

NORA/60

**2024 - 2028
Strategic Plan**



**NEW ORLEANS
REDEVELOPMENT
AUTHORITY**

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Introduction

The New Orleans Redevelopment Authority (NORA) has played a key role in the long-term recovery of the city since Hurricane Katrina in 2005. The organization scaled up relatively quickly, from an organization of less than ten staff to an organization of more than fifty, to meet an unprecedented challenge in an incredibly chaotic environment. The organization has consistently planned and administered its strategies and programs on an annual basis in response to constantly evolving community needs and priorities as well as program expenditure deadlines. Along the way, the agency generated substantial new revenue through property sales after the transfer of Road Home properties from the Louisiana Land Trust in 2012. The Board of Commissioners and agency staff had no choice but to learn on the fly and the results have been outstanding: more than 5,000 properties returned to commerce, \$40 million invested in affordable housing, \$15 million invested in economic development, and \$5 million invested in green infrastructure.

As NORA’s existing disaster recovery investment programs formally conclude in 2023, and the balance of its program income transitions to Community Development Block Grant Entitlement, a new multiyear strategic plan is necessary to outline opportunities and a path forward for the years ahead. The NORA/60 Strategic Plan comprehensively documents the agency’s strategic priorities for the upcoming five-year period between 2024 and 2028. The plan, developed by NORA staff in consultation with the Board of Commissioners, is designed to guide NORA’s activities through the 60th anniversary of its founding in late 1968.

The plan builds upon the Mission and Vision previously adopted by the NORA Board of Commissioners by articulating specific agency values that guide its current and future work, including the enhancement of sustainability and adaptation to climate change; the leverage of data and community expertise; and the promotion of equity and diversity. The foundation of the plan is NORA’s greatest asset – the 1,000 properties remaining in its portfolio. These properties represent not only the opportunity to realize community development outcomes, but also the necessity to leverage NORA’s program income and other funding to return properties to commerce in challenging real estate markets.

The strategic priorities outlined in the plan are Build Homes, Enhance Corridors, and Strengthen Neighborhoods. These three priorities are aligned with existing activities currently known as Property Disposition & Residential Development, Commercial Revitalization, and Strategic Redevelopment & Land Stewardship, respectively. Each priority area includes three objectives to be achieved through a combination of existing and new programs, including two bold initiatives that represent an innovative new approach within NORA’s portfolio. Each program, in turn, includes an outline with a brief overview, the expected implementation period, target geographies, a production goal based on the expected scale of funding (if known), identification of suitable sources of funding, and an assessment of the likelihood that funding can be secured to support the program.

The NORA/60 Strategic Plan is the first five-year plan to be adopted by the Board of Commissioners in the post-Katrina era. It is a product of all the knowledge gained and lessons learned over the last eighteen years -- informed by success and failure, and data and experience, that no one could have possibly imagined. It is also firmly grounded in current needs and should be treated as a living document. NORA/60 must be as dynamic as the agency that it guides. The strategic plan must be responsive to evolving market conditions and opportunities and the staff and Board of Commissioners should amend it as needed to best serve the agency and the citizens of New Orleans.

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Agency Overview

History

The New Orleans Redevelopment Authority was established by state statute (LA RS 33:4720.55), and was initially known as the Community Improvement Agency when it was formed in 1968 and began operations in 1969. In the 1970s, the Agency was charged with implementing federal Urban Renewal programs, which focused on the elimination of physical blight. The City of New Orleans identified the Lower Ninth Ward, Central City, Desire-Florida, and Tulane/Gravier as areas in need of investment and repair. The first redevelopment project, completed in 1972, was for the Lower Ninth Ward. The Agency repaired streets, improved sewerage systems, and planted trees along the boulevards. The next year, the Agency was tasked with implementing the City's Public Improvement Program in the Irish Channel and Broadmoor neighborhoods.

Toward the end of the 1970s, the CIA was completing its urban renewal phase and began to focus on citywide housing improvements. With funding from the Department of Housing and Urban Development (HUD), the Agency worked with the City of New Orleans to develop affordable housing. This continued in the 1980s, when the Agency used HUD funds to develop many of the programs that exist today, such as home rehabilitation lending and the acquisition of blighted properties.

In 1994, the activities of the Community Improvement Agency was reorganized and renamed the New Orleans Redevelopment Authority (NORA), and consolidated its resources to focus on neighborhood revitalization. Its funding and staff were limited, and programming centered on efforts to acquire blighted properties across the city and return them to commerce.

In August of 2005, the world watched as flooding after Hurricane Katrina devastated New Orleans, exacerbating the housing abandonment and blight crisis in the city. In late 2006, a consensus developed that NORA's revitalization tools and powers made it the ideal entity to help implement citywide recovery initiatives. The membership of the board was expanded and NORA began assembling a staff of highly-trained redevelopment specialists.

This transformation extended to the agency's mission as well. Rather than one-off blight expropriations, NORA became focused on comprehensive, data-driven neighborhood redevelopment. To that end, NORA was charged with the disposition of nearly 5,000 properties acquired by the state following Katrina (former Road Home Properties), and tasked with implementing the Lot Next Door ordinance. The result was that NORA became the City's de facto land bank and its activities became more strategically focused and designed to support holistic neighborhood recovery.

Now, as Katrina-related disaster recovery programs have officially come to an end, NORA continues to look ahead and evolve to meet the needs of the city.

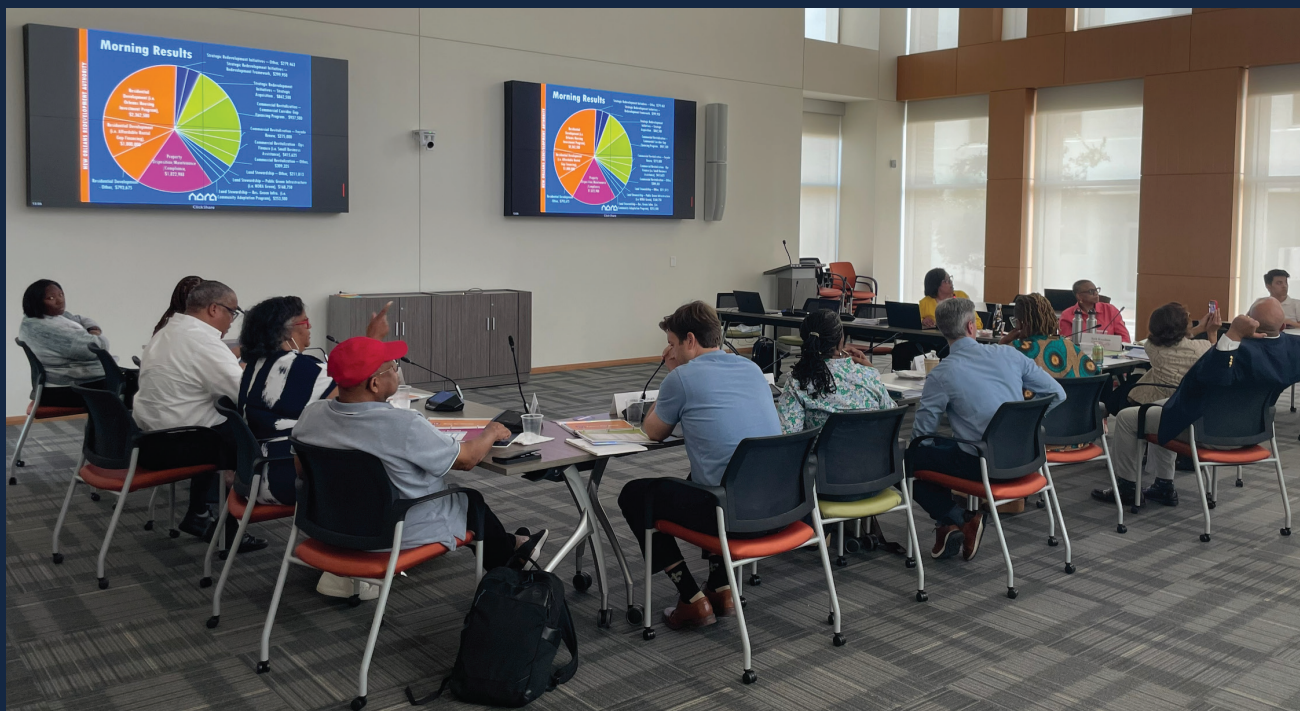
Mission

The New Orleans Redevelopment Authority is a catalyst for the revitalization of the city, partnering in affordable and equitable strategic developments that celebrate the city's neighborhoods and honor its traditions.

Vision

To be the leading go-to agency for neighborhood development through the creation and implementation of affordable housing, economic opportunity, and green infrastructure programs.





Agency Values

In support of the agency’s mission and vision, the New Orleans Redevelopment Authority has identified the following guiding principles for neighborhood improvement: A) enhancing sustainability and adapting to climate change, B) leveraging data and community expertise, and, C) promoting equity and diversity. These values are foundational to the programs and projects that the agency has implemented and plans to implement over the next five years.

NORA projects enhance sustainability and adaptation to climate change

Sustainability is defined as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.”ⁱ Climate change adaptation is defined as “taking action to prepare for and adjust to both the current and projected impacts of climate change.”ⁱⁱ NORA enhances sustainability and adaptation to climate change in its projects by embracing national standards for building durability, energy efficiency, and hazard resistance alongside best practices for the design and construction of green infrastructure across the city.

NORA projects leverage data and community expertise

Data is simply defined as facts used to inform. Community expertise can be defined as group knowledge gained through experience and observation of people that live in an area. NORA utilizes both quantitative and qualitative inputs, including self-collected primary data sources and publicly accessible secondary data, or “Open Data,” to identify high impact opportunities and inform strategic decisions about the 5Ws and 1H (who, what, when, where, why, and how) of program and project implementation. Examples include stakeholder surveys, project reporting, and secondary datasets (i.e. Market Value Analysis and City of New Orleans databases). NORA uses data to analyze what has happened and why it happened, to determine what should happen and where it should take place, and to evaluate performance across NORA projects.

However, NORA recognizes that data represents only part of the story and that the community that lives and works in the city can provide valuable insights and input that can make our programs and projects more successful. NORA relies on data and community input, together, to design programs and projects that support NORA’s mission.

NORA projects promote equity and diversity

Equity means people have fair access, opportunity, resources and power to thrive. Historically, there has been a lack of equity for all people within the city. NORA endeavors to move beyond historical and systemic barriers to equity and to achieve greater fairness in treatment and outcomes.ⁱⁱⁱ The city’s population is diverse – simply defined as the presence of difference – and it is a strength that requires additional support. NORA programs and projects enhance neighborhoods and create affordable housing, employment, and business development opportunities for predominantly Low to Moderate Income and Black, Indigenous, and People of Color populations.

1,000 Opportunities

Property Inventory

The New Orleans Redevelopment Authority vacant property inventory provides opportunities to return parcels to commerce and invest in Low to Moderate Income neighborhoods across the city in support of its mission. Although many of these vacant lots require substantial public investment to facilitate their return to commerce, a portion of that subsidy can be created through the strategic, controlled sale of properties over time. NORA sells property to the general population through auctions, adjacent property owners through the Lot Next Door program, and developers through the solicitation process [Request for Applications or Proposals (RFA/P)].

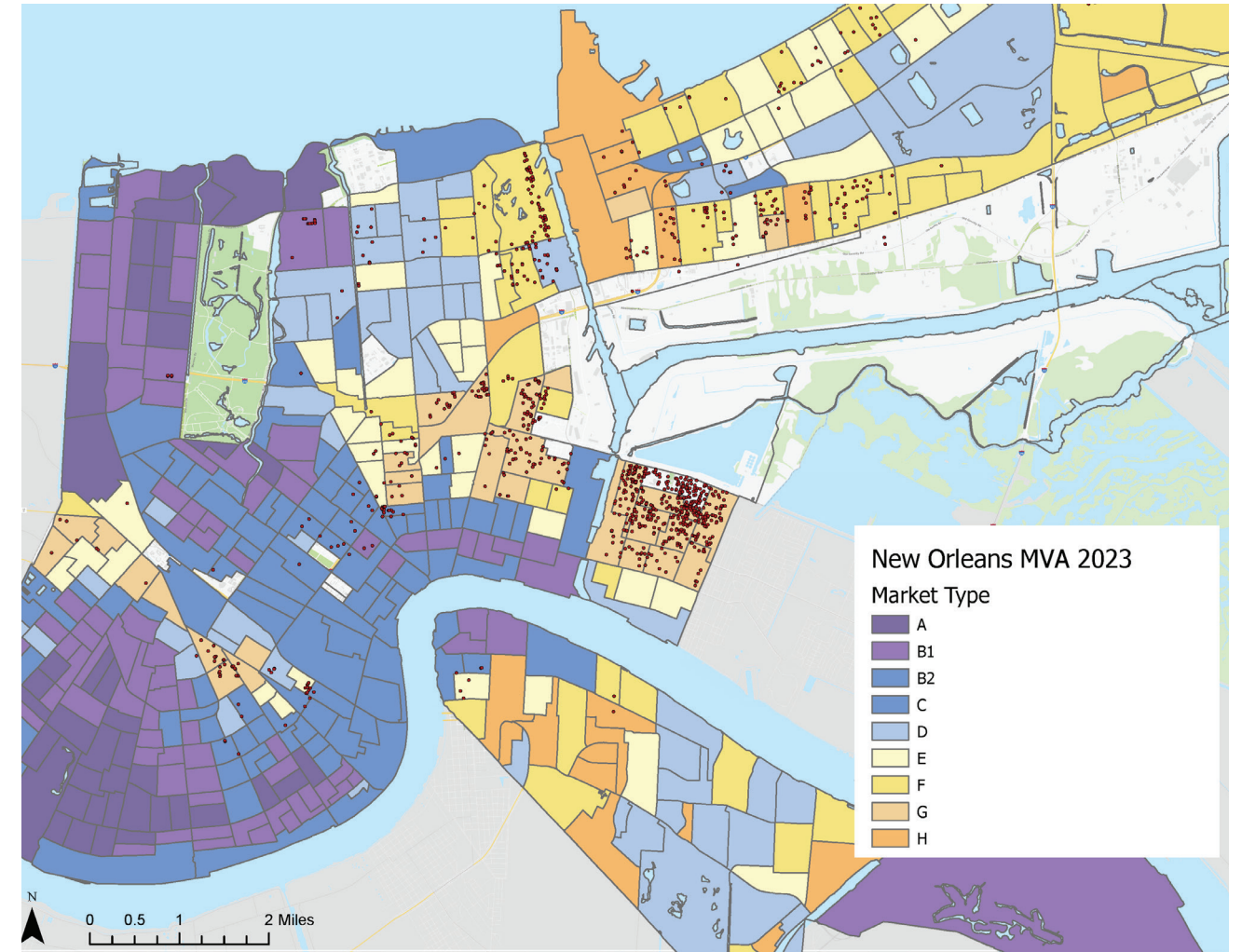
Overview

NORA has approximately 1,102 properties [875 Louisiana Land Trust (LLT)/Former Road Home properties and 157 Community Development Block Grant (CDBG)/Entitlement properties] remaining in its portfolio. The LLT property inventory was acquired through voluntary buyouts under the Road Home Program administered by the State of Louisiana after Hurricane Katrina. The CDBG property inventory was acquired through expropriation, donations, and other means. The combined inventory is expected to be under 1,000 as of January 1, 2024. Although most of NORA's inventory is located within relatively weak real estate markets in the Upper and Lower Ninth Wards and parts of New Orleans East that will require subsidy and patience to return to commerce, the property inventory provides an invaluable foundation for the organization to deliver its Strategic Priorities to Build Homes and Strengthen Neighborhoods. Virtually all of NORA's properties are vacant lots with clear title that are ready for development, with access to all public utilities and upgraded neighborhood infrastructure in some areas.

The 2023 Market Value Analysis (MVA) categorizes the relative strength of NORA's inventory on a scale of A-H (X denotes insufficient transaction volume for classification). Nearly 90% of NORA's remaining property is located within the weakest half of market types (E through X).

Table 1 - NORA's Property Inventory Distribution by MVA Cluster

	Number	Pct
A	0	0%
B1	20	2%
B2	1	0%
C	54	5%
D	46	4%
E	61	6%
F	205	19%
G	544	49%
H	54	5%
X	117	11%
Total	1102	100%



Collectively, NORA's remaining inventory (both committed and uncommitted) is mainly located in the Seventh Ward, Gentilly, Upper and Lower Ninth Wards, New Orleans East, and Central City. As shown in Map 1, 43% of NORA's remaining inventory is reserved and committed for an existing program and scattered across a large geographical area. In contrast, 40% of the remaining inventory is densely clustered in the Lower Ninth Ward. This dense cluster has a more balanced combination of both committed and uncommitted properties. This dense balance of available inventory in an underinvested, disadvantaged community creates unique development opportunities. The private market can be encouraged to invest in some of the high-risk, Low to Moderate Income areas where NORA's inventory is located with government subsidy.

Figure 1 – NORA's Committed and Uncommitted Property Inventory Map

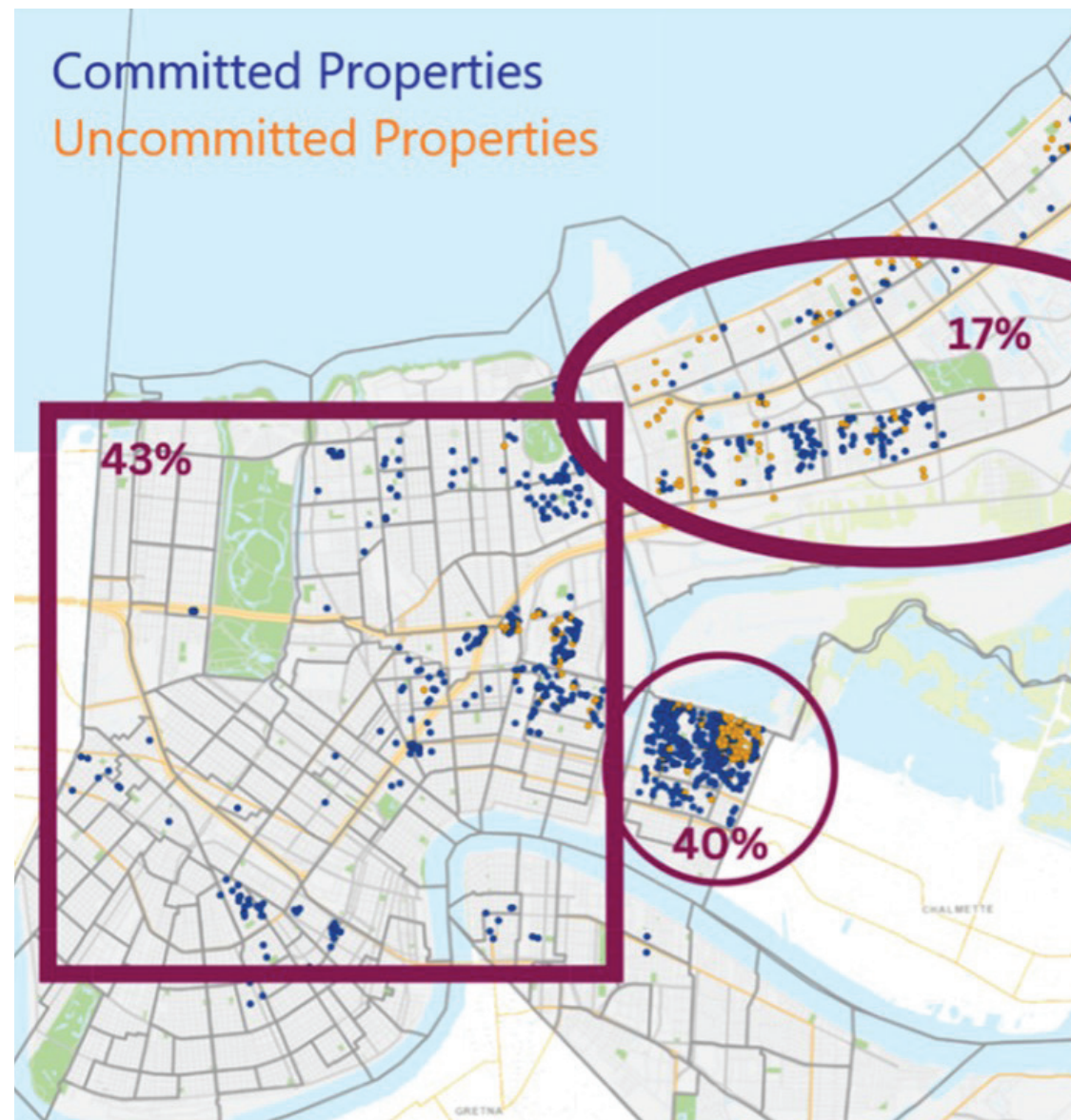


Figure 2 – Map of NORA's Committed Inventory by Reservation Group Type (as of September 11, 2023)



Approximately 15% of NORA properties are likely to remain in public sector ownership for the duration of this planning period due to title disputes, wetland characteristics, as well as current NORA-owned and operated, and leased, land stewardship sites. However, the organization has an opportunity to repurpose and reuse these properties without fully returning them to commerce for residential or commercial purposes.

At the time of development of this plan, NORA's reserved inventory is clustered across New Orleans East, the Upper Ninth Ward, the Lower Ninth Ward, and parts of Central City. As shown in Map 2, NORA's committed properties are reserved under three main disposition strategies: Auction, Lot Next Door, and Requests for Applications/Proposals (RFA/P).

Major Disposition Strategies

Auction

The auction provides members of the general public, including developers, an annual opportunity to purchase property outright at the highest bid with an agreement to redevelop the property within 18 months of transfer. NORA utilizes an annual public Expression of Interest, the Market Value Analysis, and staff analysis of market conditions to identify properties that are suitable for an annual online auction. The goal is to identify properties that have a reasonable chance of being redeveloped in the near term while avoiding speculative investment and depressing the market. Over the last ten years, the auction has been the most popular disposition type with real estate market growth and low interest rates that led to multiple auctions of hundreds of properties each year with a high redevelopment success rate.

At the time of development of this plan, rising interest rates, construction costs, and insurance costs have combined with NORA's remaining land holdings in relatively weak markets to create the most challenging environment for property auctions that the agency has seen. Going forward, NORA expects to auction approximately 100 properties each year, with an increasing number of its auction properties likely to receive minimum or no bids. NORA also expects its auction properties to experience delays in redevelopment, given current market conditions. However, auctions have historically accounted for the largest number of property transfers and remain the only disposition strategy that is likely to lead to a substantial scale of transfers and near-term development opportunities. Since auctions can be scheduled by NORA at any time, the agency exercises a high degree of control over the number and timing of auction property transactions. Therefore, NORA can directly and immediately impact the real estate markets in which it owns property through auctions.

Lot Next Door

The Lot Next Door (LND) program provides property owners with an opportunity to purchase adjacent New Orleans Redevelopment Authority (NORA) property at Fair Market Value. The owner of a residentially zoned property that shares a common boundary with a NORA owned property is eligible. Income-eligible participants (at or below 80% of Area Median Income), who have a homestead exemption for the home on the adjacent property, may receive up to \$10,000 of Growing Home credit toward the purchase price in exchange for making certain improvements to the property, such as landscaping and fencing. Over the last ten years, the LND program has been the second most popular disposition type, although annual transfers have declined significantly on average. There was increased interest during the COVID-19 pandemic, but it has not been sustained.

At the time of development of this plan, approximately 500 (less than half) of the remaining NORA inventory is believed to be eligible for purchase through the Lot Next Door due to the adjacent property occupancy requirement. It should also be noted that the vast majority of NORA's remaining inventory is in relatively weak markets and has been continuously available for purchase for LND since 2012. Going forward, NORA expects to average approximately 40 LND transfers per year, although this may be optimistic based on the recent reduction in transaction activity. Since LND transfers are voluntarily initiated by eligible third party purchasers, NORA has a low degree of control over the number and timing of LND property transactions. However, NORA will continue to proactively reach out to promote the availability of LND purchase opportunities to eligible property owners.

Request for Applications/Proposals

The Request for Applications/Proposals (RFA/P) development solicitation process makes clusters of properties available in select neighborhoods for development by experienced development teams or urban agriculture and stormwater management. Properties are typically made available at Fair Market Value (FMV) or a discounted rate in exchange for the creation of affordable housing opportunities for households at or below 80% Area Median Income. Construction financing and/or development and homebuyer subsidy may also be offered by NORA's non-profit affiliate New Orleans Redevelopment Unlimited (NORU) to provide additional support for the development of affordable housing. Affordable housing subsidies available through the Louisiana Housing Corporation and City of New Orleans Office of Community Development, including Low Income Housing Tax Credits (4% and 9%), HOME Investment Partnerships Program (HOME), and Community Development Block Grants (CDBG), are key to the development of these properties. Over the last ten years, the RFA/P development solicitation process has been the third most popular disposition type, with a significant decrease in transfers as the overall availability of affordable homeownership subsidy within the city has declined.

At the time of development of this plan, 43% of NORA's property is committed/reserved for an existing program (Property Only Solicitation and Affordable Housing Development). The vast majority of these reserved properties are set aside for fulfillment of property awards made through the RFA/P process. However, it is expected that a substantial number of these reservations will not result in property transfers as some projects are cancelled due to lack of financing. Since RFA/P transfers are only initiated by third parties when financial commitments are obtained, NORA has a low degree of control over the number and timing of RFA/P property transactions. However, NORA will continue to award properties to experienced developers to maximize the number of opportunities for projects to receive funding.



Inventory Disposition

The NORA/60 plan contemplates disposition of the vast majority of NORA's current property inventory within the five-year plan period. The planned disposition is consistent with CDBG regulations that permit the reimbursement of interim assistance property maintenance costs only within a planned three-to-four-year disposition period.

All NORA Inventory and Disposition Targets (2024-2027) would result in NORA's remaining inventory totaling a little over 200 properties by Q1 2027. By the end of 2026, NORA expects to transfer approximately 41% via Auction, 11% via Lot Next Door, 29% via RFA/P, and 1% via Swap/Sale.

Table 2 - Projected NORA Property Dispositions by Strategy (2024-2027)

Disposition Strategy	12/31/2023	12/31/2024	12/31/2025	12/31/2026	Total Transferred by 01/01/2027
Auction	100	100	100	100	400
Lot Next Door	4	45	35	40	124
RFA/P	5	100	100	100	305
Swap or Sale to Public Sector Partner	0	2	0	13	15
Total Projected Transfers	109	247	235	253	844
Remaining Inventory	947	700	465	212	212

Systemic Investment Opportunities

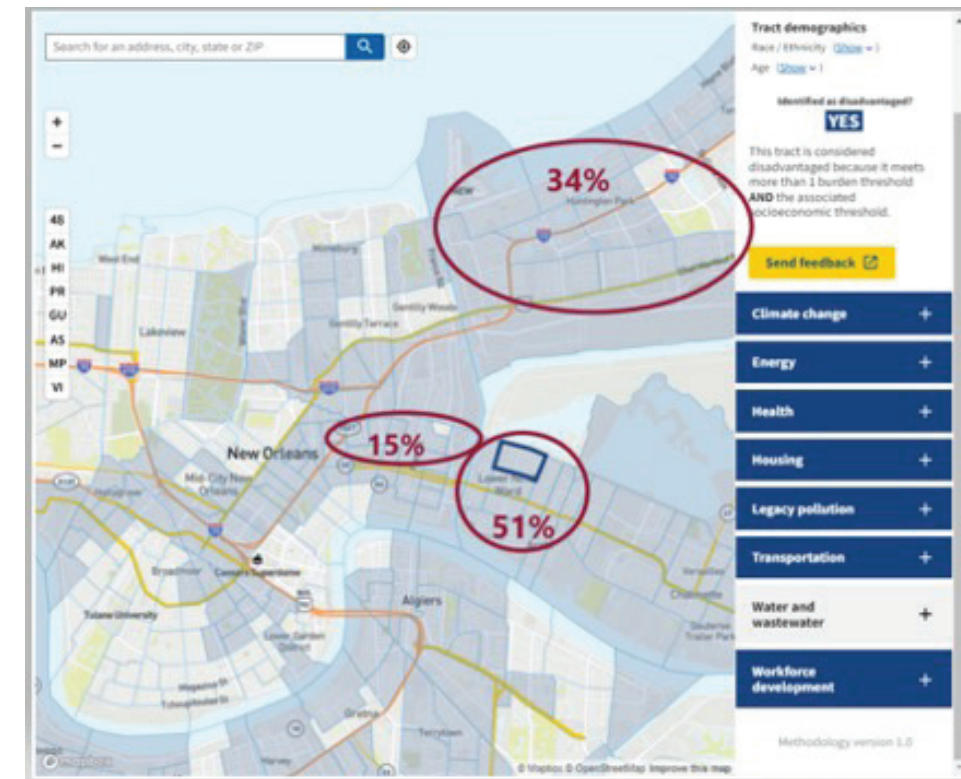
Climate Risk Analysis - Justice40

While NORA's values and core principles guide its organizational strategies, there are additional external factors that influence NORA's strategic direction and its ability to dispose of property. These include current and future economic, social, and political factors such as administrative priorities, structural funding mechanisms, and market conditions.

NORA's inventory and development goals are incredibly well-aligned with one of the current priorities for the Biden-Harris Administration, the Justice40 Initiative^[iii]. The Initiative was created to address decades of underinvestment in disadvantaged communities. It is designed to deliver 40% of the overall benefits to communities most impacted by climate change, pollution, and environmental hazards. As evidenced in NORA's inventory maps, the property inventory largely exists within the parameters defined by the Justice40 initiative and should be well-positioned for future Federal funding opportunities.

^[iii] "The Justice40 Initiative is not a one-time investment, nor a single pot of money. Rather, it is a series of changes to improve how government ensures equitable distribution of the benefits of many programs -- agencies are changing their programs to ensure the benefits reach disadvantaged communities."^[iii]

Figure 3 - NORA Owned-Available Inventory Cluster Map



NORA Inventory as of September 11, 2023 - Percentage of NORA's Uncommitted Inventory using cluster groupings based on census tracts for Uncommitted/Owned-Available property address locations
Image 3- <https://screeningtool.geoplatform.gov/en/#12.45/29.979/-90.02963>

Most of the Low-to-Moderate Income (LMI) neighborhoods in the city which meet the threshold defined by the Justice40 initiative are the same areas where most of NORA's property inventory is located. NORA's property inventory is predominantly located within priority investment areas for various federal programming across HUD^[iv], EPA^[v], FEMA^[vi] and other federal agencies. In order for NORA to transform New Orleans' key neighborhoods and corridors, NORA will need to leverage various sources of funding, including applicable Federal grants, to support its programming. Programs covered under the Justice40 initiative are defined as: a Federal Government program that falls in the scope of the Justice40 initiative because it includes investments that can benefit disadvantaged communities across one or more of the following seven areas:

- climate change
- clean energy and energy efficiency
- clean transit
- affordable and sustainable housing
- training and workforce development
- remediation and reduction of legacy pollution, and
- the development of critical clean water and wastewater infrastructure^[vii].

Using the Justice40 mapping tool, it's clear that NORA's inventory is located within areas this investment strategy considers a priority. NORA may be eligible to apply, receive, and invest these federal funds when aligned with identified federal programs.

Strategic Priority #1

Build Homes

Property Disposition & Residential Development



The first strategic priority is to build homes. The New Orleans Redevelopment Authority property inventory primarily consists of vacant, previously developed lots located in residential neighborhoods that should be disposed of as soon as practicable to support both market rate and affordable residential development.

Overview

NORA is committed to the development of residential neighborhoods to ensure that New Orleans remains a desirable and vibrant place to live for residents of all income levels. NORA auctions land to support market rate housing development where feasible. NORA also provides discounted land, construction financing, and subsidy for the development of affordable housing for Low to Moderate Income households in partnership with developers – both non-profit and for-profit – that build attractive, energy efficient, and hazard resistant homes in underinvested neighborhoods. NORA also supports homeowners through the implementation of the Community Adaptation Program (CAP) which provides funding for design and construction of green infrastructure to manage stormwater on private property. Collectively, these residential projects return property to commerce, enhance sustainability and resilience, and provide development opportunities for small businesses and generational wealth-building opportunities for families.

NORA regularly partners with the State of Louisiana, the City of New Orleans, and the Housing Authority of New Orleans to leverage and maximize various financial resources to pursue creative housing programs that support developers, home buyers, small rental landlords and renters.



Priority Objectives:

- Increase access to new affordable homeownership opportunities that build generational wealth and reduce household and community cost burdens associated with climate change
- Support existing Low to Moderate Income homeownership households with investments to decrease household and community cost burdens associated with climate change
- Leverage NORA assets to return property to commerce, create new housing opportunities, and generate revenue to support programs

Objective 1:

Increase access to affordable homeownership opportunities that build generational wealth and decrease household and community cost burdens associated with climate change

Existing Program

Neighborhood Stabilization Program 2 (NSP2)

- **Program Description:** In February 2010, NORA was awarded \$29.7 million for HUD to partner with local for-profit and nonprofit developers to create approximately 460 new units of affordable housing in targeted Neighborhood(s) across the city. NORA generate program income from the sale of homes it developed and repayment of homebuyer subsidy when homes are resold to non-qualified households. This Program Income has been retained and will be used to develop new affordable homeownership units on NORA-owned parcels in qualified Census tracts in Central City, including acquisitions made through the Strategic Acquisitions Fund. NORA has completed single family home designs and is ready to bid the projects for construction as funding allows. Due to increased construction costs, NORA does not have sufficient funding to construct multiple units simultaneously.
- **Implementation Period:** 2024-2026
- **Target Neighborhood(s):** Central City
- **Program Goal:** Up to 2 units completed
- **Proposed Funding Source(s):** NORA NSP2 Program Income
- **Funding Allocation Confidence:** High

New Programs

New Orleans Housing Investment Program (NOHIP)

- **Program Description:** The New Orleans Housing Investment Program (NOHIP) is a successor program that is very similar to the original Orleans Housing Investment Program implemented by NORA from 2017-2023 that addresses a niche in the residential housing market by assisting both developers and Low to Moderate Income (LMI) homebuyers. In the NOHIP program, NORA-owned properties are made available to qualified development teams at a discounted rate in exchange for their commitment to sell the completed homes to buyers with household incomes at or below 80% of Area Median Income (AMI). Additionally, NORU will offer construction loans of \$100,000 or more during construction and subsidy to cover any gaps that exist between the total development cost of the project and the final sales price of the home. Funds are also made available to homebuyers to fill any gaps that may exist between their first mortgage and the final sales price of the homes.
- **Implementation Period:** 2024-2026
- **Target Neighborhood(s):** Lower and Upper Ninth Ward, New Orleans East
- **Program Goal:** Up to 16 Single-Family homes reconstructed
- **Proposed Funding Source(s):** NORA CDBG Program Income, City of New Orleans CDBG Entitlement
- **Funding Allocation Confidence:** High

Double Up! Duplex Pilot

- **Program Description:** Some families that are income-eligible (at or below 80% Area Median Income) to purchase a subsidized, affordable single-family home would prefer to purchase a duplex home with the ability to rent out a unit, perhaps to provide a home for a family member or relative with an independent household or even for passive income and generational wealth creation. The Double Up! Duplex Pilot program would provide a new model of home that would be easier for both developers and Low to Moderate-Income homebuyers to finance with a modest footprint of 1,800 square feet or less that would provide a primary 2 or 3 bedroom/2 bath owner's unit attached to a studio or 1 bedroom/1 bathroom rental unit. The reduced size of the overall structure and rental unit would reduce both the sales price and reliance on projected rental income to qualify for a mortgage. The initial development and purchase would be subsidized through the program and allow the purchasing family to realize rental income and/or provide a home for a relative with an independent household. NORA would develop properties near the downtown and French Quarter job centers, where there is both a strong rental market and growing need to preserve affordability.
- **Implementation Period:** 2024-2026
- **Target Neighborhood(s):** Central City and the 7th Ward
- **Program Goals:** Up to 8 Two-Family homes reconstructed
- **Proposed Funding Source(s):** NORA CDBG Program Income, City of New Orleans CDBG Entitlement
- **Funding Allocation Confidence:** High

Resilient Homes

- **Program Description:** NORA will develop three models of resilient homes across 15 NORA-owned properties near educational and stormwater management sites within the Gentilly Resilience District. The homes will draw upon traditional architectural styles, but also exhibit best practices in hazard resilience, energy efficiency, and stormwater management. The homes were inspired by the LaHouse project on the Louisiana State University campus in Baton Rouge.
- **Implementation Period:** 2025-2027
- **Target Neighborhood(s):** Gentilly Resilience District
- **Program Goals:** Up to 15 Single-Family homes reconstructed
- **Proposed Funding Source(s):** City of New Orleans National Disaster Resilience (CDBD-NDR) Grant
- **Funding Allocation Confidence:** Medium



100 Homes in 100 Days

- **Program Description:** Affordable housing production is constrained by a conventional on-site, stick-built residential construction model that is slow, costly, and wasteful. Each convention home typically takes approximately 6 months or 180 days to build and the number that can be built simultaneously is limited by local labor availability. Since Hurricane Katrina, there have been significant developments and refinements to residential building technology that allow for homes and/or their component parts to be produced and assembled in new ways, both on and off site, to reduce production time, cost, and waste. These technologies include factory-built modular construction, on-site 3-D printing (concrete), panelized assembly kits, and others. NORA believes that these technologies can be leveraged to build each home in 100 days and that scattered site homes could be produced at a scale not seen since the initial development of the city's Neighborhood(s). This innovative affordable housing systems delivery program would allow NORA (in partnership with its non-profit affiliate New Orleans Redevelopment Unlimited, Inc) to provide secondary construction financing to multiple development partners that would implement a diverse array of building systems to produce and subsidize 100 resilient and energy-efficient homes in 100 days for families at or below 80% Area Median Income.
- **Implementation Period:** 2024 (pilot), 2026-2026
- **Target Neighborhood(s):** Upper and Lower Ninth Wards, New Orleans East
- **Program Goals:** Up to 100 Single-Family homes reconstructed
- **Proposed Funding Source(s):** City of New Orleans General Obligation Bonds, City of New Orleans - Other/TBD
- **Funding Allocation Confidence:** Low

Aligned New Orleans Redevelopment Unlimited (NORU) & Other Agency Partnership Opportunities

Small Developer Pre-Development Support

- **Need:** The qualified developer pool in New Orleans is small and the Disadvantaged Business Enterprise (DBE) developer pool is even smaller. For New Orleans to thrive and experience a more competitive affordable housing landscape, DBE developers need additional support. One of the largest hurdles for DBE Developers is access to capital.
- **Opportunity:** Organizations like Enterprise have supported local BIPOC developers with pre-development loans and operating support, but additional philanthropic funds would be welcome leverage to provide non-recourse financing for DBE developers during the pre-development stage of their affordable housing development projects. NORA's non-profit affiliate, New Orleans Redevelopment Unlimited (NORU), could partner with philanthropy to provide up to \$50,000 per developer as a grant to help cover project pre-development costs.
- **Program Goal:** Provide up to 10 grants
- **Proposed Funding Source(s):** Philanthropy in partnership with NORU
- **Funding Allocation Confidence:** Low

Objective 2:

Support existing Low to Moderate Income homeownership households with investments to decrease household and community cost burdens associated with climate change

Existing Programs

Community Adaptation Program (CAP)

- **Program Description:** NORA will continue the implementation of the Community Adaptation Program (CAP) to educate homeowners on green infrastructure, provide projects for emerging local green infrastructure businesses, and store stormwater on site for homes in the Gentilly Resilience District. The program offers participating homeowners the opportunity to access up to \$25,000 worth of residential-scale stormwater management interventions, including permeable pavement, stormwater planter boxes, tree plantings, infiltration trenches, rain barrels, and rain gardens. The city has proposed expanding the Gentilly Community Adaptation Program to make CAP grants available throughout New Orleans, rather than just the Gentilly Resilience District. Once funding becomes available for a city-wide Community Adaptation Program, NORA will carry out the expansion of the program, leveraging the insights gained from the first phase of the program in Gentilly. NORA will also utilize the expansion of CAP to support the City's goal to plant 100,000 new trees, and will focus on areas of the city where the Urban Heat Island Effect is strongest. Tree planting would be a special focus in areas where geospatial analysis shows that trees are scarcest, including Central City, Hoffman Triangle, Tremé, and Whitney. The number of households served will be contingent upon the funding allocated by the city.
- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Gentilly and Citywide
- **Program Goal:** Up to 100 residential green infrastructure projects completed
- **Proposed Funding Source(s):** City of New Orleans National Disaster Resilience (CDBD-NDR) Grant, City of New Orleans General Obligation Bonds, City of New Orleans Fee-In-Lieu of Stormwater Compliance Fund
- **Funding Allocation Confidence:** Medium



New Program

FORTIFIED Roof Replacement

- **Program Description:** The FORTIFIED Roof Replacement Program would provide grant funds for households at or below 80% of Area Median Income (AMI) to replace their roofs with an installation that meets FORTIFIED Roof criteria. FORTIFIED Roofs qualify for reduced homeowners insurance premiums and lower the cost of homeownership
- **Implementation Period:** 2025-2026
- **Target Neighborhood(s):** Citywide
- **Program Goal:** Dependent on level of funding secured
- **Proposed Funding Source(s):** NORA CDBG Program Income, City of New Orleans CDBG Entitlement, Federal Home Loan Bank (FHLB)
- **Funding Allocation Confidence:** Low



Objective 3:

Leverage NORA assets to return property to commerce, create new housing opportunities, and generate revenue to support investment in future programs

Existing Programs

Lot Next Door (LND)

- **Program Description:** A key component of the disposition strategy is the Lot Next Door Program which promotes stewardship of NORA properties that share a common boundary with a privately owned property by providing adjacent property owners an opportunity to purchase adjacent NORA lots. NORA will continue to offer credits for beautification improvements up to \$10,000 for income-eligible households at or below 80% of Area Median Income through the Growing Home Program
- **Implementation Period:** 2024-2028
- **Target Neighborhoods:** Pursuant to available NORA inventory
- **Program Goal:** Up to 125 properties transferred
- **Proposed Funding Source(s):** NORA CDBG Program Income
- **Funding Allocation Confidence:** High

Affordable Housing RFA/P Transfers

- **Program Description:** A key component of the residential development strategy is property transfers in support of NORA's Request for Applications and Proposals for affordable housing development. The number of property transfers associated with these programs is highly viable and contingent upon the receipt of qualified applications and applicant ability to secure financing.
- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Lower and Upper Ninth Wards, New Orleans East
- **Program Goal:** Up to 300 properties transferred
- **Proposed Funding Source(s):** NORA CDBG Program Income, Louisiana Housing Corporation
- **Funding Allocation Confidence:** High

Auction

- **Program Description:** A key component of the residential development strategy is the public auction that NORA will continue to use to support housing development and investment throughout the City where there is market interest and support for private sector development.
- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Pursuant to available NORA inventory
- **Program Goal:** Up to 400 properties transferred
- **Proposed Funding Source(s):** NORA CDBG Program Income
- **Funding Allocation Confidence:** High

New Program

★ Land On Demand

- **Program Description:** When the total remaining property inventory is reduced to 500 parcels, NORA will explore opportunities to make certain uncommitted properties available for purchase at Fair Market Value (FMV) on either a rolling or time-limited basis. Purchasers may be required to pay for a new appraisal and provide a deposit, development plan, and proof of financing, among other requirements. The program will be modeled on similar landbank programs nationwide.
- **Implementation Period:** 2026-2028
- **Target Neighborhood(s):** Citywide
- **Program Goal:** TBD
- **Proposed Funding Source(s):** NORA CDBG Program Income
- **Funding Allocation Confidence:** High



Strategic Priority #2

Enhance Corridors

Commercial Revitalization



The second strategic priority is to enhance corridors. The New Orleans Redevelopment Authority property inventory is located within neighborhoods around commercial corridors that should be enhanced to support economic development activity and make surrounding neighborhoods more attractive for new investment.

Overview

NORA is committed to the revitalization of commercial corridors near residential neighborhoods to ensure that New Orleans remains a desirable and vibrant place to start and grow small businesses. NORA's commercial revitalization program portfolio supports corridor revitalization through blight reduction, historic building preservation, and local economic development.

NORA remains dedicated to commercial revitalization by championing the success of our local small businesses and breathing new life into some of the city's most beloved corridors. NORA has achieved this by supporting small business transformation through façade enhancements and grants for direct operating support. NORA aims to expand its assistance within commercial corridors by introducing new programs that offer technical assistance to small businesses, marketing support, the creation of a Small Business Innovation Hub and direct support to Early Childhood Education Centers.



Priority Objectives:

- Reduce vacancy and blight along key commercial corridors
- Improve commercial building exteriors and climate change adaptation along key commercial corridors
- Support community economic development along key commercial corridors

Objective 1:

Reduce vacancy and blight along key commercial corridors.

New Programs

Re-Occupy Main Street Incentive Grants

- **Program Description:** The COVID-19 pandemic forced many small businesses to permanently shutter their operations which, in turn, significantly increased vacancy on commercial corridors across the city. Many of these corridors, particularly in Low to Moderate Income (LMI) areas, have not fully recovered their pre-pandemic business populations. The Re-Occupy Main Street Incentive Grant Program would provide grants up to \$25,000 for small businesses that occupy previously vacant commercial spaces through expansion or new business creation. Grant funds could be used to off-set mortgage interest, lease payments, utilities and/or marketing expenses for approximately 24 new or expanded businesses.
- **Implementation Period:** 2024-2026
- **Target Corridor(s):** Corridors in Low to Moderate Income Areas TBD
- **Program Goal:** 24 new or expanded businesses
- **Proposed Funding Source(s):** NORA CDBG Program Income
- **Funding Allocation Confidence:** High



Corner Commercial Rehabilitation Gap Financing

- **Program Description:** There are abandoned and vacant historic corner commercial and mixed-use buildings across the city that present an opportunity to be rehabilitated and provide neighborhood commercial and affordable housing opportunities, consistent with goals identified in the Residential Diversity Overlay Districts within the City of New Orleans Comprehensive Zoning Ordinance. NORA previously provided funding to the Vaucresson Creole Café and Apartments at 1800 St. Bernard Avenue that provides a model for a type of development that could be replicated across the city to support both small business development and Low to Moderate Income renters. NORA would provide gap financing for development in the form of a subordinate, low-interest loan.
- **Implementation Period:** 2026-2028
- **Target Location(s):** Buildings qualified as Slum/Blight or LMI Area Benefit
- **Program Goal:** TBD
- **Proposed Funding Source(s):** NORA CDBG Program Income
- **Funding Allocation Confidence:** Medium

Objective 2:

Improve commercial building exteriors and climate change adaptation along key corridors.

Existing Program

Façade RENEW 2.0

- **Program Description:** Launched in 2018, Façade Renew 2.0 is a program income funded second generation of grants for property and small business owners to revitalize storefronts and building facades on commercial corridors in Low to Moderate Income neighborhoods across the city.
- **Implementation Period:** 2024-2026
- **Target Corridor(s):** Alcee Fortier, North Broad Street, Basin Street, St. Bernard Avenue
- **Program Goal:** Up to 6 projects completed
- **Proposed Funding Source(s):** NORA CDBG Program Income
- **Funding Allocation Confidence:** High

New Programs

Façade RENEW Minor

- **Program Description:** NORA's existing storefront improvement program, Façade RENEW, is structured for large scale construction projects and funding is limited to certain corridors within the city. Façade RENEW projects generally exceeded \$50,000 and required months to complete design, environmental review, and construction. NORA consistently receives inquiries from business owners across the city seeking small grants to spruce up the front of their businesses with new paint or signage, but they are unable to qualify for the Façade RENEW program due to the location of their business and/or the limited scope of their preferred project. Façade RENEW Minor would provide grants up to \$25,000 to each storefront/business to repaint and/or install signage and lighting depending on the frontage and scope of work.
- **Implementation Period:** 2027-2028
- **Target Corridor(s):** Corridors in Low to Moderate Income Areas TBD
- **Program Goal:** Up to 50 completed projects
- **Proposed Funding Source(s):** NORA CDBG Program Income
- **Funding Allocation Confidence:** Medium



CAP for Businesses / Permeable Parking Lot Program

- **Program Description:** NORA aims to expand the Community Adaptation Program, which has historically targeted residential properties, to businesses. Impervious concrete and asphalt parking lots, one of the primary sources of high-volume stormwater runoff, will be priorities for replacement with pervious material through this program, targeting business owners who own their commercial property. Other commercial green infrastructure parking lot improvements may include the installation of bioswales, stormwater planter boxes, trees, and infiltration trenches. This initiative aims to improve flood resilience and reduce the strain on the city's stormwater infrastructure. NORA will also utilize the expansion of CAP to businesses to support the City's goal to plant 100,000 new trees, and will focus on areas of the city where the Urban Heat Island Effect is strongest. Tree planting would be a special focus in areas where geospatial analysis shows that trees are scarcest, including Central City, Hoffman Triangle, Treme, and Whitney.
- **Implementation Period:** 2027-2028
- **Target Corridor(s):** LMI Area Corridors in Gentilly and others TBD
- **Program Goal:** Up to 50 commercial green infrastructure projects completed, dependent on allocation of funding
- **Proposed Funding Source(s):** City of New Orleans National Disaster Resilience (CDBD-NDR) Grant, City of New Orleans General Obligation Bonds, City of New Orleans Fee-In-Lieu of Stormwater Compliance Fund
- **Funding Allocation Confidence:** Low



Objective 3:

Support community economic development along key commercial corridors.

New Programs

Low to Moderate Income (LMI) Area Small Business Marketing Program

- **Program Description:** NORA has observed through the implementation of its economic development programs that small businesses typically lack both the expertise to develop a marketing strategy and sufficient free cash flow to invest in critical marketing to establish and maintain a customer base. The LMI Area Small Business Marketing Program will provide marketing strategy development and implementation to commercial business owners in targeted commercial districts. The LMI Area Small Business Marketing Program is a pilot initiative being implemented with the goal of supporting and better leveraging revitalization efforts taking place along designated LMI commercial corridors, including those corridors currently participating in other NORA commercial corridor programs.
- **Implementation Period:** 2024-2026
- **Target Corridor(s):** Corridors in Low to Moderate Income Areas TBD
- **Program Goal:** Provide marketing support for up to 50 small businesses
- **Proposed Funding Source(s):** NORA CDBG Program Income
- **Funding Allocation Confidence:** High

Small Business Assistance Grant Program 2.0

- **Program Description:** Businesses located in LMI Corridors that are in good standing and have successfully participated in the original Small Business Assistance Grant, LMI Area Small Business Marketing, Façade RENEW 2.0 and Façade RENEW Minor, and Re-Occupy Main Street Incentive programs will be invited to apply for additional grant funding up to an additional \$25,000 each to cover rent/mortgage interest, utilities, and marketing for an additional 6-month period.
- **Implementation Period:** 2027-2028
- **Target Corridor(s):** Corridors in Low to Moderate Income Areas TBD
- **Program Goal:** Provide grants for up to 50 small businesses
- **Proposed Funding Source(s):** NORA CDBG Program Income
- **Funding Allocation Confidence:** Medium



Aligned NORU & Other Agency Partnership Opportunities

Early Childhood Education (ECE) Facilities Maintenance and Expansion

- **Program Description:** NORA will design and implement a program for the maintenance, expansion, and development of early childhood education facilities in partnership with Agenda for Children, the designated administrator of funds on behalf of the City of New Orleans. The Early Childhood Education Facilities Maintenance and Expansion program is proposed as a forgivable grant program with a five-year term for implementation. NORA has proposed that participants be paid in tiers based on the level of need.
- **Implementation Period:** 2024-2027
- **Target Neighborhood(s):** Citywide with expected emphasis on New Orleans East and Algiers
- **Program Goal:** Provide grants to up to 50 Early Childhood Education Facilities
- **Proposed Funding Source(s):** City of New Orleans ECE Property Tax Millage
- **Funding Allocation Confidence:** Medium

Small Business Innovation Hub

- **Need:** Existing business support spaces and programs are focused on industry and sector-specific entrepreneurs. The service and retail businesses that occupy corridors in Low to Moderate Income neighborhoods do not have access to similar supportive spaces and programming.
- **Opportunity:** NORA will focus on the creation of a Small Business Innovation Hub which will provide a place for small business owners to gather, learn and grow together. The goal of the Innovation Hub will be to accelerate existing businesses and incubate new ones while also serving as a potential community center and event space. Location opportunities for the Innovation Hub include ground floor commercial space at 1429 St. Bernard Avenue, 1141 Esplanade Avenue, or 1409 Oretha Castle Haley Boulevard, if available. The Innovation Hub would be supported by philanthropy administered by New Orleans Redevelopment Unlimited (NORU) and operated by a partner.
- **Program Goal:** Identify operating partner, secure space, and develop and host Small Business Technical Assistance Information sessions (described below).
- **Proposed Funding Source(s):** Philanthropy in partnership with NORU
- **Funding Allocation Confidence:** Low

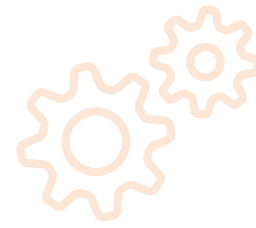
Small Business Technical Assistance Info Sessions

- **Need:** During the management of the Small Business Micro-lending Grant Program, NORA observed a lack of fundamental technical knowledge from many of the participating businesses. This program intends to fill this skill gap and provide Low to Moderate Income Corridor businesses with access to technical skills and knowledge they may not otherwise have the resources to acquire.
- **Opportunity:** NORA can provide technical assistance classes and informational sessions that will be available to all businesses located in NORA identified LMI corridors. These classes/sessions will include business accounting, marketing, etc. to allow businesses to start-up, grow or expand their business. The goal is to start these sessions at various locations in the commercial corridors and eventually host these sessions in the Innovation Hub once it is opened. The info sessions would be supported by philanthropy administered by New Orleans Redevelopment Unlimited (NORU).
- **Program Goal:** NORA will host up to 2 sessions each year
- **Proposed Funding Source(s):** Philanthropy in partnership with NORU
- **Funding Allocation Confidence:** Low

Strategic Priority #3

Strengthen Neighborhoods

Land Stewardship & Strategic Redevelopment



The third strategic priority is to strengthen neighborhoods. The New Orleans Redevelopment Authority and other public agencies own properties at high opportunity locations and within neighborhoods that provide opportunities for new catalytic private sector investment.

Overview

NORA is committed to strengthening key neighborhoods through continued high-level maintenance of NORA's property inventory to prepare for new investment and strategic redevelopment initiatives. NORA partnerships with other public agencies and private companies are central to the redevelopment of key sites across the city. NORA will continue to use strategic acquisition, disposition, and development concepts in alignment with our agency values to strengthen neighborhoods.

NORA maintains its available and uncommitted property inventory, offers lease-to-purchase opportunities, and permits development alternatives as a transitional or permanent use. Alternative land uses include privately-funded projects, like urban agriculture, and publicly-funded green infrastructure installations, like detention basins, on NORA property.



Priority Objectives:

- Repurpose and transform large-scale, high-opportunity, and publicly-owned sites
- Expand development alternatives that enhance neighborhood character and climate change adaptation
- Strategically acquire key properties to support catalytic redevelopment programs and projects

Objective 1:

Repurpose and transform large-scale, high-opportunity, and publicly-owned sites

Existing Programs

St. Bernard Circle Redevelopment

- Program Description: NORA purchased approximately 2 acres of vacant property near the intersection of St. Bernard and N. Claiborne Avenues between 2019 and 2021. The redevelopment of these properties is contemplated in three phases:

Phase I: St. Bernard Circle Apartments at 1429 St. Bernard Avenue

- **Implementation Period:** 2024-2025
- **Target Neighborhood:** 7th Ward
- **Project Goals:** 51 unit mixed-income apartment complex with ground floor retail
- **Proposed Funding Source(s):** City of New Orleans – Other/TBD, Louisiana Housing Corporation, Philanthropy
- **Funding Allocation Confidence:** High

Phase II: Affordable Homeownership at 1646-1660 N. Robertson Street

- **Implementation Period:** 2024-2026
- **Target Neighborhood:** 7th Ward
- **Project Goals:** 5 affordable homeownership opportunities
- **Proposed Funding Source(s):** NORA CDBG Program Income (via NOHIP and/or Double Up! Duplex Pilot)
- **Funding Allocation Confidence:** High

Phase III: Commercial or Mixed-Use Development at 1505 St. Bernard Avenue and 1600 N. Claiborne Avenue

- **Implementation Period:** 2024-2028
- **Target Neighborhood:** 7th Ward
- **Project Goals:** New commercial or mixed-use development
- **Proposed Funding Source(s):** TBD
- **Funding Allocation Confidence:** Low

City of New Orleans Redevelopment Framework

- **Program Description:** Partnership with the City of New Orleans wherein NORA leases, for 99 years, City-owned property, solicits a developer to redevelop the site, and oversees the redevelopment to meet affordable housing and/or economic development goals. NORA sublease rent may, overtime, become a modest source of unrestricted NORA funding. Over the next 5 years, NORA plans to lead the redevelopment of at least four key properties under this program: 2314 Louisiana Avenue, 1141 Esplanade Avenue, 2600 S. Broad Street, and 2908-34 Tulane Avenue.

2314 Louisiana Avenue

- **Implementation Period:** 2024-2025
- **Target Neighborhood:** Milan
- **Project Goals:** 7 affordable rental units with ground floor early childhood education
- **Proposed Funding Source(s):** City of New Orleans Entitlement CDBG, City of New Orleans – Other/TBD
- **Funding Allocation Confidence:** Medium

1141 Esplanade Avenue

- **Implementation Period:** 2024-2026
- **Target Neighborhood:** 7th Ward
- **Project Goals:** 50 unit mixed-income apartment complex with ground floor retail
- **Proposed Funding Source(s):** City of New Orleans Entitlement CDBG, City of New Orleans – Other/TBD, Louisiana Housing Corporation
- **Funding Allocation Confidence:** Medium

2600 S. Broad Street

- **Implementation Period:** 2024-2028
- **Target Neighborhood:** Central City
- **Project Goals:** TBD
- **Proposed Funding Source(s):** City of New Orleans – Other/TBD
- **Funding Allocation Confidence:** Low

2908-34 Tulane Avenue

- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Mid City
- **Project Goals:** TBD units Permanent Supportive Housing
- **Proposed Funding Source(s):** City of New Orleans -- American Rescue Plan Act, City of New Orleans – Other/TBD, Louisiana Housing Corporation
- **Funding Allocation Confidence:** Medium

Six Flags Redevelopment

- **Program Description:** NORA acquired approximately 230 acres of former amusement park and vacant property near the intersection of Interstate 10 and Michoud Boulevard from the Industrial Development Board of the City of New Orleans in 2023. The property was awarded to Bayou Phoenix as part of a competitive Request for Qualifications and Proposals process administered by the City of New Orleans prior to NORA's acquisition of the property. The NORA Board of Commissioners has approved a master plan for the redevelopment of the property that contemplates the development of a film and television studio, indoor and outdoor youth sports facilities, hotels, various entertainment venues, and a water park, across multiple phases.
- **Implementation Period:** 2024-2028
- **Target Neighborhood:** New Orleans East
- **Project Goals:** As described in the Bayou Phoenix Master Plan
- **Proposed Funding Source(s):** City of New Orleans General Obligation Bonds, City of New Orleans – Other/TBD
- **Funding Allocation Confidence:** Unknown



New Program

★ Public Property Redevelopment

- **Program Description:** NORA will partner with public entities within New Orleans for the redevelopment of publicly owned properties for public benefit, including affordable housing and/or economic development goals, similar to the existing City of New Orleans Redevelopment Framework. NORA sublease rent may, over time, become a modest source of unrestricted NORA funding. For the first phase of the new program, NORA will explore a partnership with NOLA Public Schools.
- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Citywide
- **Program Goals:** TBD by project
- **Proposed Funding Source(s):** City of New Orleans -- Other/TBD
- **Funding Allocation Confidence:** Low

Objective 2:

Expand development alternatives that enhance neighborhood character and adaptation to climate change

Existing Program

Growing Green

- **Program Description:** The Growing Green program enables the public to lease NORA property for purposes like community gardens, urban agriculture, and pocket parks. Interested individuals need to complete an application, including project details. Once approved, participants can lease the property for three years with an option to purchase after the third year, provided they've successfully completed their project and maintained and insured the property during the lease period. Properties are regularly inspected for compliance and upkeep, and applications are accepted continuously.
- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Pursuant to NORA inventory
- **Program Goal:** Up to 25 properties transferred
- **Proposed Funding Source:** NORA CDBG Program Income
- **Funding Allocation Confidence:** High

New Programs

Better Block

- **Program Description:** NORA aims to boost the disposition of available NORA-owned lots to responsible neighborhood residents through an expansion of the Lot Next Door Program. This program would allow for neighbors to acquire NORA-owned property that is within their city block for the purposes of lot beautification and/or stormwater management. NORA will offer credits for beautification improvements up to \$10,000 for income-eligible households at or below 80% of Area Median Income through the Growing Home Program. Business and individuals above 80% would be required to install storm-water management improvements on the lot.
- **Implementation Period:** 2026-2028
- **Target Neighborhood(s):** Pursuant to available NORA inventory
- **Program Goal:** Up to 50 properties transferred
- **Proposed Funding Source(s):** NORA CDBG Program Income
- **Funding Allocation Confidence:** High

Urban Forest

- **Program Description:** The existing NORA Green program will transition to a primary focus on urban forest development. This initiative aligns seamlessly with the city's Reforestation Plan, Hazard Mitigation Plan, and Climate Action Plan, underscoring NORA's commitment to partnering with the City of New Orleans to address environmental concerns like the Urban Heat Island Effect and stormwater management. NORA properties facing title issues, which are unlikely to be sold, can be transformed into low maintenance urban forests.
- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Pursuant to clouded title inventory
- **Program Goal:** Up to 10 lots planted as urban forests
- **Proposed Funding Source:** NORA CDBG Program Income
- **Funding Allocation Confidence:** High



Objective 3:

Strategically acquire key properties to support catalytic redevelopment programs and projects

Existing Programs

Abandoned Property Program

- **Program Description:** NORA utilizes its priority bid at tax sales and code lien foreclosures to acquire property within target areas and corridors to support existing NORA programs or other public development strategies.
- **Implementation Period:** 2024
- **Target Neighborhood(s):** Lower Ninth Ward
- **Program Goal:** Acquisition of up to 15 properties
- **Proposed Funding Source:** City of New Orleans -- Other (Neighborhood Housing Improvement Fund)
- **Funding Allocation Confidence:** High

New Programs



Target Acquisition Fund

- **Program Description:** In coordination with the City of New Orleans, NORA will lead the acquisition of target properties that are especially large or prominent sources of blight or vacancy in New Orleans.
- **Implementation Period:** 2026-2028
- **Target Neighborhood(s):** Lower Ninth Ward, New Orleans East, and others TBD
- **Program Goal:** TBD
- **Proposed Funding Source:** City of New Orleans General Obligation Bond
- **Funding Allocation Confidence:** Low

Appendix A: Programmatic Tables

	PROPOSED TIMELINE				
	Year	2024	2025	2026	2027
BUILD HOMES					
Neighborhood Stabilization Program 2 (NSP2)	●	●	●		
New Orleans Housing Investment Program (NOHIP)	●	●	●		
Double Up! Duplex Pilot	●	●	●		
Resilient Homes		●	●	●	
★ 100 Homes in 100 Days			●	●	●
Community Adaptation Program (CAP)	●	●	●	●	●
FORTIFIED Roof Replacement		●	●		
Lot Next Door (LND)	●	●	●	●	●
Affordable Housing RFA/P	●	●	●	●	●
Auction	●	●	●	●	●
★ Land On Demand			●	●	●
ENHANCE CORRIDORS					
Re-Occupy Main Street Incentive Grants	●	●	●		
★ Corner Commercial Rehabilitation Gap Financing			●	●	●
Façade RENEW 2.0	●	●	●		
Façade RENEW Minor				●	●
★ CAP for Businesses / Permeable Parking Lots				●	●
LMI Areas Small Business Marketing	●	●	●		
Small Business Assistance Grants 2.0				●	●
STRENGTHEN NEIGHBORHOODS					
St. Bernard Circle Development	●	●	●	●	●
City of New Orleans Redevelopment Framework	●	●	●	●	●
Six Flags Redevelopment	●	●	●	●	●
★ Public Property Redevelopment	●	●	●	●	●
Growing Green	●	●	●	●	●
Better Block			●	●	●
Urban Forest	●	●	●	●	●
Abandoned Property Program	●				
★ Target Acquisition Fund	●	●	●	●	●



Program Active



Bold New Program

PROGRAMS		STRATEGIC PRIORITIES								
		BUILD HOMES Property Disposition & Residential Development			ENHANCE CORRIDORS Commercial Revitalization			STRENGTHEN NEIGHBORHOODS Land Stewardship & Strategic Redevelopment		
		Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2	Objective 3
Existing	New	Increase Access to Affordable Homeownership Opportunities	Support existing LMI homeownership households	Leverage NORA property assets	Reduce vacancy and blight	Improve commercial building exteriors and climate change adaptation	Support community economic development	Repurpose and transform large-scale, high-opportunity, publicly-owned sites	Expand development alternatives that enhance neighborhood character and climate change adaptation	Strategically acquire key properties to support catalytic redevelopment
Neighborhood Stabilization Program 2 (NSP2)		●		●						
	New Orleans Housing Investment Program (NOHIP)	●		●						
	Double Up! Duplex Pilot	●		●						
	Resilient Homes	●		●						
	★ 100 Homes in 100 Days	●		●						
Community Adaptation Program (CAP)			●							
	FORTIFIED Roof Replacement		●							
Lot Next Door (LND)			●		●					
Affordable Housing RFA/P		●		●						
Auction				●						
	★ Land On Demand			●						
	Re-Occupy Main Street Incentive Grants				●		●			
	★ Corner Commercial Rehabilitation Gap Financing				●	●	●			
Façade RENEW 2.0					●	●	●			
	Façade RENEW Minor				●	●	●			
	★ CAP for Businesses / Permeable Parking Lots					●				
	LMI Areas Small Business Marketing						●			
	Small Business Assistance Grants 2.0						●			
St. Bernard Circle Development								●	●	
City of New Orleans Redevelopment Framework								●	●	
Six Flags Redevelopment								●		●
	★ Public Property Redevelopment							●	●	●
Growing Green									●	
	Better Block								●	
	Urban Forest								●	
Abandoned Property Program									●	●
	★ Target Acquisition Fund								●	●

- Primary Impact of Program
- Secondary Impact of Program
- ★ Bold New Program

	PROPOSED FUNDING SOURCES															
	Funding Allocation Confidence	NORA		City of New Orleans						State of Louisiana			Federal Government			Philanthropy
		Community Development Block Grant (CDBG) Program Income	Neighborhood Stabilization Program (NSP2) Program Income	CDBG Annual Entitlement (CDBG)	CDBG Disaster Recovery (CDBG-DR) [Hurricane Ida]	National Disaster Resilience Grant (CDBG-NDR)	American Rescue Plan Act (ARPA)	General Obligation Bonds	Fee-In-Lieu of Stormwater Management Compliance	Other/TBD	Low Income Housing Tax Credits (LIHTC)	CDBG (Entitlement or Disaster)	Other/TBD	Federal Home Loan Bank (FHLB)	Community Development Financial Institutions (CDFI) Fund	Other/TBD
BUILD HOMES																
Neighborhood Stabilization Program 2 (NSP2)	High		●													
New Orleans Housing Investment Program (NOHIP)	High	●		●						⦿	⦿			⦿		
Double Up! Duplex Pilot	High	●		●						⦿	⦿			⦿		
Resilient Homes	Medium				●					⦿	⦿			⦿		
★100 Homes in 100 Days	Low							●		⦿	⦿			⦿		
Community Adaptation Program (CAP)	Medium				●		●	●								
FORTIFIED Roof Replacement	Low	●		●	⦿							⦿	●			
Lot Next Door (LND)	High	●														
Affordable Housing RFA/P	High	●								●	●			⦿		
Auction	High	●														
★Land On Demand	High	●														
ENHANCE CORRIDORS																
Re-Occupy Main Street Incentive Grants	High	●		⦿	⦿		⦿									
★Corner Commercial Rehabilitation Gap Financing	Medium	●		⦿			⦿	⦿				⦿		⦿		
Façade RENEW 2.0	High	●		⦿			⦿									
Façade RENEW Minor	Medium	●		⦿			⦿									
★CAP for Businesses / Permeable Parking Lots	Low				⦿		⦿	●	●							
LMI Areas Small Business Marketing	High	●		⦿	⦿		⦿									⦿
Small Business Assistance Grants 2.0	Medium	●		⦿	⦿		⦿									⦿
STRENGTHEN NEIGHBORHOODS																
St. Bernard Circle Development	High	●		⦿						●	●		⦿	⦿		●
City of New Orleans Redevelopment Framework	Medium			●			●			●	●					
Six Flags Redevelopment	Unknown			⦿				●				⦿		⦿		
★Public Property Redevelopment	Low			⦿						⦿	⦿	⦿				⦿
Growing Green	High	●														⦿
Better Block	High	●														
Urban Forest	High	●							⦿							⦿
Abandoned Property Program	High															●
★Target Acquisition Fund	Low							●								⦿

- Known Funding Opportunity
- ⦿ Research Funding Opportunity
- ★ Bold New Program

Funding Source Descriptions

NORA

- Community Development Block Grant (CDBG) Program Income – funds generated from the lease and sale of NORA properties and repayment of NORA loans
- NSP2 Program Income – funds generated from the sale or resale of properties that received investment through the Neighborhood Stabilization Program 2

City of New Orleans

- CDBG Annual Entitlement (CDBG) – formula-based annual grant from the United States Department of Housing and Urban Development to the City of New Orleans for community development projects, available citywide
- CDBG Disaster Recovery (CDBG-DR) – direct one-time grant allocation from the United States Department of Housing and Urban Development to the State of Louisiana for disaster recovery, allocated to the City of New Orleans as a Subrecipient
- National Disaster Resilience Grant (CDBG-NDR) – competitive one-time grant from the United States Department of Housing and Urban Development to the City of New Orleans for resilience projects, available within Gentilly (Gentilly Resilience District)
- American Rescue Plan Act – formula-based one-time grant from the United States Department of the Treasury to the City of New Orleans for COVID-19 pandemic recovery, available citywide
- General Obligation Bonds – revenue from bonds sold by the Board of Liquidation, City Debt for non-revenue generating projects, available citywide
- Fee-In-Lieu of Stormwater Management Compliance – fee revenue collected by the Department of Safety & Permits for projects where Stormwater Code compliance is impractical or impossible, available citywide
- Other/TBD – including, but not limited to, General Fund, Neighborhood Housing Improvement Fund, Urban Development Action Grant, and other revenue sources

State of Louisiana

- Low Income Housing Tax Credits (LIHTC) – 4% non-competitive or 9% competitive tax credit incentive awarded to support the construction or rehabilitate affordable housing via the Louisiana Housing Corporation
- Community Development Block Grant – formula annual Entitlement or direct one-time Disaster Recovery grant allocation via the Louisiana Housing Corporation of the State of Louisiana Office of Community Development via the City of New Orleans
- Other/TBD – including, but not limited to, Capital Outlay, Fortify Homes, New Markets Jobs Act, and other revenue sources

Federal Government

- Federal Home Loan Bank (FHLB) – funding provided via programs including, but not limited to, the Affordable Homes Program, Fortified Fund, and others
- Community Development Financial Institutions (CDFI) Fund – funding provided via programs including, but not limited to, the Capital Magnet Fund for affordable housing and New Markets Tax Credits for economic development
- Other/TBD – including, but not limited to, Infrastructure Investment and Jobs Act, and other revenue sources

Philanthropy

- TBD – including, but not limited to, program-related investments from minor and major local, regional, and national philanthropic organizations, likely in partnership with non-profit affiliate New Orleans Redevelopment Unlimited, Inc.

Funding Source	FIVE YEAR FINANCIAL FORECAST / PROGRAM EXPENDITURE PROJECTIONS					Program Total
	2024	2025	2026	2027	2028	
NORA CDBG PROGRAM INCOME (PI) BEGINNING BALANCE	\$ 17,000,000	\$ 13,650,000	\$ 9,101,000	\$ 4,982,000	\$ 2,888,000	
BUILD HOMES						
Neighborhood Stabilization Program 2 (NSP2)	\$ 400,000	\$ 100,000	\$ 220,000			\$ 720,000
New Orleans Housing Investment Program (NOHIP)	\$ 400,000	\$ 800,000	\$ 800,000			\$ 2,000,000
Double Up! Duplex Pilot	\$ 300,000	\$ 600,000	\$ 600,000			\$ 1,500,000
Resilient Homes		\$ 2,000,000	\$ 4,000,000	\$ 400,000		\$ 6,400,000
★100 Homes in 100 Days			\$ 1,500,000	\$ 2,500,000	\$ 3,000,000	\$ 7,000,000
Community Adaptation Program (CAP)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
FORTIFIED Roof Replacement		\$ 500,000	\$ 500,000			\$ 1,000,000
IA Interim Assistance (Asset Management/Disposition/Compliance)						
Lot Next Door (LND)	\$ 3,400,000	\$ 3,250,000	\$ 3,100,000	\$ 2,950,000	\$ 2,800,000	\$ 15,500,000
Affordable Housing RFA/P						
Auction						
★Land On Demand						
ENHANCE CORRIDORS						
Re-Occupy Main Street Incentive Grants	\$ 150,000	\$ 375,000	\$ 225,000			\$ 750,000
★Corner Commercial Rehabilitation Gap Financing			\$ 600,000	\$ 1,200,000	\$ 1,200,000	\$ 3,000,000
Façade RENEW 2.0	\$ 100,000	\$ 300,000	\$ 100,000			\$ 500,000
Façade RENEW Minor				\$ 100,000	\$ 300,000	\$ 400,000
★CAP for Businesses / Permeable Parking Lots				\$ 1,000,000	\$ 2,500,000	\$ 3,500,000
LMI Areas Small Business Marketing	\$ 150,000	\$ 300,000	\$ 300,000			\$ 750,000
Small Business Assistance Grants 2.0				\$ 100,000	\$ 200,000	\$ 300,000
STRENGTHEN NEIGHBORHOODS						
St. Bernard Circle Development	IA	IA	IA	IA	IA	NA
City of New Orleans Redevelopment Framework	\$ 300,000	\$ 300,000	\$ 8,400,848	TBD	TBD	\$ 9,000,848
Six Flags Redevelopment	\$ 475,000	\$ 475,000	TBD	TBD	TBD	\$ 950,000
★Public Property Redevelopment	TBD	TBD	TBD	TBD	TBD	TBD
Growing Green	IA	IA	IA	IA	IA	
Better Block			IA	IA	IA	
Urban Forest	IA	IA	IA	IA	IA	
Abandoned Property Program	\$ 25,000					\$ 25,000
★Target Acquisition Fund	\$ 200,000	\$ 800,000	\$ 1,000,000	\$ 4,000,000	\$ 4,000,000	\$ 10,000,000
Total Program Expenditures	\$ 6,900,000	\$ 10,800,000	\$ 22,345,848	\$ 13,250,000	\$ 15,000,000	\$ 68,295,848
Committed Funds	\$ 5,700,000	\$ 6,500,000	\$ 13,745,848	\$ 2,950,000	\$ 2,800,000	
Total NORA CDBG PI Expenditures	\$ 4,500,000	\$ 5,625,000	\$ 5,125,000	\$ 2,950,000	\$ 2,800,000	\$ 21,000,000
Property Sales Proceeds	\$ 1,000,000	\$ 900,000	\$ 800,000	\$ 650,000	\$ 500,000	\$ 3,850,000
Commercial Disaster Loan Payments	\$ 150,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 850,000
Ground Lease Payments		\$ 1,000	\$ 31,000	\$ 31,000	\$ 56,000	\$ 119,000
NORA CDBG PROGRAM INCOME END OF YEAR BALANCE	\$ 13,650,000	\$ 9,101,000	\$ 4,982,000	\$ 2,888,000	\$ 819,000	NA

IA -- Interim Assistance Expenditures

Green Font -- Committed Funds

★ Bold New Program

Appendix B: Plans Reviewed & References

Plans Reviewed

AIA Communities by Design New Orleans R/UDAT Report – The Lower Ninth Ward https://issuu.com/aiacxd/docs/19_report_final_8.7.18

City of New Orleans Hazard Mitigation Plan (2020) <https://ready.nola.gov/NOLAReady/media/Assets/Hazard%20Mitigation%20Plan/2020-City-of-New-Orleans-Hazard-Mitigation-Plan.pdf>

City of New Orleans Office of Community Development Consolidated Annual Action Plan (2022-2026) <https://nola.gov/getattachment/Community-Development/Consolidated-Annual-Action-Plan/FINAL-2022-2026-OCD-Consolidated-Annual-Action-Plan-8-15-22.pdf/>

City of New Orleans Pre-Disaster Recovery Framework <http://ready.nola.gov/NOLAReady/files/d9/d9b9bfeb-8e5f-40a4-b6bd-2a9fd1d35d58.pdf>

City of New Orleans Resilient New Orleans Strategy <http://www.resilientnola.org>

Housing Authority of New Orleans (HANO) 2022 Annual PHA Plan hano.org/plans/2022/AnnualPHA2022.pdf

HousingNOLA 2022 Housing for All Action Plan 2022-Housing-For-All-Action-Plan-9-14-Interactive.pdf (housingnola.org)

Net Zero by 2050 – A Priority List for Climate Action in New Orleans <https://nola.gov/nola/media/Climate-Action/2022/Net-Zero-by-2050-A-Priority-List-for-Climate-Action-in-New-Orleans.pdf>

References

[i] Active Inventory report produced by NORA, June 2023

[ii] Climate Adaptation and EPA's Role – <https://www.epa.gov/climate-adaptation/climate-adaptation-and-epas-role>

[iii] What does Justice40 mean for communities? – <https://www.whitehouse.gov/environmentaljustice/justice40/#:~:text=What%20does%20the,reach%20disadvantaged%20communities>

[iv] HUD Programs under Justice40 – https://www.hud.gov/press/press_releases_media_advisories/HUD_No_22_132#:~:text=Covered%20programs%20list,Persons%20with%20AIDS%20%E2%80%A0

[v] EPA Programs under Justice40 – <https://www.epa.gov/system/files/documents/2022-07/Justice40%20Initiative%20Covered%20Programs%20List%20for%20EPA.pdf>

[vi] FEMA Programs under Justice40 – <https://www.fema.gov/press-release/20220715/fema-announces-programs-included-biden-harris-administrations-justice40#:~:text=Programs%20in%20FEMA,from%20natural%20hazards.>

[vii] Justice40 Covered Programs list – https://www.whitehouse.gov/wp-content/uploads/2023/04/Justice40-Covered-Programs-List_v1.4_04-20-2023.pdf



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