performing at State expectation levels. John McDonogh (32.2 SPS), Clark (22.8 SPS), and Joseph A. Craig (45.2 SPS) are currently on Academic Watch (AW) or listed as Academically Unacceptable Schools (AUS). RSD, as a special state school district, has a commitment to the State of Louisiana to turn underperforming schools into successful schools. For AW and AUS schools located in the neighborhood, the RSD commits in its Reform Plan to within five years: 1) develop teacher and school leader effectiveness; 2) implement comprehensive instructional reform strategies; 3) extend learning and teacher planning time and create community-oriented schools; and 4) provide operating flexibility, and sustained support as recommended by the U.S. Department of Education's Title 1 Improvement Strategy.

The RSD's primary partner to improve academic outcomes is Urban. Urban will hire a Community Education Specialist with a strong background in education and experience in community organizing to create a Community Education Working Group (CEWG) consisting of representatives of HANO, IRC, RSD principals of the local schools, and parents to identify resources for supporting underperforming schools as they turn around under RSD guidelines and to provide continued support to those schools that are performing well. Urban has implemented this model in other parts of the country such as St. Louis and Los Angeles with positive academic results for children and youth. Urban and the CEWG will work closely with neighborhood schools that are performing well, such as Lagniappe Academies, to identify best practices and capacity building strategies to support underperforming schools. Lagniappe Academies, which recently opened a charter elementary school in Iberville/Tremé, commits to supporting this effort by providing access to their unique method of achieving a strong,

comprehensive student and staff culture of academic achievement. Lagniappe Academies' academic model is adapted from best practices from a wide variety of top performing schools across the nation including the highly effective Amistad Academy/Achievement First schools in Connecticut and New York. Components include a rigorous college prep curriculum, a school-wide culture of achievement, the use of interim assessments, and positive character, social, and emotional development.

Outreach, Enrollment and Parental Involvement: Urban's Community Education Specialist, in coordination with the CEWG, will provide intensive outreach and support to Iberville parents to ensure that at least 65% of children in the neighborhood are enrolled in high quality schools by addressing challenges within local schools and eliminating barriers to accessing a quality education. The Community Education Specialist will also assist parents with special needs children access appropriate services. RSD currently provides transportation so that Iberville children can access high quality schools of choice within the neighborhood and throughout the city. RSD will track academic outcomes and metrics around education for Iberville children.

Access to Schools Beyond Grant Period: RSD receives both the state and local portions of the Minimum Foundation Program funding for its students as well as federal funding that follows the children who attend RSD direct-operated schools in the district. Grant funding and national foundations further support long-term efforts to reform the schools in the district and RSD commits to supporting Iberville/Tremé schools in the long-term as part of its mission to support academic achievement and access to high quality schools for all New Orleans children. In addition, the Lagniappe Academies currently serves elementary school aged children and intends to implement its Charter through high school in the long-term.

Metrics:

- Increase School Performance scores for AW and AUS schools by 10%
- Increase the number of 4th grade students performing above basic levels in the language arts at Craig School from 35% to 50%
- Increase the number of 4th grade students performing above basic levels in math at Craig School from 38% to 60%
- Increase the number of 8th graders performing above basic levels in the language arts at Craig from 17% to 40% and John McDonogh from 11% to 40%
- Increase the number of 8th graders performing above basic levels in math at Craig from 15% to 50% and John McDonogh from 13% to 50%
- Increase the number of 10th graders performing above basic levels in the language arts at John McDonogh from 17% to 40% and Clark from 14% to 50%
- Increase the number of 10th graders performing above basic levels in math at John McDonogh from 21% to 40% and Clark from 10% to 50%

*Education Programs***Outcome 4: Youth Graduate from High School College- and Career-Ready**

John McDonogh Senior High, Clark Senior High School, and McDonogh 35 Senior High are currently on Academic Watch (AW) or Academically Unacceptable Schools (AUS). All of the high schools currently serving Iberville youth are underperforming. A recent study by the Annie E. Casey Foundation showed that at-risk youth who enter broken systems often exit at greater risk for long-term disconnection, resulting in three primary outcomes: 1) youth living in communities of highly-concentrated poverty, with low parental education and poor school options generally exit the education system without a diploma and are at greater risk of long-

term unemployment, incarceration, and limited access to post-secondary options; 2) youth living in fragile families and experiencing abuse or neglect generally face adulthood with extremely limited support systems; and 3) youth exhibiting risk-taking behavior, disconnected from family, and exposed to challenges in school and community are more likely to end up in juvenile detention and face significant barriers to reconnecting with their families, communities, and schools. Incarceration can exacerbate anti-social behaviors and limit career opportunities.

Within this cycle there are multiple points of entry to work with youth at risk of becoming, or who are already, disconnected. Schools can serve as that entry point and be hubs of learning and parental engagement by extending hours beyond the school day to offer enhanced learning opportunities, also providing working parents relief from the cost of after school care. RSD, which already has the longest school day in the State, and Urban's Community Education Specialist, will work with the YLB to develop outreach and advocacy strategies for connecting youth to the following quality before/after school programs: 1) Boys and Girls Club of Southeast Louisiana (BGC) will provide recreational and enrichment opportunities to Iberville youth. BGC operates an Iberville Club and plans to expand their program activities in the neighborhood to include afterschool tutoring, mentorship to build youth leadership, and a technology program. 2) Youth Empowerment Project (YEP) will provide holistic, wrap-around services to at-risk Iberville youth and will link them to existing social services and community resources around mentorship, education, job training and counseling. 3) NOLA Youth is the intermediary organization leveraging resources to programs that serve children and youth during out of school hours in New Orleans. NOLA Youth will link RSD and Urban to an expanded network of youth providers to that effectively supports the youth of Iberville.

Youth Partners RSD, Lagniappe Academies, BGC, NOLA Youth, YEP, and Urban commit

to implementing high-quality education programs for Iberville children and youth based on successful models that include: 1) high-quality afterschool and summer programs designed to improve student academic outcomes such as expanding school hours and enhanced education programs; and 2) college preparatory and career counseling programs such as job shadowing, business mentorships, financial education/scholarship assistance, and leadership development to prepare students for college and career success.

Metrics:

- Increase the number of students who graduate from high school by 30% or 45 youth
- Increase the number participating in after school programming by 50% or 54 youth

C.4 Relocation and Reoccupancy

Overall Strategy: Maximizing the number of Iberville families that return to the revitalized community is a top priority for HANO, IRC, and the residents currently involved in the planning process. All relocation and reoccupancy will be conducted in accordance with the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and the Housing and Community Development Act of 1974, as applicable, and will fully comply with HUD's right to return policies and NOFA requirements.

Resident Preferences: Based on the 125 households that completed the Survey, 100% wish to be relocated with a Housing Choice Voucher (HCV) if relocation is necessary, and 104 (83%) wish to return to the on or off-site replacement units. Consistent with the surveyed residents, the HCV application included as Attachment 29 reflects an expectation that all residents will prefer an HCV for relocation. As another choice, residents will be offered the option of relocating temporarily to another public housing unit within the existing site. Upon completion, they will have the choice of moving back to a newly developed unit. In addition, the off-site housing has

been planned with special needs and elderly housing as first phases so that vulnerable residents who want to move permanently off-site will have that early choice available as well.

Right to Return: Iberville residents have been informed during 5 public meetings that a revitalization effort is underway that may cause displacement. The right of all lease compliant households to return to the redeveloped site, and be provided first priority for all on- or off-site replacement units has been clearly articulated. This will continue to be communicated in all written notices and during all relocation briefing sessions held to explain the relocation procedure in detail in advance of the actual relocation.

Counseling and Support: Prior to relocation, HANO's relocation staff and Urban's case management team will work with each family to develop a housing plan, identifying the family's desired housing situation and any potential obstacles that must be addressed to ensure the family's housing goal is achievable. Each Iberville head of household will be interviewed personally by HANO relocation staff to determine housing needs, paying particular attention to senior residents, residents with special needs or any family who is hard to house. Urban's case managers will review tenant history, noting any past issues related to lease compliance and any vulnerable areas that may need to be addressed moving forward. The case manager will have the primary responsibility to track each family's lease compliance status on a monthly basis, to ensure swift intervention in any area where issues may arise, and will serve as mediator of potential landlord-tenant disputes. These counseling services will be provided during the entire relocation period (including for the 3 years after initial relocation).

HANO Relocation Counselors will provide assistance finding suitable units and will coordinate with the case management team to link families to supportive services, such as utility payment assistance, in advance of unit availability to ensure that residents are quickly able to

find suitable relocation housing. All affected residents will receive relocation assistance and counseling and advisory services to ensure that full choices and real opportunities exist. HANO's Housing Counseling Services Program will provide transitional assistance and promote successful resident retention through landlord outreach, resident training and counseling, community service referrals, resident follow-up and tracking, and Fair Housing compliance monitoring.

Integration with Supportive Services: Relocation and reoccupancy services will be linked with health, economic development, and other support services to ensure families remain stable during the relocation period and are taking full advantage of the educational, training, and employment opportunities to achieve economic self-sufficiency and maximize housing choice. To minimize permanent displacements, comprehensive community and supportive services will be initiated prior to relocation, focusing on removing barriers that may hinder resident return. Based on the results of family assessments, residents in need of family counseling, mental health, alcohol/drug, and other counseling services will be assisted through appropriate intervention.

Leveraging Existing Services: In addition to its HOPE VI experience with relocation and assisting families to successfully return to mixed-income developments, HANO has extensive relocation experience as the result of Hurricane Katrina. As early as the first week in September 2005, within days of the storm, many of HANO's staff members were working in Recovery Centers in Dallas and Houston while not knowing the fate of their own homes and family members. Their commitment, along with the support that HANO received from the citizens, City officials, and local agencies in those communities laid the foundation for critically important and ongoing outreach efforts which include: return home presentations, job fairs, and service provider meetings in cities such as Atlanta, Houston, and Baton Rouge where large numbers of

displaced HANO residents reside.

Under the Disaster Relocation Assistance Program, HANO helped 4,600 families relocate to and from New Orleans. This represents assistance to more than 90% of the 5,100 families that resided in public housing at the time Katrina struck. A second initiative, the Reoccupancy and Return Program, was established to further assist families in returning to public housing in New Orleans and has helped nearly 450 families. A third initiative, HANO's Housing Choice Connect, matches voucher holders with landlords.

Urban, with the demonstrated capacity through its extensive HOPE VI experience including the C.J. Peete re-occupancy effort and relocation services for public housing communities across the country, will provide supportive services such as financial counseling and utility establishment assistance, re-establishing school connections, and will meet regularly with HANO Relocation staff to ensure timely release of relocation benefits. Should additional support be needed, HANO will contract with a firm that specializes in mobility counseling and relocation and reoccupancy of mixed-income housing to assist Urban.

As a result of previous relocation efforts, HANO has a number of relationships with service providers and vendors that will be leveraged to support Iberville families, including flexibility by local utility companies to enter into repayment agreements and/or provide debt forgiveness and re-establishment of services, support from moving companies on behalf of senior residents by assisting with activities such as packing and unpacking, and a healthy relationship with Legal Services for residents having landlord-tenant disputes.

Metrics:

- 100% return rate for lease compliant residents who wish to return
- 10% of HH choose to permanently relocate to non-impacted neighborhoods

- 40% of HH move directly to a revitalized unit or move only once

Minimizing Disruption and Negative Impacts: The needs of families with school-age children will be a priority during the relocation process, including finding suitable relocation housing in the same neighborhood as the children’s school, whenever possible, if that is desired by the parents. Alternatively, when families are temporarily relocated outside Iberville/Tremé, HANO and Urban will identify transportation options to prevent children from having to change schools. When relocation results in children changing schools, HANO and Urban will accommodate the need of families to make such moves prior to the start of a new school year or during school holidays to the full extent possible, providing these families all information to make an informed decision about their move based on the needs of the entire household. HANO and Urban will focus closely on elderly residents and residents with special needs or other vulnerable populations throughout the relocation process in locating suitable housing, maintaining the accessibility of existing services, and ensuring any special accommodations are made. HANO will make every effort to minimize the number of moves required by these clients, providing an opportunity to move directly from their current unit to a redeveloped or rehabilitated one whenever possible, and will facilitate any such moves by providing additional support services, such as help with packing and unpacking.

Regional Mobility Counseling: Prior to relocation, HANO and Urban will hold small group briefings to inform residents of their relocation rights and right to return, discuss timetables for relocation activities, and address questions and concerns. Case managers will assist households who choose to relocate with a voucher by setting up a budget, establishing and maintaining good credit, as well as offering guidance on the successful transition to private housing. Mobility counseling includes referrals to neighborhoods within the Metropolitan Statistical Area that are

not poverty or minority concentrated and/or have high quality schools and early learning programs, including providing transportation to any resident who needs it. Upon grant award, HANO and Urban will hold mobility workshops and will assist residents interested in moving to a non-impacted neighborhood by locating suitable units and by providing tours and transportation to assure residents are thoroughly familiar with alternative neighborhoods before choosing where to relocate.

Tracking System: Urban will utilize the Tracking At A Glance data system to track Iberville family success for at least 5 years after their initial move. Urban will track the metrics outlined above and in addition will track the following: 1) change in income due to higher economic opportunities; 2) satisfaction with neighborhood amenities; 3) distance to neighborhood services; and 4) transportation accessibility.

C.5 Economic Opportunities for Low- and Very-Low Income Persons

The Section 3 Plan

Opportunities Generated: In tandem with the economic development strategy above and the overall Plan, IRC commits to a goal to achieve a Section 3 hiring rate of a minimum of 30% of all new hires, and at least 10% of all contracts to Section 3 businesses. Opportunities will include training/apprenticeships, employment and/or contracts to major construction trades (carpentry, plumbing, and electrical), skilled masonry, demolition contractors (including deconstruction), unskilled labor contractors, equipment operators and drivers, security, property maintenance, janitorial services, and landscaping. To the extent feasible, training and job placement will be directed to opportunities in the green industries and other sectors in the redevelopment project. IRC has already begun to demonstrate their commitment to exceeding Section 3 goals by hiring an Iberville resident and member of the IRWT, Cody Marshall, to the Design Team.

Priority Consideration: IRC will contract with Urban to coordinate implementing of Section 3 efforts through the following: 1) recruit residents from Iberville and other HANO clients; 2) screen and certify Section 3 residents; 3) designate individuals as job ready, apprenticeship-ready, or pre-apprenticeship ready; 4) track Section 3 residents in the jobs database; 5) identify training and job opportunities throughout the redevelopment process, including those in green technologies; 6) screen residents for education, career interests, and skills to match opportunities; 7) place and monitor residents in jobs and training opportunities; 8) monitor subcontractor Section 3 compliance; 9) provide technical assistance to IRC, the General Contractor (GC), and subcontractors; and 10) maintain detailed records of all recruitment and certification activities. Urban provided this support to the C.J. Peete revitalization project.

Certifying Residents & Businesses: Section 3 certification will require documentation that an individual is: a) a resident of Iberville or another public housing property; b) a YouthBuild graduate; and/or c) a low – or very low-income person residing in the New Orleans Parish. A business eligible for Section 3 certification is one that: a) is owned by an Iberville resident or other HANO client; b) has 51% or greater ownership by individuals whose household incomes are 80% AMI or less; c) 30% of its full-time staff have households incomes of 80% of AMI or less; and/or d) will subcontract more than 25% of its contract with a Section 3 business.

Opportunity Notice: Focusing first on Iberville residents and other HANO clients, Urban will maintain an extensive database of potential candidates for training, employment, and contracting opportunities, ensuring specific opportunities are directed at individuals/businesses with the appropriate skills and interest. All residents interested in hiring and contracting opportunities will be asked to complete a Section 3 Intake Form. Urban will refer prospective candidates for contract opportunities, job training or skills development programs, and monitor the residents’

progress while being considered for Section 3 employment. Supported by IRC, the GC, and IRWT, Urban will implement an outreach strategy that engages targeted Section 3 residents including, but not limited to, open house events, information workshops, flyers, and direct phone outreach. This outreach will be augmented with the Crescent City Job Match (CCJM) database, which was developed by the Industrial Development Board (IDB) and HANO to connect workers (especially those who are Section 3-qualified) with opportunities. Employers (i.e. HANO contractors) are mandated to submit notices of open positions to the database. The CCJM database is easily accessed, even for those without internet access at home, by visiting community computer labs, one of several kiosks located throughout the city, or the computer learning center that will be created within the on-site community center.

Monitoring: Urban will be responsible for submitting all Section 3 related compliance forms and reports to HANO. HANO will monitor IRC's overall compliance with Section 3 goals and will withhold payments for non-compliance. Urban will work with the GC to review certified payrolls over a designated period of time to establish a baseline employment force at the time redevelopment efforts begin. The GC will provide Urban with information about all positions it seeks to fill at least one month in advance. At least 10 days prior to interviewing prospective candidates for all positions it seeks to fill, the GC will contact the case management team with the planned date of interview and planned start date for the job. The GC will be required to update the listing of positions it seeks to fill every 2 weeks. The GC will be expected to submit certified payroll documents to the Section 3 Coordinator every 2 weeks. Urban will compare certified payrolls to the baseline employee roster to calculate the new hire rate. Urban will review the new hires list to determine the number of Section 3 hires and will report findings on the following: 1) the new hire rate; 2) Section 3 new hire rate; and 3) the certification status of all

Section 3 hires offered employment. A Section 3 Action Plan with specific goals will be required of each new contractor and contractors will be required to notify Urban about all new Section 3 hires or employee separations along with weekly payrolls, highlighting the names of the Section 3 hires. Urban will conduct unscheduled Davis-Bacon interviews to validate wages and Section 3 hires reported.

Achieving Goals: Under the guidance of Urban, IRC will meet with the GC(s) to develop a Section 3 protocol, provide pre-bid Section 3 training conferences for sub-contractors, provide Section 3 technical assistance on an as needed basis to subcontractors prior to and during construction, conduct and attend pre-construction conferences with the GC, and identify position classifications in preparation for upcoming job vacancies. HUD is conducting a Section 3 Business Registry Pilot which will explore the feasibility of maintaining a registry of firms that have self-certified their status as Section 3 Businesses. The New Orleans metropolitan area has been selected as a pilot location. Certified businesses will be included in a searchable database. The database can be used by agencies that receive HUD funds, developers, contractors, and others in the pilot location to facilitate the award of covered construction and non-construction contracts to Section 3 business concerns. Section 3 residents will be encouraged to use the registry to identify businesses that may have HUD-funded employment opportunities.

Section 3 Staff: HANO is in the process of hiring a Section 3 Coordinator to monitor compliance for all of its projects. Esther Shin, Senior Vice President of Urban Strategies, will coordinate monitoring of the Section 3 effort for IRC. Ms. Shin has coordinated the HOPE VI Section 3 effort for McCormack Baron Salazar in New Orleans (C.J. Peete) and Minneapolis (Heritage Park). She can be reached at (314) 517-3858 or Esther.Shin@UrbanStrategiesinc.org.

Section 3 Compliance: HANO's Section 3 Annual Report is included in Attachment 24.

**Narrative Exhibit D:
Vision for Neighborhood**

**Applicant:
Housing Authority of New Orleans, Louisiana**

**File Name:
NarrativeExhDNeighborhood.docx**

D.1 Goals and Outcomes

Iberville/Tremé, the target neighborhood (which includes the Iberville public housing project), once served as the seedbed for cultural activity and was the primary retail destination in southeast Louisiana. It was home to numerous theaters, music halls, department stores and neighborhood commercial districts buffering dense residential areas. Yet for all its cultural richness, it is deeply impoverished, badly damaged by past public policy decisions such as the removal of streets to construct Iberville; the destruction of homes, vital public spaces, and a commercial corridor to construct Interstate-10 which now divides the community; and the fencing off of Armstrong Park. It has been marked for more than half a century by commercial and residential blight and disinvestment, has a residential vacancy rate of 37% compared to the city's 26%, offers its residents limited access to services, and has stubbornly resisted change. One goal within the Neighborhood component of the Plan is to bring these amenities back to the area as a way to encourage a healthy urban lifestyle replete with cultural attractions, shopping destinations, and the 24/7 energy that sets urban life abuzz. This will be accomplished through a series of mixed use developments along major arterial roads including Canal Street, the commitment to revitalize the theater district at Canal St. and Rampart St., and the cultivation of Iberville/Tremé's history and customs through partnerships with local social clubs and educators.

Similar to many inner city neighborhoods, Iberville/Tremé residents do not have adequate access to fresh food and often must rely on corner stores and fast food for nourishment. This has been documented as causal factor for obesity, diabetes, and chronic heart problems. According to the USDA Food Desert Atlas, there are census tracts within Iberville/Tremé that are "food deserts," with limited access to fresh food choices. One of the goals within the People component of the Plan is to increase access to supermarkets and encourage healthier eating. This

will be accomplished by developing a grocery store adjacent to the Iberville site, encouraging the redevelopment of the Circle Food Store grocery by developing adjacent parcels, and working with the City to further the New Orleans Fresh Food Retailer Initiative.

Iberville/Tremé's location adjacent to the Central Business District and the thriving French Quarter, its leap to international fame as a result of the HBO series *Treme*, and large scale economic development in the BioDistrict make it ripe for transformation, which this CNI grant will make possible. The Neighborhood component of the Plan will reverse some of the damage done by past public policy, restore the neighborhood to its pre-eminent role as the cultural center of the city, improve neighborhood sustainability, and provide access to high quality services and job opportunities. The Plan commits 5% of the CNI grant to competitively award Neighborhood Challenge Grants for efforts that contribute directly to infrastructure, retail and jobs, and increasing cultural prominence.

Strategy 1: Invest in Iberville/Tremé as a Neighborhood of Choice

Evidence Base: The Plan will build on the principles of Urban Land Institute's (ULI) "Creating a Vibrant City Center," which underscores the need for cities to include mixed-use development and well-designed public spaces. In the near-term, this approach involves reconnecting the street grid of Iberville with the surrounding neighborhood, enhancing streetscapes in commercial corridors throughout the neighborhood, and supporting the design and development of the Lafitte Greenway, which will begin at the eastern edge of Iberville and run 3 miles north to Lakeview, connecting Armstrong Park to City Park. In the mid-term, the planned \$100 million investment to return the Desire streetcar along the N. Rampart St./St. Claude Ave. corridor at the edge of the neighborhood will expand connectivity for a healthy, pedestrian-friendly environment. In the long-term, the \$2 million Sustainable Communities Challenge Grant received by the City will

fund the study of removing the elevated portion of I-10. Expediting the rebuilding and reopening Armstrong Park including Congo Square, removing vacant and blighted properties, including redeveloping Charity Hospital into a mixed-use commercial center anchoring Tulane Avenue, as well as making best practice infrastructure improvements will provide the impetus for Iberville/Tremé to develop organically and spur even more related demand and investment.

Outcomes and Metrics:

- Support remediation and reuse of at least 50 residential lots/commercial properties
- Utilize new greenway and revitalized parks to increase health reports of residents by 10%
- Support more than \$100 million in best practice investment in public amenities, pedestrian friendly streetscapes, and infrastructure that supports LEED-ND
- Increase property values by 10% percent

Strategy 2: Expand Access to Basic Amenities and Increase Quality Retail

Disinvestment in traditional retail corridors has resulted in a dearth of basic amenities and a proliferation of blighted properties. In HANO's needs assessment, residents prioritized access to basic amenities such as a supermarket with fresh foods, large retail, drugstore, and healthcare.

Evidence Base: The development of affordable housing leads to economic development and especially to opportunities for retail growth (see "The Role of Affordable Housing in Creating Jobs and Stimulating Local Economic Development: A Review of the Literature," released by the Center for Housing Policy, January 2011). Following ULI's principles for developing city centers, the team will focus on partnerships with the City, private businesses, and retail experts to redevelop the area's commercial corridors with retail for the neighborhood. In the near-term, IRC will incorporate commercial space into the ground floors of new mixed-income, mixed-use residential properties. In the mid-term, the team will also secure a grocery store and farmers'

market along the eastern edge of the Iberville site, and work with the owner of the Circle Foods Store to re-open the beloved neighborhood market that has been shuttered since Katrina. In the long-term, IRC will identify an experienced retail developer to build a large-scale urbanized destination lifestyle center along Canal Street to serve both local residents and travelers.

Outcomes and Metrics:

- Increase retail activity by 10%
- Construct or rehabilitate 10,000 SF of new retail
- Increase the occupied commercial space by 25%
- Increase residents employed in jobs created in the neighborhood by 15%
- Increase fresh food access in Iberville/Tremé by 25%

Strategy 3: Enhance the Cultural Prominence of Iberville/Tremé

The Neighborhood component of the Plan highlights the existing and emerging talent that is the cornerstone of Iberville/Tremé's vitality and its potential to be a neighborhood of choice.

Evidence Base: A recent report produced for the City of New Orleans, *2010 New Orleans Cultural Economy Snapshot*, aligns with similar studies (including Richard Florida's work *The Creative Class*) demonstrating creative industries are a critical component in the revitalization and economic diversification of cities and neighborhoods. Building on these findings, the Plan includes a strong focus to support and enhance Iberville/Tremé's existing cultural talent, physical assets, and prominence. The City and HANO will partner with cultural institutions and community leaders to provide opportunities for artists, musicians, craftspeople, writers, chefs, and other cultural workers to build wealth through their pursuits and to reposition Iberville/Tremé as a world-class destination for arts and culture. The City and HANO will also support a place-based strategy for investment and revitalization of key cultural assets in the

community such as the theater district, the African-American Museum, and other institutions. The multi-pronged strategy will include: 1) development of housing designed with amenities to support residents involved in cultural industries, led by Artspace's redevelopment of Bell School into affordable housing for artists and cultural workers, as well as performance, exhibit, education and workspace for the residents and community; 2) enhanced opportunities for cultural institutions to showcase the historical and live ongoing cultural significance of Iberville/Tremé; 3) opportunities for local residents, especially children and youth, to participate in arts and cultural programming within the neighborhood via Challenge Grants; 4) support of the revitalization of the theater district into a thriving center for local, national and international productions; and 5) increase total visits to museums, theaters, and other cultural venues.

Outcomes and Metrics:

- Increase programs related to arts and cultural traditions for children and adults by 10%
- Increase the number of annual visits, increase in annual budgets, number of cultural centers, and number of cultural events sponsored in Iberville/Tremé by 10%

D.2 Alignment with Existing Efforts

The Neighborhood component of the Plan is the culmination of the combined efforts of the City, HANO, and our other partners to rebuild this historic heart of New Orleans. Per Attachment 20, the City and HANO have made significant investments in the neighborhood anticipating the full realization of the Plan. The City's resources have been directed to the VA Medical Center, the Mahalia Jackson Theatre, the Nora Navra Public Library, the Claiborne Corridor, and the Charity Hospital site as part of this vision. HANO has already begun to invest in housing through its HOPE VI redevelopment of the Lafitte public housing site, and a private developer has redeveloped the mixed-use 1201 Canal/Krauss building next to Iberville.

The rebuilding of New Orleans after Katrina is moving at a fast pace following the planning efforts of the Bring New Orleans Back Commission, the Unified New Orleans Plan for Recovery, the New Orleans School Facility Master Plan and the City of New Orleans Master Plan. All of these processes engaged the community in neighborhoods throughout the city. A major theme that resonated in all of these plans was to build back neighborhoods that were stronger and holistic. People continue to want their community to have good schools, libraries, access to health care, housing, healthy groceries, retail, green space, and cultural activities.

These planning efforts resulted in several significant neighborhood projects, many of which are described in D.4, including: Lagniappe Academies, a new charter school directly adjacent to Iberville; the Tulane Medical Center, a key provider of health services as outlined in the People component; the New Orleans African American Museum, with particular emphasis on Iberville/Tremé; the redesign and reopening of Armstrong Park and the Municipal Auditorium, which houses one of the most historic sites in the city – Congo Square. Theaters on Canal Street are being renovated, and construction of the BioDistrict is underway. New schools are being constructed under a \$1.8 billion dollar settlement from FEMA. The street car will expand from Canal Street down the Rampart Street/St. Claude Ave. corridor. All of this activity positions Iberville/Tremé to be a thriving hub of community amenities and services.

D.3 Access to Amenities

Attachment 25 lists amenities by category. There are more than 5 existing amenities in 3 groupings within 1 mile of the geographic center of the Iberville public housing property: 7 community-serving retail, 8 services, and 17 civic and community facilities. There are more than 7 existing and/or planned amenities in 3 groupings within 1 mile of the geographic center of Iberville: 9 community serving retail (7 existing and 2 planned), 9 services (8 existing and 1

planned), and 18 civic and community facilities (17 existing and 1 planned). There are 4 existing and 2 planned fresh food retail establishments within 1 mile of the geographic center of Iberville, including 1 existing and 2 planned supermarkets, and 3 other markets with fresh produce.

D.4 Anchor Institution Engagement

Key anchor institutions in and around Iberville/Tremé have been actively engaged throughout the Plan design to ensure synergy. Each will play an important role in the neighborhood's rebirth.

Culture and Recreation: The African-American Museum has received \$3 million in CDBG funds, leveraged with matching funds, to develop their site to celebrate the unique history of Iberville/Tremé. They will work with Urban's Innovative Workforce Program to establish a training program in the skilled building trades, led by master plasterers, carpenters, masons, and metal workers, with a focus on the heritage of those trades in African-American culture. The Backstreet Museum will continue to lead the preservation and revival of the Mardi Gras Indian traditions. Armstrong Park, including Congo Square (recently restored to its historic name by the City Council), will be the site of regular public performances and a significant tourism draw. The \$38.6 million renovated Saenger Theatre will anchor the developing theatre district. The \$7 million Lafitte Greenway will provide a major recreational asset within the target neighborhood.

Education, training, and economic development: Lagniappe Academies, a new K-12 charter school modeled after nationally renowned Amistad Academy, is intentionally located in Iberville/Tremé to serve students from the Iberville and Lafitte housing developments. Total Community Action will expand their existing Head Start programs in the neighborhood and provide other family services. The developing BioDistrict, together with Tulane University and the LSU/VA medical center, will provide training and job opportunities in health care. The

BioDistrict will result in \$1.6 billion in direct construction spending and will create 5,500 new jobs in the health and science industry by 2017, with an additional 17,000 new direct and indirect jobs anticipated over the next 20 years through development of the VA and University Medical Center hospitals, college, and university expansion. The tourism industry, centered in the French Quarter, has agreed to develop training programs specifically for residents of Iberville/Tremé.

Healthcare and wellness: The Tulane Health Clinic, presently located in the Covenant House, just a block from Iberville, will relocate to a new facility in Iberville/Tremé at the end of the year. This medical home has served as the primary healthcare provider in the neighborhood post Katrina. Their new facility will allow them to expand their services by two-thirds.

D.5 Design

Design Blends with Surroundings: The Plan, on and off-site, incorporates an eclectic mix of 5 distinct New Orleans architectural zones, each with its own distinctive style: 1) Iberville Project (Original public housing and French Quarter); 2) Canal Street Corridor (Mid-century modern); 3) Lafitte Greenway Corridor (New Urban and Contemporary); 4) The Tremé (Esplanade mansion and Tremé/Creole); and 5) Historic Schools. The architectural designs for each project site have been developed to respect, and in some cases interpret, each of these unique styles through a blend of traditional building elements and contemporary construction practices. Care has been given to conform with the density and scale of the existing neighborhood context for each of the architectural zones through a mixture of heights and building configurations, ranging from 2 story townhouses in some places to 3 and 4 story flats where appropriate, and even high rise towers along the Canal Street corridor. Care has been taken to articulate building massing to respect traditional New Orleans block development through a variety of building shapes, orientations, and roof configurations. The use of color and other design elements embody other

general themes of New Orleans vernacular architecture and style.

Pedestrian-Friendly: Where possible, the various project sites have been developed to create positive experiences by embedding parking on the site's interior and creating street frontages with porches and elements to encourage pedestrian activity and healthy street life. In the redevelopment of Iberville, for example, the neighborhood's former street culture will be reestablished through the reclamation of the historic street grid and pedestrian street patterns. New streets will reconnect with existing streets on all four sides of the development, providing access to the historic French Quarter, to Canal Street – the city's downtown retail district, to the Lafitte Greenway – a regional recreational amenity, and to many other cultural and employment assets throughout the city. Sidewalks, street trees, pedestrian-scaled lighting, and on-street parking will foster street life in traditions unique to New Orleans, such as second line parades. Densities and land uses are mixed and concentrated, promoting a safe and active street life.

Local Efficiency and Disaster Resiliency: Each project site is located and designed to leverage proximities to public transportation, employment centers, and highway access. Reestablishing the street grid on the Iberville site, for example, creates a whole network of new travel lanes and sidewalks that will provide for more efficient pedestrian and vehicular access to the heart of the city's employment core, and connecting the new Lafitte Greenway development to the city's existing (Canal Street) and new (Rampart Street) street car lines, further enhancing public access throughout the urban core. Disaster evacuation and resiliency for the entire downtown area will benefit from increased access through the new Iberville street grid to the city's adjacent collector, arterial, and interstate systems. Further, all new developments will meet the Base Flood Elevations (BFEs) and incorporate hazard mitigation elements in their design.

Recreation: All sites are planned to include numerous new recreational amenities and access to

existing amenities. The design of the Iberville neighborhood, for example, takes advantage of adjacent local and regional recreational amenities like the new Lafitte Greenway – a public open space that will begin within Iberville/Tremé and extend northward 3 miles to Lakeview through a new regional park greenway and bike path system connecting Armstrong Park to City Park. The extended street grid will connect to this new regional asset and also facilitate direct access to the neighborhood’s existing Armstrong Park and Congo Square, a cultural icon for the city. The plan will preserve and convert the Marais and Bienville corridor public rights-of-way into landscaped boulevards, whose “neutral grounds” will contain abundant live oaks and green spaces. A new community park will accommodate a playground and splash fountain.

Defensible Space: All sites have been designed along the lines of a street and block system with residential and retail frontage on all street faces, creating a high degree of pedestrian activity and natural human surveillance. These opportunities for “eyes on the street” repeat themselves in the core of the blocks where parking and in some cases residential unit access occurs.

Landscape: The urban planning and landscape design for each site will embody an ecological strategy that preserves and creates landscapes that are a part of the region’s existing natural conditions. The project’s wide variety of streetscapes, courtyards, and parks of various sizes will be designed to take full advantage of New Orleans’ sub-tropical climate by creating natural environments that double as outdoor “rooms”. New open spaces will be created under existing live oaks to provide shade and enhance cultural connection to the landscape. Cypress trees, Louisiana iris, and native grasses will be used to improve soil quality and storm water management through the installation of bio-swales. Habitat opportunities will be promoted through the design of microclimates that feature bio diverse landscapes of beautyberry, possumhaw, Louisiana iris, and other indigenous species.

**Narrative Exhibit E:
Soundness of Approach**

**Applicant:
Housing Authority of New Orleans, Louisiana**

**File Name:
NarrativeExhESoundApproach.docx**

E.1 Organizational Framework for Implementation

Roles and Responsibilities: As outlined in the Partnership Contract included as Attachment 16, HANO will serve as Lead Applicant and will be primarily responsible for coordinating all activities of the Transformation Plan (the Plan). The City of New Orleans will serve as Co-Applicant, the Iberville Revitalization Company, LLC (IRC) as Principal Team Member and Implementation Entity for the core goals for Housing, People, and Neighborhood, and the Recovery School District (RSD) as Principal Education Partner. IRC has engaged Urban Strategies (Urban), as a team member in the implementation of the People vision.

Decision Making: Per the Contract (pg. 15), the Implementation Working Team (IWT), consisting of the parties to the Contract and the seven member Iberville Resident Working Team (IRWT), will act as the formal collaborative, consensus-oriented forum for implementing the Plan. Chaired by HANO, the IWT will be responsible for day-to-day implementation and will be accountable to the Management Team, which consists of the Mayor of New Orleans and HANO's Administrative Receiver (or successor, should the receivership end).

Dispute Resolution: As outlined in the Contract (pg. 16), the Management Team will meet monthly – and more frequently, if necessary – to review implementation progress, approve proposed transformation activities, address any obstacles to timely implementation of the Plan, and settle any disputes among the IWT. The Administrative Receiver (People and Housing) and the Mayor (Neighborhood) will make the final determination on any difference of opinions among the IWT members, provided such Management Team determinations shall be consistent with the Plan, Grant Agreement, and other applicable agreements.

E.2 Resident and Community Engagement

Resident and Community Engagement: Iberville residents, community-based organizations, and

local businesses have been engaged since the beginning of the Round 1 planning process and will continue to play an integral role throughout implementation of the Plan. The primary vehicle for resident input is the IRWT, which consists of 7 Iberville residents, including the President of the Iberville Resident Council. IRWT's role is to provide guidance to HANO, the City, and the development team as the Plan is carried out around Housing, People, and Neighborhood. The IRWT also assists with outreach and information dissemination about the development effort to Iberville residents, and conveys resident concerns and suggestions back to the Implementation Working Team. In addition to the engagement activities in Round 1, including IRWT site visits to mixed-income developments in Washington, D.C., the following Round 2 efforts have been undertaken in partnership with IRWT to specifically engage Iberville residents in the planning process: 1) Held 5 design charrettes with IRWT and other IWT members for the Round 2 application; 2) Held 2 separate events, a health fair and neighborhood fish fry, with the help of IRWT to encourage resident involvement in the planning process and to provide residents with an opportunity to complete the household survey - over 100 households participated; 3) Conducted focus groups with youth, seniors, men, and parents to gain greater understanding of the challenges facing specific sub-groups of Iberville - over 50 residents participated; 4) IRWT led the planning team on a tour of the Iberville site, resulting in a site plan that more closely reflects the desires of the residents and fits the character of the site; 5) IRWT opened the Iberville Resource Center in the heart of the neighborhood to share information about the CNI process and obtain ideas and feedback from other residents.

In addition to Iberville residents, the CNI planning effort has actively engaged community-based organizations involved in efforts to rebuild the neighborhood including adjacent neighborhood associations, cultural institutions, health institutions, neighborhood

schools, and businesses in the target area. The NEWCITY Neighborhood Partnership is a coalition of over fifty stakeholder organizations in Iberville/Tremé that uses monthly meetings to synergize members' redevelopment efforts. In September 2010, HANO joined NEWCITY, and members of the IWT have attended meetings on a monthly basis to present the CNI planning effort and to receive feedback from the coalition. IWT members also held meetings with the New Orleans Business Council, which represents over 80 community businesses, to solicit their partnership in the Plan. As a result of this engagement, the mixed-income approach was confirmed as a priority of the community and there was agreement on the need to provide housing for special needs populations. Concerns were expressed with the proposed use of the City-owned LIFT site, resulting in its removal from the Plan.

To sustain and expand this level of engagement during implementation, HANO has acquired the services of a team of community engagement consultants, including GCR & Associates with a history of complex community engagement and consensus building around major public projects, Clifton James, LLC, with experience in community-based planning and leadership development, and The Black Men of Labor, a respected grassroots organization with deep roots in Iberville/Tremé. This team will provide information about the CNI process to the broader community and bring feedback and suggestions to HANO and IWT, ensuring that implementation is sensitive to and reflective of the various constituencies and traditions of the surrounding neighborhood. They will use a mixture of traditional and social media, surveys, meetings, and grassroots canvassing to engage the broader community. In addition, these consultants are charged with building HANO's capacity for outreach efforts in the future to ensure the effectiveness of its community engagement strategy.

Resident and Community Recommendations: The proposed Plan represents an evolution in

thinking and reflects the impact of capacity building efforts on behalf of the residents and larger community. Initially, Iberville residents expressed through the household survey that their top priorities were the retention of all existing buildings and an increase in amenities, particularly access to fresh produce and supporting the culture of music, as well as wanting youth programs, adult education and job skills training. Residents of Iberville and the surrounding neighborhood expressed a strong desire to see Louis Armstrong Park restored and opened to community uses. They are actively involved in planning for the future of the Claiborne Avenue corridor, including whether to remove an elevated section of Interstate-10 that now divides the neighborhood.

Mutual goals agreed to for the Iberville site include: re-establishing the street grid, four-story height limit, approximately 900 residential units with 300 replacement units, preservation of 22 buildings, a combination of existing buildings and new construction along Basin Street, approximately 10,000 SF of neighborhood retail, mostly traditional New Orleans design mixed with some modestly contemporary architecture, limiting one-bedroom units to multi-family elevator served buildings, placing two-and three-bedroom units in townhouses and stacked one-story flats, and maintaining the remainder of the replacement units within the neighborhood.

The major challenge that had to be negotiated was determining how many of the original buildings to retain. At the start of the planning process, residents wished to maintain all of the original buildings, maximize the number of replacement units on site, and minimize the introduction of market-rate units. During Round 2, following technical assistance regarding the trade-offs necessary to achieve a financially feasible plan attractive to all, the residents recognized that to limit the maximum building height on-site to four stories, and to maintain at least 300 replacement units on-site, the Plan would have to demolish existing buildings and replace them with new construction to provide increased density and parking. They also

recognized that their desire to maximize amenities requires features that appeal to market-rate tenants. As a result, residents came to realize that their priorities meant decreasing the number of buildings preserved on-site (since they are the lowest density building type) to increase the unit count within their preferred four-story cap. They also embraced the concept of market rate units to increase the quality of amenities and to support the overall financial health of the community.

Capacity Building: Urban has provided ongoing capacity development to the IRWT, including leadership training, and will continue to do so throughout implementation. HANO will also continue to provide technical assistance to the IRWT from architects, legal counsel, planners, etc., to ensure meaningful participation of residents during implementation. As mentioned previously, HANO has also acquired the services of community engagement consultants to ensure long-term accountability to the proposed vision by engaging all neighborhood residents – especially those that are traditionally disenfranchised – and key stakeholders, and by building HANO’s capacity to sustain meaningful community participation. The engagement consultants will report directly to HANO, and will guide the IWT concerning neighborhood input. Finally, the Administrative Receiver and Mayor, as the oversight body to the IWT, will have ultimate authority to ensure that the needs and wishes of Iberville/Tremé residents are met.

Assessing and Adapting the Engagement Strategy: The participation of the IRWT is integral to the outreach strategy as they have and will continue to help drive the participation of Iberville residents. The IRWT has distributed newsletters to keep residents informed, and has helped Urban adapt their outreach strategies to maximize resident participation, such as hosting a fish fry and health fair to encourage survey completion. Urban will continue to work with the IRWT to assess and adapt engagement strategies to ensure participation throughout implementation. At the direction of HANO, the community engagement consultant will develop a comprehensive

grass roots outreach strategy to be vetted and ultimately approved by HANO and the City. This plan will include bi-annual surveys of residents in Iberville/Tremé to assess their engagement as well as their neighborhood priorities related to the Plan. The use of traditional and social media, as well as community meetings and grassroots canvassing, will all be assessed regularly at IWT meetings and adapted to maximize participation and engage hard-to-reach constituencies.

E.3 Collection and Use of Data

Data Collection: The Team will measure success of the Plan through a series of longitudinal studies illustrating change over time, including, for example, property values, vacancy rates, sales tax revenue, ticket sales within neighborhood theaters, income distribution and standardized test scores. This will require ongoing data collection at a variety of jurisdictional levels complemented with community and resident surveys conducted by GCR & Associates and Urban. To truly account for change among existing residents, it will also require primary data collection following specific individuals rather than just summary demographic data at a larger scale. Our Team has established relationships with private and non-profit groups who gather data relevant to our vision for Iberville/Tremé. With these partners, we will establish a protocol for monthly data collection and information sharing. This will avoid redundancy in data collection efforts and provide a common framework to measure the revitalization of this community.

Data Examples: Iberville/Tremé is economically segregated, with a wealthier population living within the southeastern quadrant and a high poverty rate in the remaining portion of the neighborhood. The concentration of poverty is particularly acute within the Iberville housing site and blocks north of Claiborne Avenue. One of the main Housing Goals is to increase economic diversity and deconcentrate poverty within Iberville/Tremé. This will be accomplished by developing mixed-income housing within Iberville and throughout the neighborhood. The

effectiveness of this goal will be measured through annual poverty rates and household income distribution at the Block Group level as reported by Census American Community Survey data.

Neighborhood residents do not have adequate access to fresh food and often must rely on corner stores and fast food for nourishment. A Neighborhood Goal is to increase access to supermarkets and encourage healthier eating habits. This will be accomplished by developing a grocery store adjacent to the Iberville site, encouraging the redevelopment of the Circle Food Store grocery, and working with the City to further the New Orleans Fresh Food Retailer Initiative. The effectiveness of this goal will be analyzed using a) annual expenditure data within supermarkets as reported by NAICS code within each census tract, and b) ongoing collaboration with community groups and citywide participants of the Fresh Food Initiative.

A primary People Goal is to increase economic opportunities for the Iberville/Tremé community leading to self-sufficiency. This will be accomplished through a combination of extensive educational programs, workforce training within industries that pay living wages, job placement services, and collaboration with local employers. The success of these programs will be measured by: a) longitudinal surveys of individual participants over the course of the Plan examining wages and a qualitative assessment of the program's success from the participant's perspective; b) an analysis of employment by industry and wages by Census Tract within Iberville/Tremé; and c) feedback provided by community stakeholders, Section 3 participants and our partners presented through our online forum and monthly NEWCITY meetings.

Sharing Data: The Team will collaborate with key governmental, institutional, and neighborhood organizations to share data and jointly plan for the ongoing renewal of Iberville/Tremé. Our partners will include GCR & Associates, New Orleans Redevelopment Authority, University of New Orleans Urban Planning and GIS Department, Tulane University,

Delgado College, NEWCITY, Tremé Civic Association, and Greater New Orleans Community Data Center. The Team will meet with our partners on a monthly basis to discuss recent issues, share data, and monitor progress of the Plan. We will combine our complementary datasets to produce a publicly accessible, interactive website to share relevant information, post ideas and visualize the changes that are occurring in our neighborhood via a GIS/Google™ mapping framework, and will publish a quarterly newsletter to provide a snapshot of CNI activity and highlight the transformative changes taking place.

Monitoring and Revisions: To identify which programs have had the greatest benefit to the community and which may need additional stimulus to reach the desired results, we will develop an implementation plan outlining the responsibilities, timelines, milestones, and expected outcomes for each element of CNI. We will then work with our community partners on a biannual basis to review the data and identify gaps in support services, underutilized funds, struggling program participants, or low partner engagement that may hinder progress. We also understand that needs may change over time, and will utilize the results of the data collection and feedback from community stakeholders to revise our plan as needed.

E.4 Affirmatively Furthering Fair Housing

Increasing Racial, Ethnic, and Economic Diversity: Affirmative marketing strategies will build on those already used by IRC at mixed-income developments in New Orleans. Similar to Iberville, these properties were previously occupied by extremely low-income, 98% African American families. Following redevelopment, the population is far more diverse. For example, the population at River Garden is 28% Caucasian/72% African American, the population at Harmony Oaks is 13% Caucasian/77% African American/10% Other, and the average income at both sites has increased more than threefold.

The marketing strategy will include advertising in daily and weekly publications read by both minority and non-minority populations and broad outreach to institutions such as Tulane University, Tulane Medical Center, Louisiana State University, and the BioDistrict. IRC will also work with the Hispanic Apostolate and Mary Queen of Vietnam CDC to increase outreach to recent immigrants and individuals with limited English proficiency. Economic diversity will be achieved by increasing incomes of current residents through successful implementation of the People Plan and the introduction of 2,446 mixed-income units, including 821 replacement units, 60 additional rental units for incomes between 0-50% AMI, 798 rental units for incomes between 50-60% AMI, 15 homeownership units for incomes between 50-80% AMI, and 752 market rate units. The units on the Iberville site will be equally divided between low, moderate, and market rate, with off-site units targeting redevelopment in blighted areas of Iberville/Tremé.

Housing Choice: The Plan significantly expands housing choice and addresses the stated desire of the majority of Iberville families to remain in the neighborhood. In addition, and consistent with the wishes of residents surveyed, relocation will be achieved primarily through the use of Tenant Protection Vouchers as requested in this application. Relocation services will include mobility counseling, including referrals, tours, and transportation to promote relocation to non-impacted areas. The Plan includes 821 on- and off-site replacement units, offering a broad range of choice regarding location and housing type for returning residents.

Siting Existing Housing to Enhance Diversity: Iberville/Tremé borders and has strong connections to the surrounding racially and ethnically diverse neighborhoods of the French Quarter, the Marigny/Bywater, and Mid-city, as well as the medical district and downtown. The proposed Housing component of the Plan will capitalize on the diversity of the surrounding areas, and extend that diversity into Iberville/Tremé. Location and quality will drive occupancy

choice for the racially diverse professionals and support staff of the new medical institutions who are expected to be attracted to low-maintenance, convenient, amenity rich housing with proximity to their jobs and to the cultural amenities of the neighborhood, Canal St., and the French Quarter. This has already proven to be the case in the high occupancy rate of professionals and working class households in recent mixed-income developments along the Tulane corridor as well as the mixed-income revitalization of the neighboring Lafitte public housing property.

Accessibility and Visitability: Per Attachment 22, the Plan will exceed Federal, state, and local accessibility requirements, including a commitment to build 15% of all units on and off-site across unit types as fully accessible under ADA, providing accessible housing for non-elderly single persons with disabilities as well as to families with disabled members. At least 2% of the units will be wired for people with visual or hearing impairments. Because of the unique nature of building in New Orleans and flood concerns, 100% of the ground floor units and elevator buildings will be visitable and FHA-adaptable. The Housing component of the Plan will feature barrier-free neighborhood design and sidewalks designed to ADA standards. Disability advocates, such as the Advocacy Center for the Elderly and Disabled, will be consulted to promote the elimination of physical barriers in the neighborhood with particular focus on public and private walkways, playgrounds, parking areas, and building entry doors to optimize overall accessibility. Buildings open to the public will be entered at an elevated grade and will be characterized by barrier-free design meeting ADA requirements. Playgrounds and tot lots will be designed to accommodate children with mobility, visual, and other impairments, over and above statutory and regulatory requirements, and all common public use amenities will be located on an accessible route.