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On the Right Track: A Framework for Evaluating Commercial Corridor Revitalization in New Orleans

Alena Anderson
aanders5@uno.edu

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On the Right Track: A Framework for Evaluating Commercial Corridor Revitalization in New Orleans

A Thesis

Submitted to the Graduate Faculty of the
University of New Orleans
in partial fulfillment of the
requirements for the degree of

Master of Urban and Regional Planning

By

Alena A. Anderson

B.A. Tulane University, 2010

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Abstract

The purpose of this thesis is to provide leaders with a clear explanation of commercial corridor revitalization, standard for evaluation, and justification for the support of existing and future commercial corridor revitalization districts in New Orleans, LA. This thesis begins with a definition of commercial corridor revitalization and discussion of how it has been applied in New Orleans, LA. A standard framework for commercial corridor revitalization development and assessment is also established with several steps for implementation included. To test the feasibility, significance and relevance of the proposed framework, all of the steps mentioned were implemented in the New Orleans East Town Center Case Study. Key findings of this research may contribute to the providing a tool that evaluates criteria for evaluating city-wide policies to support the sustainability and vitality of existing and future commercial corridor revitalization districts in New Orleans, LA.

Keywords: commercial corridor revitalization; economic development; neighborhood planning; community planning and assessment

Chapter I: Introduction

Project Overview

Commercial corridor revitalization is a local economic development strategy designed to transform underutilized neighborhood commercial districts into thriving, safe, walkable locales for sustainable commerce and community engagement. One of the major deterrents of suburbanization in the 1970's was the deterioration of urban neighborhood commercial districts. Beginning in the 1980s, there has been a greater focus on a national and local level to restore main streets of commercial activity in distressed urban neighborhoods.

The rejuvenation of commercial and community engagement nodes in the historic and culturally diverse neighborhoods of New Orleans has been an important component of the Hurricane Katrina recovery effort and the master planning process. Several commercial corridors have gained a lot of interest from city officials, community stakeholders, business owners and other professionals. Due to the diversity of neighborhoods, issues, residents and infrastructure, standard means of assessing the potential and progress of these programs has yet be established(Anderson, Thompson, 2012)¹. This thesis attempts to provide a standard framework for evaluating commercial corridor revitalization.

Purpose

The purpose of this thesis is to provide local government agencies, economic development organizations and community stakeholders with the necessary framework for understanding, assessing and supporting commercial corridor revitalization efforts in New Orleans, LA. Through the analysis of neighborhood characteristics, existing infrastructure conditions and market potential of designated target commercial corridor zones, policymakers will have the

necessary information to make decisions that are most conducive to that particular corridor as well as benchmark success and failures over time.

Research Questions

Outlined below are the guiding questions that frame this research.

Research Question (RQ) 1: How are national commercial corridor revitalization initiatives applied and evaluated in communities around the country?

RQ1A: What is commercial corridor revitalization and what is the extent of the academic literature available on the topic?

RQ1B: What are the fundamental principles, organizational structure and specific strategies for the implementation proposed by national commercial corridor revitalization programs?

RQ1C: What standard tools and/or guidelines are suggested for the implementation of these programs, especially with communities with unique and/or difficult circumstances potentially impeding success?

RQ1D: How have or can these tools be applied to commercial corridors in New Orleans?

Research Question (RQ) 2: How can strategies for standardized assessment of commercial corridor revitalization be achieved?

RQ2A: What are the specific neighborhood characteristics, infrastructure conditions and market potential indicators affecting a target commercial corridor revitalization district in New Orleans East?

RQ2B: How will the results of this assessment impact city-wide policies and funding of commercial corridor revitalization initiatives in New Orleans?

Contents and Methodology

This thesis consists of seven chapters. The review of academic literature related to the various research questions is incorporated throughout the paper.

Information from local press and websites were also included to provide more background information and help answer (RQ1, RQ1A, RQ1B, RQ1C, and RQ1D). Data from public and private databases and original field research were necessary to answer the remaining research questions (RQ2, RQ2A, and RQ2B). Public participation application of Geographic Information Systems (GIS) was used to exemplify specific infrastructure conditions as part of the *New Orleans East Town Center Case Study*.

In Chapter 2, the concept of commercial corridor revitalization is defined and the efforts of the main supporters of this type of economic development strategy are explored in substantial detail. The mission, organizational structure and application in urban communities provide the necessary information to answer RQ 1, RQ1A, and RQ1B.

In Chapter 3, a list of specific assessment tools or steps for evaluation of commercial corridor revitalized are presented. This list of assessment tools or evaluation steps reflect components presented in Chapter 2 and key topics studied addressed in recent market studies of New Orleans commercial/ retail environment. In this chapter, RQ1C and RQ1D are answered.

The scope of the research shifts to a case study in Chapter 4 and 5. These chapters rely on a plethora of primary source analysis and original field research. The proposed steps for evaluating commercial corridor revitalization are tested through an in-depth pilot study of designated commercial corridor revitalization initiative in New Orleans East. As part of this pilot study, an inventory of 186 properties within the boundaries of the study area was compiled. Information related to ownership, size (square footage), assessed values, building condition, use

and occupancy were included. The data collected was illustrated spatially through the process of Public Participation GIS. Property ownership and assessed values were accessed through the Orleans Parish Assessors Website. Information regarding the building conditions, type and occupancy of properties within the pilot study were collected through an in-depth conditions survey using the WhoData.org format. Neighborhood demographic and market segmentation data from the census were accessed through both public and private data sources. Additional reports and private data sources were provided by the Regional Planning Commission. In Chapters 4 and 5, RQ2 and RQA are answered, and the relevance of the proposed evaluation process realized.

Chapter 6 addresses the current state of commercial corridor revitalization in New Orleans, LA and the unique issues affecting local policy making process. In this chapter the strengths, weaknesses, opportunities and threats of commercial corridor revitalization are addressed and used to help answer RQ 2B. Feedback from stakeholders was included as part of this and those involved with these decisions may give real insight to policy implications of this research.

In Chapter 7, answers to the research questions, identified in this chapter, are provided. Recommendations for local government agencies, economic development nonprofit agencies and community stakeholders are addressed as part of the conclusion to this thesis. The Limiting Conditions of this research are addressed. Implications for future research are also included to stimulate future academic inference on commercial corridor revitalization efforts in New Orleans.

Chapter II: Explanation of Commercial Corridor Revitalization

What is commercial corridor revitalization?

Commercial corridor revitalization is a local economic development strategy designed to transform underutilized neighborhood commercial districts into safe, walkable, locales for sustainable, commerce and community engagement. “ The term commercial corridor revitalization is a frequently used to characterize the resurgence of retail activity in neighborhoods that were considered to be moribund”(Sutton, 2010, 352).² Commercial corridor revitalization is a district management approach to stimulating economic growth. As part of this strategy coordination amongst business owners is used to make the target commercial more inviting place for consumers and investors (Seidman, 2001).³

Key National Intermediary Organizations affiliated with Commercial Corridor Revitalization

National intermediary organizations play an important role in these networks both by establishing city-level resource and support networks any by establishing city-level resources and support networks by connecting neighborhood organizations (Seidman, 2001).⁴ Two prominent national intermediary organizations dedicated to supporting commercial corridor revitalization are the National Trust for Historic Preservation National Main Street Center and the Local Initiative Support Corporation Center (LISC) for Commercial Corridor Revitalization. For over thirty these organizations have provided a substantial amount of professional guidance, technical assistance and support in communities across the country. Both have established tools for success that have and will continue to be instrumental to the development of defined framework for evaluating commercial corridor revitalization in New Orleans, LA.

In 1977, The National Trust for Historic Preservation launched a pilot program, *The*

Main Street Project was designed to identify the causes of urban decay and decline in the quality of life in urban centers, as well as, establish a revitalization strategy to protect historic buildings(National Trust for Historic Preservation, 2012).⁵

Originally the Main Street Program was established to rejuvenate the commercial corridors in rural communities. Three communities were selected for this three year program that involved an evaluation of each community's assets and needs, market analysis, design and financing support for the restoration of historic building for commercial use and, community advocacy and oversight (National Trust for Historic Preservation, 2012).⁶ It became apparent to the National Trust for Historic Preservation that for the revitalization of the "Main Street" as a viable commercial district, to be possible: established benchmark and design standards, marketing strategies, collaboration through public-private partnership and community leadership needed to be included for commercial corridor revitalization to be achieved and sustained. All three of the communities that were included in the *Main Street Project* experienced economic growth. In Galesburg, Illinois, thirty new businesses were opened and the occupancy rate of commercial property raised dramatically (National Trust for Historic Preservation, 2012).⁷ In Madison, Indiana six new businesses opened and Hot Springs seven businesses opened.

In 1980, the National Trust for Historic Preservation established the (NMSC) National Main Street Center to help stimulate the rejuvenation of historical and culturally significant commercial districts in cities across the country (National Trust for Historic Preservation, 2012).⁸ Five communities in each of six states, Massachusetts, Georgia, Colorado, North Carolina, Pennsylvania and Texas were included in the newly developed Main Street Network. As part of the collaborative effort with the International Downtown Executive Association (IDEA), each state was given some oversight over the projects supported by the National Trust

for Historic Preservation National Main Street Center. As seen in the *Main Street Project*, all of the organizations associated with the Main Street network experienced a substantial increase in renovation of historic commercial buildings, investment of millions of public and private dollars for infrastructure improvement projects and an increase in businesses and business retention.

In 1985, the NMSC launched a program specifically designed to help large cities support sustainable commercial corridor revitalization initiatives and Main Street programs National Trust for Historic Preservation, 2012).⁹ In 2005, the NMSC turned 25 and has been accredited for supporting sustainable economic growth in over 1,500 communities by creating nearly 72,000 businesses and 330,000 new jobs (National Trust for Historic Main Streets, 2012).¹⁰ Annually, the National Trust for Historic Preservation Main Street Center collects economic information related to designate Main Streets across the country. Effectiveness of the *Main Street Four Point Approach*® Revitalization Strategy was based upon this data (National Trust for Historic Preservation, 2012).¹¹ As of December 31, 2011, over \$50 billion dollars in public and private investment had been implemented for Main Street infrastructure and development projects across the country (National Trust for Historic Preservation, 2012).¹² The creation of over 100,000 new businesses and nearly half a million jobs have been accredited to the effectiveness of this national commercial corridor revitalization program.

Similar to the National Trust for Preservation, the Local Initiatives Support Corporation (LISC) has been committed to supporting community's development programs and initiatives. In 1996, the LISC joined forces with the NMSC to launch a program that addressed the necessity of comprehensive planning in the process of creating and supporting neighborhood business districts.¹³ Stemming from the results of this program, the LISC established the Center for Commercial Revitalization. "As one of the Local Initiatives Support Corporation's (LISC)

economic development strategic business districts, the center provides training, technical assistance and other LISC offices” (Jacobus and Hickey, 4).¹⁴

Fundamental Principles for Commercial Corridor Revitalization

As it relates to commercial corridor revitalization, outlined below are the fundamental principles of this local economic development strategy. The National Trust for Historic Preservation *Main Street Four Point Approach*® and *Eight Principles of Success* function as the pillars for which revitalization can be achieved for emerging commercial corridor revitalization districts. Though many commercial corridor revitalization districts have their own unique set of characteristics, challenges, size and circumstances for which they are implemented, many have incorporated some of these fundamental principles into their plan for revitalization.

***The Main Street Four Point Approach* ®**

The *Main Street Four Point Approach*® is a highly renowned guide for organizing, implementing and managing designated Main Street Programs other commercial corridor revitalization efforts has gained a lot of notoriety.

Main Street Four Point Approach® includes four essential components for commercial corridor revitalization (National Trust for Historic Preservation, 2012).¹⁵ **Organization** is important because it provides a sense structure, delineation of responsibilities, assembly of resources and helps facilitate the collaboration and cooperation amongst stakeholders. Organization is often regarded as the most important point of the four. Marketing and **promotion** is an essential component for attracting residents and others consumers to a neighborhood commercial district because it allows for the unique characteristics of the district to be exemplified through advertising, retail promotional activity, special events. In addition to creating a positive image of the commercial corridor revitalization district, effective marketing

can also help boost consumer and investor confidence. From signage to streetscape improvement, **design** is important to commercial corridor revitalization. Design incentives support the preservation of historic buildings, increase the walkability, decrease blight and minimize the perceived sense of crime associated with the corridor.

Economic Structuring involves the existing infrastructure and market forces that may affect the commercial corridor revitalization effort. The process of economic restructuring allows for stakeholders to make the most effective business decisions to support sustainable environment for commerce (National Trust for Historic Preservation, 2012).¹⁶

The LISC: The Eight Key Elements of Successful Revitalization

LISC takes a flexible approach to commercial revitalization for unique issues that participating programs face. Similar to the Main Street Four Point Approach®, the LISC has proposed specific guidelines for commercial corridor revitalization. By implementing the eight elements for success, effective community revitalization can be achieved (Jacobus and Hickey, 5).¹⁷

As a start, **community driven** commercial revitalization allows for stakeholders, leaders and residents to take part in the development of the vision and grassroots support of the neighborhood district. Secondly, a **comprehensive design** addresses the need for the specific social, economic, physical and political issues to be taken into consideration of the comprehensive vision and implementation of the neighborhood district. By making commercial revitalization a **collaborative** effort, ideas, resources, increased levels of communication and cooperation are achieved. A **vision directed** plan for commercial revitalization supports an effective and efficient decision-making amongst the main drivers of commercial revitalization. Infrastructure improvement projects, building renovations and real estate development projects are **capital intensive** and require a great deal of support from public and private sources to make

them cost effective. **Diversity** of the demographics of residents, businesses, services, culture and assets will help establish the commercial district as unique and interesting “destination place”.

Market oriented research is essential to gaining a firm understanding of the social, economic, and physical conditions of the commercial district. Lastly, stakeholders and organization leaders need to identify and secure financial and personal resources that will make the commercial district to be a **sustainable** community asset.

The *Main Street Four Point Approach*® and the *LISC Eight Principles for Success* are two sets of guidelines for commercial corridor revitalization that have been utilized in the transformation of neighborhood commercial districts across the country. Since each commercial corridor has its own unique set of challenges, strengths, character and situation, both of these approaches allow for variance in application of established principles.

Challenges associated with Commercial Corridor Revitalization and Addressing the Need for Assessment

One of the biggest problems associated with commercial revitalization is the issue of fragmented land ownership (Seidman, 2001).¹⁸ There is a substantial amount of available vacant land for new developments for commercial corridor revitalization. However the process of acquiring multiple adjacent properties and working with complicated municipal system may prove to be the deterrent for successful commercial corridor revitalization.

Creating an organized and/or coordinated commercial corridor revitalization strategy is also quite difficult (Seidman, 2001).¹⁹ Often times, there is miscommunication and lack of organization amongst community stakeholders, local government officials and other professionals involved with the process. Additionally, the cost of commercial corridor revitalization is also a major concern. Typically community based organizations have limited

funds to initiate, develop and/or implement commercial corridor revitalization strategies. Lack of sufficient capital to support major building improvement projects or other large scale development projects for the commercial corridor revitalization is also a major deterrent.

Addressing the Need for the Assessment of Commercial Corridor Revitalization

Though assessment is an important part of the planning and implementation of commercial corridor revitalization, there are major challenges to establishing set standards for evaluation. First, there seems to be some debate amongst researchers about which indicators have the most significant impact on the commercial corridor revitalization and neighborhood development. This has contributed to the lack of consistency in tracking methods used in analysis amongst professionals.

Secondly, community economic development projects, like commercial corridor revitalization, involve multiple objectives that are often times competing (Galaster, 2004).²⁰ Social groups are often not mutually exclusive and complex qualitative issues and concerns are difficult to quantify. For this reason, few formal studies have implemented set standards for assessing certain qualitative results of commercial corridor revitalization (Jacobus and Chapple, 2010).²¹ Since key indicators of the commercial corridor revitalization's impact on the neighborhood are qualitative in nature, appropriate indicators for these outcomes should be incorporated within the framework for assessing commercial corridor revitalization. In order to overcome these research challenges, a more appropriate means of assessing key qualitative indicators should be implemented (Galaster, 2004).²² In the *LISC: Commercial Revitalization Planning Guide: A Toolkit for Community Based Organizations*, established guidelines, set procedures, deliverables and incorporation for public participation GIS will be useful in the process of establishing a

standard framework for evaluating commercial corridor revitalization in New Orleans, LA. (Jacobus and Hickey, 2006).²³

In the *LISC: Commercial Revitalization Planning Guide: A Toolkit for Community Based Organizations*, the basis for using set guidelines for Commercial District Planning is outlined clearly:

“If each urban commercial district is unique and requires a unique revitalization strategy and a different mix of improvement activities, then the success of each revitalization program depends on to some extent on how well each organization understands the unique circumstances of its target districts. Successful programs all spend some time initially and as a part of their ongoing work to collect information about the physical, social and economic conditions of the neighborhoods and use that information to craft strategies for revitalization that respond to these unique local conditions” (Jacobus and Hickey, 11, 2006).²⁴

Standard guidelines for assessment allows for specific characteristics of target commercial corridors to be evaluated in great detail and set deliverables created. Some of the recommended deliverables for assessment presented by the LISC include: a vision statement, building and business inventory, list of target sites for redevelopment, a collaborative work plan that outlines priority revitalization activities, baseline data and outcome tracking plan. (Jacobus and Hickey, 2006).²⁵ These deliverables are extremely important because they provide an in-depth snapshot of the existing conditions and future market potential for the target area. The number, type and tenure of business establishments located provide a great deal of insight of the stability of respective commercial corridor revitalization districts (Sutton, 2010).²⁶

Since tracking success a key element of revitalization, specific types of data should be included for a plan for ongoing assessment. A plan for ongoing assessment should include topics

with measurable outcomes, indicators to track, baseline data and systems for tracking specified outcomes over time. (Jacobus and Hickey, 2006).²⁷ Investment in property and market data analysis is two categories that should be included in the plan for ongoing assessment.

The incorporation of district mapping and the use of GIS software can be instrumental to spatially illustrating key trends within the boundaries of the designated commercial corridor revitalization district. For example vacant properties mixed building uses and other factors can be illustrated to show clusters of positive and negative trends affecting the commercial corridor or district (Jacobus and Hickey, 2006).²⁸

Examples of Commercial Corridor Revitalization -Case Studies

After the 1980's, numerous cities across the United States have worked with national intermediary organization to develop, implement and support commercial corridor revitalization programs as a means of stimulating the local economy. Two cities that have thriving commercial corridor revitalization districts and programs are Boston, MA and Philadelphia, PA. Boston, Massachusetts has been recognized as being the first city to adopt the Urban Main Street Program. In Philadelphia, several creative funding strategies for commercial corridor revitalization and neighborhood development have been instrumental to the transformation of several underutilized and underrepresented communities throughout the city. Though these cities have adopted their own unique strategies for commercial corridor revitalization, both cities have continued to have thriving commercial corridor revitalization because the immense amount support provided by the local government.

City of Boston Main Streets: Boston, MA

In the mid 1980's there was increased interest by local economic development professionals to implement the National Trust of Historic Preservation Main Street Program to urban

neighborhoods in cities across the country. In 1983, the Roslindale neighborhood, was selected to be a part of the National Trust for Historic Main Street Program. Roslindale is a neighborhood in Boston, MA that is located roughly two miles from the Central Business District (CBD). With the establishment of the Roslindale Main Street Program, the volunteer operated organization was able to help create over 130 new jobs and \$5 million dollars in investment. Aesthetic modifications, such as the renovation of 43 dilapidated commercial buildings and over 70 façade improvements, revamped the historic nature and charm of the Roslindale community (City of Boston Main Streets, 2011).²⁹

In 1995, Thomas Menino, the Mayor of Boston, urged the National Trust for Historic Preservation to develop a strategy for implementing urban Main Streets in his cities and other cities across the country. In 1995, The Boston Main Streets became the first successful urban Main Streets in the country. The Boston Main Streets have been more successful than similar programs because it has created a specific department within the local government to support and monitor Main Street issues. The City of Boston Main Streets provides technical support, training, oversight and funding through Community Development Block Grants (CDBG) and Development Funding (NDF) (City of Boston Main Streets, 2012).³⁰ Main Street managers have access to specialists (architects, transportation planners and designers) for assistance with the planning and implementation of various corridor improvement projects. Each Main Street acquire additional funding through the building façade improvement grants, historic tax credits, monthly and fundraising activities.

In 2010, the City of Boston Main Street office released data on the economic impact these Main Street commercial districts have had since 1995. According to the City of Boston, over 700 new businesses and 5,000 new jobs were created between 1995 to 2010 (City of Boston Main

Streets, 2010).³¹ In addition to the impact on the local economy, these programs have improved the quality of life for the stakeholders, residents and consumers that utilize this space.

LISC Philadelphia: Philadelphia, PA

Local Initiatives Support Corporation (LISC) Philadelphia is a local program that is dedicated to the supporting the positive transformation and commercial revitalization of Philadelphia's historical and culturally significant neighborhoods. LISC Philadelphia operates under the national LISC program and continues to work with Community Development Organizations (CDCs) in Philadelphia to transform distressed communities into vibrant neighborhoods (LISC, 2012)³² Since it was established in 1981, the program has had a profound impact on the revitalization of Philadelphia by investing nearly \$275 million, contributing to the development of approximately 1.5 million square feet of commercial space and supported the development of 6,665 housing units(LISC, 2012).³³ The wide variety of services LISC Philadelphia provides have contributed to their immense success over the last 21 years.

Through the national LISC program, Philadelphia LISC has been able to provide a wide range of services and assistance for their community partners. One of the biggest challenges associated with commercial corridor revitalization is access to capital for infrastructure improvement projects, building renovations, and operating costs for community development organizations. LISC Philadelphia attempts to alleviate some of the pressure of limited funds by providing numerous types of loans and grants to cover a variety of costs associated with the planning and implementation process of revitalization. Costs associated with planning and preconstruction, acquisition of property, building and other more specific purposes are covered by loans provided through the program (LISC, 2012)³⁴ LISC Philadelphia provides grants to awarded organizations to help them develop as organizations, as well as, plan and implement specific projects for

neighborhood revitalization. LISC Philadelphia also offers workshops, consulting services and others forms of technical assistance for organizations.

In 2002, LISC Philadelphia implemented the LISC Philadelphia Commercial Corridor Revitalization Initiative, a multi-prong strategy for five commercial corridors throughout the city. The elements of this strategy include: design, organization, promotion, economic restructuring, safety and streetscaping (LISC, 2012).³⁵ The **5th Street Corridor (El Centro de Oro), Baltimore Avenue, Lancaster Avenue, Germantown Avenue, and Ogontz Avenue.** LISC Philadelphia supported for the revitalization of **5th Street**, a significant corridor located in the heart of Latin American community of Philadelphia. With grant funding provided by LISC Philadelphia, the University City District (UCD) organization has been able to develop a creative marketing strategy, support quality of life and façade improvements and make the **Baltimore Avenue** corridor more sustainable for small businesses. **Lancaster Avenue**, a resurging commercial corridor in West Philadelphia that has benefitted from grants provided by LISC Philadelphia. For **Ogontz Avenue**, the Ogontz Avenue Revitalization Corporation (OARC) was provided with the necessary funding to acquire underutilized, blighted properties and transform them into potential spaces for commercial development.

Boston Main Streets and LISC Philadelphia have different objectives, but operational scopes and different services which support commercial corridor revitalization. These programs have special features that are applicable to existing and future commercial corridor revitalization efforts in New Orleans, LA. Both the Boston Main Streets and LISC Philadelphia have been successful in establishing creative strategies to accommodate a diverse mix of neighborhoods and commercial districts. Both programs rely on community members taking an active role in the commercial corridor revitalization process. Each program relies on set guidelines for commercial

corridor revitalization that have been outlined by the National Trust for Historic Preservation National Main Street Center (NMSC) and the Local Initiatives Support Corporation (LISC) Center for Commercial Revitalization. There is substantial amount political, technical and financial support for commercial corridor revitalization from the local government agencies, community organizations and residents in both of these cities. Assessment of baseline data in both Boston and Philadelphia has allowed for the impacts of commercial corridor revitalization to be fully realized.

Existing and Future Impact on Commercial Corridor Revitalization Programs in New Orleans, LA

After Hurricane Katrina, the Local Initiatives Support Corporation (LISC) and the National Trust for Historic Preservation Main Street Program have provided various resources and means of support to the state of Louisiana and the City of New Orleans.

Through the Low Income Housing Tax Credit (LIHTC), the LISC has supported the investment of over five billion dollars for low income housing throughout the state of Louisiana (Jacobus and Hickey, 2006).³⁶ In addition, the LISC also operates the LISC Gulf Region Rebuilding Initiative and a regional office in Baton Rouge office. Though much the LISC support in the state of Louisiana and City of New Orleans has been financial, there are some recommendations supported through the National LISC Center for Commercial Revitalization that are applicable to commercial corridor revitalization in New Orleans, LA. Despite the fact that the LISC has played a limited role in direct commercial corridor revitalization initiatives and implementation in New Orleans, LA and the rest of the state, it continues to operate as one of the key fund managers of the Louisiana Loan Fund (Jacobus and Hickey, 2006).³⁷

Currently, there are a few distinctive strengths and weaknesses associated with the application of the National Trust for Historic Preservation Main Street Program in New Orleans, LA and other cities across the state. In New Orleans, there are currently five (5) designated Main Street Programs that have their own unique approaches to addressing concerns, strengths and creative strategies to spurring economic growth and community engagement. The North Rampart Main Street, Inc. (NRMSI), St. Claude Main Street (SCMS), Broad Community Connections (BCC), Oretha Castle Haley Merchant and Business Association (OCHMBA) and Old Algiers Main Street Corporation (OAMSC) are the five designated Main Street Programs in New Orleans (Anderson, Thompson 2012).³⁸ Oak Street was also selected to be included in this program, but the Main Street Program was dissolved in 2008.

The National Trust for Historic Preservation and Louisiana State Main Street Program have strict organizational structures and set standards for participating programs in rural and urban communities. In many urban communities across the United States in Louisiana, there are unique barriers that have the potential to impede upon the success of designated Main Street Program. Lack of funding, inconsistency in organization leadership, blight, perceived sense of crime and lack of coordination amongst Main Streets have been the issues affecting the success of the five designated Main Streets in New Orleans, LA (Anderson, Thompson, 2012).³⁹

The Louisiana Main Street Program

Despite the negating factors affecting Main Street commercial corridor revitalization, the Louisiana Main Street Program has been able to strengthen these programs through historic tax credits and creative cultural promotion strategies. The Louisiana Main Street Program is the local affiliate of the National Trust for Historic Preservation Main Street Program since 1984 and continues to provide funding, technical support and other services for the thirty-four (34)

designated Main Streets in Louisiana. One of the most successful initiatives facilitated by this program is the *Redevelopment Incentive Grant Program*. The primary objective of the initiative is to promote the renovation and restoration of historic buildings. It has also been a primary source for redevelopment and revitalization of several of the key commercial corridors throughout the City of New Orleans, LA.

The Louisiana Main Street Program also encourages Main Street programs to participate in the “Main to Main” Program with incentive grants. As part of the “Main to Main” program, The Louisiana Main Street program has established an annual month long initiative in November to help encourage local economic development, increase cultural awareness and promote Main Street programs across the state. (Anderson, Thompson, 2012).⁴⁰ As part of this program, Main Street host festivals and other events to attract residents and other visitors to their respective commercial corridor. Louisiana Main Street Program tracks the progress of each participating Main Street Program by requiring each Louisiana Main Street manager to submit a quarterly report to the Louisiana Main Street Program. The quarterly reports submitted to the Louisiana Main Street Program are important because they represent the established standard for evaluating commercial corridor revitalization currently implemented in New Orleans, LA. Information collected from these reports and other formal studies on commercial redevelopment will provide the basis for a more in depth standard framework for assessing all commercial corridor revitalization districts in New Orleans, LA.

Summary of Key Findings

Commercial corridor revitalization is an economic development strategy to rejuvenate underutilized neighborhood commercial districts in cities across the country. This approach to local economic development has been heavily supported by national intermediary subsidiary organizations that have provided the necessary funding and technical support to make these programs successful. By establishing fundamental principles for implementing revitalization, several cities across the country have been able to transform thousands of communities into thriving locales for commerce and civic engagement. In Boston, MA and Philadelphia, PA, commercial corridor revitalization districts have been enabled to be successful with the support of local government, additional financial resources and incentives and standards for assessing progress. Though there is a substantial amount of support for commercial corridor revitalization districts in New Orleans, LA, there is a need for a more universal standard framework for assessment that can be applied to all commercial corridor revitalization districts in New Orleans, LA.

Chapter III: The Framework for Evaluating Commercial Corridor Revitalization in New Orleans

Overview

After Hurricane Katrina, five major commercial corridors in New Orleans were selected to be designated Main Streets Programs affiliated with the National Trust for Historic Preservation Main Street Center. As part of this designation, these programs received five years of incremental funding and additional support from the Louisiana Main Street Program to help increase the economic activity and rejuvenation of their respective corridors. In order to track progress of these corridors over time, managers of these programs have been required to submit quarterly reports to the Louisiana Main Street Program. These reports have implemented important standards of assessment that can be applicable to all commercial corridor revitalization districts throughout the city of New Orleans, LA.

As part of a pre-study assessment, the author of this thesis and Dr. Michelle Thompson compiled a report titled, *Where Y'at?: An Evaluation of Commercial Corridor Revitalization Programs in New Orleans*. This report highlighted the unique qualities and issues associated with individual commercial corridor revitalization districts and the need for a city-wide coordinated commercial corridor revitalization strategy. One of the key issues addressed in this report is that there seems to be lack coordination amongst commercial corridor revitalization districts with different organizational structures and designations (Anderson, Thompson, 2012).⁴¹ In order to compare and study all commercial corridor revitalization districts in New Orleans, LA, a new standard framework for assessment should be established to reflect a more comprehensive understanding of the current state and future of commercial corridors revitalization districts. Thus, the goal of this chapter is to clearly outline a proposed framework

for assessment and tools for implementation that are most suitable for all types of commercial corridor revitalization districts in New Orleans, LA.

Existing Standards for Evaluating Commercial Corridor Revitalization in New Orleans

Several of the commercial corridor revitalization districts in New Orleans that have experienced a substantial growth in the number of businesses, jobs and public and private investment are part of the Urban Main Street Program and receive financial and organizational support from the Louisiana Main Street Program. In order to become and continue to operate as a designated Urban Main Street Program, corridor organizations leaders and/or managers to acquire essential baseline information that exemplify the current and future state of the respective commercial corridor. It is through the process of assessment and evaluation, that strategies for improving the economic environment can be developed and implemented. The types of information collected in the initial application and quarterly report for Louisiana Main Streets will provide the basis for the Standard Framework for Evaluating Commercial Corridor Revitalization proposed later in this chapter.

North Rampart Main Street Application (2006)

After Hurricane Katrina, six neighborhood non-profits organization committed to the rebuilding of New Orleans primary vital, cultural and historical corridors submitted applications to the National Trust for Historic Preservation Urban Main Street Program (UMSP). Five of the six of corridors were selected to participate in the National Urban Main Street Program. The North Rampart Main Street, Inc. (NRMSI) organization was selected to implement a program in the area bounded by Canal Street and Esplanade Avenue. In order to obtain the official Main Street designation, NRMSI leaders and organizers were required to acquire and report essential

baseline data about the corridor as part of the application process. The baseline data requirements reflect the National Trust for Historic Preservation UMSP standards and can be applied to all commercial corridor revitalization programs in New Orleans.

Much of commercial corridor revitalization success is dependent upon the capacity of the community organization in charge of revitalization. A major component of the application for the National Urban Main Street Program was an evaluation of the organization capacity and structure.

Since the success of commercial corridor revitalization is reliant on the ability of the community organization to minimize liabilities and market assets, a discussion that exemplifies the community organization's ability to achieve success despite the challenging circumstances was included in this application. A map with established boundaries was included in this application as well. For that particular corridor, blighted and vacant properties identified were the primary liabilities of the corridor, while the assets included nearby historic landmarks and proposed plans for the development of upscale condominiums (Speights, 2006).⁴²

It is important that those involved with commercial corridor revitalization have a firm understanding of the specific area selected to be included in the commercial revitalization effort. By providing a map with the designated boundaries of the study area, the North Rampart Main Street, Inc. (NRMSI) was able to provide the National Trust for Historic Preservation with some insight about the target area for investment. Compiling a detailed inventory is one of the most important components in establishing a framework for assessment strategies because it allows organization leaders to understand the specific issues affecting each property within the boundaries of the commercial corridor revitalization program. Characteristics included in the inventory provided by the NRMSI are as follows:

- Property Address Number
- Property Photo
- Availability of first floor retail
- Occupancy
- Size: Total Square Footage
- Size: Square Footage of Available Retail Use
- Estimate: Average Monthly Rent/ Lease Price
- Ownership information

Evaluating the attitudes of stakeholders can be difficult, but important. In the application the support of the community for revitalization was assessed through letters of support from community stakeholders and leaders. Since commercial corridor revitalization involves the implementation of creative fundraising strategies. In order to illustrate their capacity to raise funds, the NRMSI included a proposed budget as part of their application as well.

Over the last six years, the NRMSI has continued to track their own success as a promotional tool and as a means of securing additional grants and financial awards. In 2010, the organization published an annual report that exemplified the major commercial corridor revitalization programs (NRMSI, 2010).⁴³

Louisiana Main Street Program – Quarterly Reports

In addition to the acquisition of baseline information of respective commercial corridors, the Louisiana Main Street Program also tracks the progress of designated Main Street Programs through quarterly reporting. For each quarter, every Main Street Program manager is required to report specific information that reflects changes in the market of the commercial corridor.

According to a representative from the Louisiana Main Street Program office, the following economic indicators are tracked as part of the quarterly reporting process⁴⁴:

- Number of volunteers
- Total number of volunteer hours
- Number of new businesses within the boundaries of the Main Street program
- Number of jobs created in the district
- Number of closed businesses within the boundaries of the Main Street Program
- Number of jobs lost in the district
- Building improvement and renovation costs (Dollar amount)
- Public investment and/or improvement projects (Dollar amount)
- List of local events

Additional comments and feedback are also collected and encouraged as the part of the quarterly reporting process of local Main Street Programs. This information allows for economic progress to be sufficiently quantified for each Main Street Program and can be applied to other commercial corridor revitalization districts in New Orleans.

Pre- Study: Evaluation of Commercial Corridor Revitalization Programs

During the Spring the 2012, the author of this thesis and Dr. Michelle Thompson compiled a report titled, *Where Y'at: An Evaluation of Commercial Corridor Revitalization Programs in New Orleans*. This consolidated reference included a qualitative analysis of the goals, mission and issues affecting commercial corridor revitalization programs in New Orleans (Anderson, Thompson 2012).⁴⁵ Interviews with Main Street managers and commercial corridor revitalization leaders were conducted in order to obtain a realistic understanding of the current state of commercial corridor revitalization in New Orleans, LA . This report has gained some attention

from local media agents and has stimulated the discussion of the possibility of developing a coordinated commercial corridor revitalization strategy for the City of New Orleans.

One of the major concerns addressed through the interviews, was the lack of coordination and amongst Commercial Corridor Revitalization Programs leaders and how the competition over grants and funding resources and have hindered efforts to increase cooperation and collaboration amongst group leaders. Despite differences in organization structures and funding sources, strong similarities in terms of proposed zoning, cultural and historical designation of districts provide some basis for establishing set standards for assessment and best practice strategies (Anderson, Thompson, 2012).⁴⁶ As stated in the report, a need for standard assessment that can be applied to all commercial corridor revitalization districts can help local economic development professionals gain a firm of the real impact of commercial corridor revitalization on the local economy. (Anderson, Thompson, 2012).⁴⁷ By completing a more depth market analysis of commercial corridor revitalization districts may be able to strengthen the confidence of economic development professionals, planners and potential investor's interested in particular commercial corridor revitalization districts as well.

Though much of the information collected in this "snapshot of report" is qualitative in nature, it addressed the need for a more in depth mixed approach for assessing individual commercial corridor revitalization districts and comprehensive system for supporting further commercial corridor revitalization in New Orleans, LA.

Other Means of Assessing Commercial Development in New Orleans

In addition to the resources mentioned previously in this chapter, two recent reports pertaining to commercial development in New Orleans also provide additional support for assessment and evaluation of commercial corridor revitalization districts in New Orleans, LA.

New Orleans Business Alliance Report Moving Forward: Commercial Redevelopment

In 2011, graduate students from the Harvard Graduate School of Design and the Department of Planning and Urban Studies at MIT worked with staff members from the New Orleans Business Alliance on a study titled, *Moving Forward: Commercial Redevelopment in New Orleans*.⁴⁸ As part of this study, authors of the report highlighted specific redevelopment issues or characteristics affecting commercial corridors in New Orleans. Like the North Rampart Main Street, Inc. (NRMSI) Urban Main Street Application, this report assessed the impact of assets and liabilities on commercial corridor revitalization. Two of the biggest liabilities for commercial corridor redevelopment addressed by the authors are blight and financial constraints. Unlike the NRMSI application to the Urban Main Street Program, this report provided analysis of various types of site redevelopment projects. For example, redevelopment sites were categorized by size, and examples of physical site readiness and particular features of potential development projects associated with commercial corridor revitalization were included.

This assessment tool was designed to help make the search for the most suitable funding sources easier (Cameron, Huang, Morgan, Parkhurst, 2011).⁴⁹ Through the assessment of policy issues affecting commercial corridor revitalization, some key findings were found.

According to the report, *“There is a lack of strategic coordination among key players, despite the importance of concentrated, coordinated investment to meet local development goals”* (Cameron,

Huang, Morgan, Parkhurst, 2011, 35).⁵⁰ This often leads to competition for the same funding resources and contributes to the isolation of information. The report is also significant because those authors successfully evaluate the cost of commercial corridor revitalization and appropriate potential funding resources to cover the costs.

Gentilly Retail Study: 2009 University of New Orleans Department of Planning and Urban Studies

One of the resources utilized in the creation of the New Orleans Business Alliance Report was the Gentilly Retail Study of 2009. For this report, graduate students from the Department of Planning and Urban Studies at the University of New Orleans completed an analysis of retail market trends for various commercial districts throughout the Gentilly neighborhood. As seen in the Urban Main Street Application, the Gentilly Retail Study also includes a detailed inventory of retail information.

The business characteristics included in this inventory include:

- Name of the establishment
- Status (repaired or unrepaired)
- Occupancy
- Range of Services
- Business Type

In addition, the report includes numerous maps of the designated commercial areas of interest. As seen in both the Urban Main Street Application and New Orleans Business Alliance Report, authors of *The Gentilly Retail Study* included a brief discussion of the assets and liabilities specific to the commercial districts studied (Ehrenfuecht, Nelson, et.al. 2009).⁵¹ In terms of assessing future policy implication: blight and marketing were important issues identified (Ehrenfuecht, Nelson, et. al, 2009).⁵² Like the New Orleans Business Alliance Report, The

Gentilly Study addresses the issues of covering the cost of commercial corridor revitalization and specific financing tools associated with that (Ehrenfuecht, Nelson, et.al, 2009).⁵³

Unlike the other reports mentioned, The Gentilly Retail Study includes a more in-depth market analysis of local commercial district. As part of this analysis, students evaluated neighborhood demographics, consumer spending trends, business retention and expenditure leakage and surplus results (Ehrenfuecht, Nelson, et.al, 2009).⁵⁴ This evaluation provided an in depth look at the specific market factors affecting commercial districts in Gentilly.

These reports illustrate the significant interest and necessity for the evaluation of commercial corridors revitalization in New Orleans, LA. Tracking methods used in these studies should be applied for a proposed standard framework for assessment for commercial corridor revitalization.

Standard Framework for Evaluating Commercial Corridor Revitalization: Anderson Assessment Tool

The Standard Framework for Evaluating Commercial Corridor Revitalization: Anderson Assessment Tool will allow for the establishment of an efficient and effective policy decision-making process for commercial corridor revitalization. The implementation of a set framework assessment may increase the cooperation and coordination amongst community organizations affiliated with this type of economic development strategy. Based on the tools provided by the National Trust for Historic Preservation Main Street Program and the LISC and recently tools presented by local research reports on the subject, the following proposed framework was established. This framework is mixed method approach of assessment and analysis of commercial corridor revitalization districts.

Phase 1: Pre-planning

Identify the leading community organization facilitating revitalization:

The first step of the evaluation of commercial corridor revitalization involves identifying the primary community organization interested in commercial corridor revitalization. This organization may be a designated Urban Main Street Program, or other community organization committed to small business development and reinvestment along a target commercial corridor. For revitalization to be possible, this organization should have the capacity to get the community interested in business improvement projects along the corridor or within the designated commercial district and have the networking ability to get community leaders and stakeholders involved with the process (Anderson, Thompson, 2012).⁵⁵ This step was exemplified in the Urban Main Street Application for the North Rampart Main Street, Inc.

Define the specific physical boundaries of the commercial corridor

Established boundaries allow for commercial corridor revitalization programs to target a specific area for reinvestment and improvement. By creating a map of the designated commercial corridor or zone, the community can have a suitable visual and spatial understanding of the specific target area. This step is addressed in the North Rampart Urban Main Street Application mentioned previously.

Highlight the specific assets and liabilities of the designated of the commercial corridor/ district

Specific assets of a commercial corridors can be exemplified in the promotion and marketing of the area. By gaining a firm understanding of the liabilities of an area, stakeholders and leaders can focus on obtaining the resources to resolve the problems.

Evaluate neighborhood demographics

By evaluating the specific characteristics of the residents in the area, the community organization driving commercial revitalization can identify some possible needs and concerns of those most directly affected by commercial corridor revitalization. Population size, number of households and racial make-up are demographic attributes that may be included in this step of the assessment process.

Phase II: Inventory and Evaluation of Infrastructure

Analyze proposed zoning for properties within the commercial corridor revitalization district

Identify and analyze proposed zoning for the commercial corridor revitalization district. This step is important because it allows commercial corridor revitalization organizers to have a firm grasp of the permissible uses for each parcel within the district. This will provide for a more detailed and efficient strategy of dealing with specific properties.

Collect background information regarding properties within the commercial district.

Identify the size, relevant ownership information and assessed values for each property. Community organization leaders can gain a firm understanding of the properties within designated boundaries of a specified target zone. Leaders can use information to address concerns about existing or potential liabilities in the area.

Complete a property conditions survey of the commercial corridor/ district

Photograph and evaluate the occupancy, condition and use of each of the commercial and residential properties within the study area. By conducting a property conditions survey, community organization leaders can pinpoint properties or clusters that should be considered target properties. As part of this process, complete written, graphic and spatial analysis of the information collected. This allows for the assessment results to be easily communicated to stakeholders, community leaders, and residents of the area. Maps that illustrate key findings can provide an informative snapshot of the area of interest.

Phase III: Market Analysis

Evaluate Economic Census Data

Certain census figures function as key economic indicators. Through the evaluation of homeownerships, median income, unemployment rate and employment by occupation provide a more in depth at the potential spending power of residents living near target commercial corridor and surrounding neighborhoods.

Analyze consumer spending trends of residents in the area

Consumer spending trends the type of retail or other businesses that may be the most suitable for the designated commercial corridor district.

Analyze retail leakage and surplus

Leakage and surplus information provides insight about potential retail opportunities for the area. Unmet needs and opportunity for future real estate investments are addressed by this type of quantitative market analysis. Actual Sales are compared to Actual Demand for specific goods and services. If the Actual Demand exceeds the Actual Sales for specific goods and/or services a

Retail Leakage is occurring. If the Actual Sales exceed the Actual Demand a Retail Leakage is occurring.

Identify business locations and evaluate change over time

By pinpointing business locations and the number of employees for each business, community leaders can gain an understanding of business size within the commercial corridor and in the surrounding area. By showcasing large employers in surrounding neighborhoods, increased interest from national retailers and developers may be achieved.

Policy Implications of Research

Make conclusions incorporating key findings from all previous steps

The information collected by the community organization driving the commercial corridor revitalization effort should be compiled in a report. This report will allow the organization to showcase then addresses the key concerns of the target commercial corridor revitalization district and market the area to potential consumers, users and investors.

The following tables summarizes the Anderson Assessment Tool. The Anderson Assessment Tool also includes a phased development approach and timeline based on literature and field experience.

Table 1. Standard Framework for Evaluating Commercial Corridor Revitalization:

Anderson Assessment Tool

	Assessment Procedure	Description	Scope for Implementation	Timeframe for implementation	Methods Addressed in Recent Studies on Commercial Development of NOLA Corridors			
					Urban Main Street Application (NRMSI)	NOLA Business Alliance Report	Gentilly Retail Study:2009 (UNO-PLUS)	Commercial Corridor Revitalization Programs In New Orleans
	Identify Commercial Corridor Revitalization Program	A brief description of organization should be created and commitment should be confirmed	One- Pager description and letter of commitment	Within the first month	X			X
	Define Boundaries for Commercial Corridor Revitalization	Map of the CCRP with boundaries	This area should reflect the specific revitalization (Usually no more than 2 miles)	Within the first 2 months of program	X		X	X
	Identify assets and liabilities	A list of strengths and weaknesses of the area with descriptions	This list should not be extensive, but should highlight key issues.	Within the first 2 months of the program	x	x	x	X
	Evaluate Neighborhood Demographics	Key neighborhood demographic characteristics need to be included	This step should reflect a snapshot of the neighborhood and not be extensive	Within the first 2 months			X	
Inventory and Evaluation of Infrastructure	Analysis of Proposed Zoning for the Commercial Corridor Revitalization District	Brief analysis of zoning or proposed zoning within the study area	Zoning listings should be included in a working database and brief analysis completed	Within the first 6 months			X	X
	Inventory of Properties (size, ownership information, assessed property information)	A database of information should be created with important city data	This database should include info regarding size, ownership and assessed value	Within the first 9 months	X		X	
	Property Conditions Survey	Complete a property condition survey of all properties within the study area	At a min. conditions should be added to database.	Within the first 9 months	X		X	
Market Analysis	Evaluate Economic Census Data	Analyze economic census information made available through the Census website	Basic information related to income should be included	Within the first 9 months			X	
	Analyze Consumer Spending Trends	Analyze consumer spending trends (if applicable)	Use Market software for this step (if applicable)	By the end of the first year			X	
	Calculate retail leakage and surplus	Analyze retail leakage and surplus figures (if applicable)	Use Market software for this step (if applicable)	By the end of the first year			X	

Table 2. Standard Framework for Evaluating Commercial Corridor Revitalization :Anderson Assessment Tool (Cont.)

		applicable)	step (if applicable)					
	Identify Business Locations	Identify all the employers within the district	All of the businesses/ employment centers within the area should be identified	Within the first 9 months and annually tracked	X	X	X	
Policy Implications	A comprehensive report of conclusions of assessment should be compiled	Report summarizing findings will provide community leaders and others a snapshot of the commercial corridor revitalization district	A 10 page report with database and photos should be created and shared with the community	By the end of the first year and tracked annually.	X	X	X	X
Customizations	Community Evaluation	Survey of residents, business owners and other stakeholders regarding their concerns with the district	A brief survey with key questions about the commercial district should be distributed or conducted	By the end of the first year and tracked annually				
	Design Standards	Design standards for buildings should support vision of the community	A brief list of established design standards for new developers (one-pager)	By the end of the first year				
	Evaluation of the Real Estate Market	An analysis of real estate market trends should be conducted	A review of sold and listed properties (if applicable)	By the end of the first year				

Source: Alena Anderson

Summary of Key Findings

Assessment and evaluation are important for gaining a firm understanding of current issues associated with commercial corridor revitalization districts. Currently, the Louisiana Main Street Program has established set standards for the type of baseline data and information tracked over time. The pre-study assessment of the current schema of commercial corridor revitalization of New Orleans signifies the relevance and importance of establishing a standard framework for evaluating all types of commercial corridor revitalization in New Orleans. Additional resources support a comprehensive assessment strategy as well. The Standard Framework for Evaluating Commercial Corridor Revitalization: Anderson Assessment Tool, proposed in this chapter,

incorporates current standards for evaluating Main Street Programs with other means of assessing commercial corridor developments that can be applied to all commercial corridor revitalization districts in New Orleans, LA. Results of the application of this standard framework can be incorporated into specific policy decisions for the respective commercial corridor revitalization district and a coordinated commercial corridor revitalization strategy in New Orleans, LA.

Chapter IV: New Orleans Town Center Case Study: Pre-planning and Evaluation of Infrastructure

Overview

The purpose of this chapter and Chapter 5 is to present then evaluate case study for which the Standard Framework for Evaluating Commercial Corridor Revitalization: Anderson Assessment Tool described in the last chapter, was implemented. The New Orleans East Town Center (NOETC) Case Study, is located in the heart of New Orleans East and has been recognized as a target commercial redevelopment zone by local non-profit organizations, community business leaders and stakeholder's committed to local economic and neighborhood development. The New Orleans East Town Center includes two primary commercial corridors along Read and Lake Forest Boulevard. A substantial amount public and private investment has been concentrated in the New Orleans East Town Center. This case study has been used to strengthen arguments made in this thesis and provides the local business community, existing and potential developers with a plethora of useful information that will be instrumental for the NOETC commercial corridor revitalization.

Pre- Planning:

Identify Commercial Corridor Revitalization Program: Fast Forward Restart, Community Organization

Fast Forward Restart is a (510c3) non-profit organization whose primary aim is to provide economically distressed communities with the training, technical assistance and support needed to radically transform themselves into vibrant and thriving centers of local commerce. (Fast Forward Restart, 2011).⁵⁶ Since September 2005, the organization has contributed to the establishment of over 200 new small businesses in New Orleans and four other communities across the country (Fast Forward Restart, 2011).⁵⁷ In New Orleans, *Fast Forward Restart* has concentrated its efforts in New Orleans East with one of the main initiatives being the Fast Forward Main Street Project. According to Fast Forward Restart, “The purpose of Fast Forward Main Street is to bring focused support to small business in a community that results in a sustainable increase in revenues and jobs and create a positive and supportive business environment for entrepreneurs”(Fast Forward Restart, 2011).⁵⁸

One of the primary goals of this initiative involved the development of a commercial corridor progress report. This reported included a survey of primary blighted properties, inventory of existing businesses and planning recommendations for future development projects within the boundaries of the New Orleans East Town Center Commercial Corridor Revitalization District. With the support of several key leaders of the local business community, established partnerships with organizations and City departments that have the necessary resources to make revitalization possible, *Fast Forward Restart* is a viable organization that has the capacity to support growth and redevelopment of the New Orleans East Town Center.

Define Boundaries: New Orleans East Town Center Commercial Corridor Revitalization District and Map

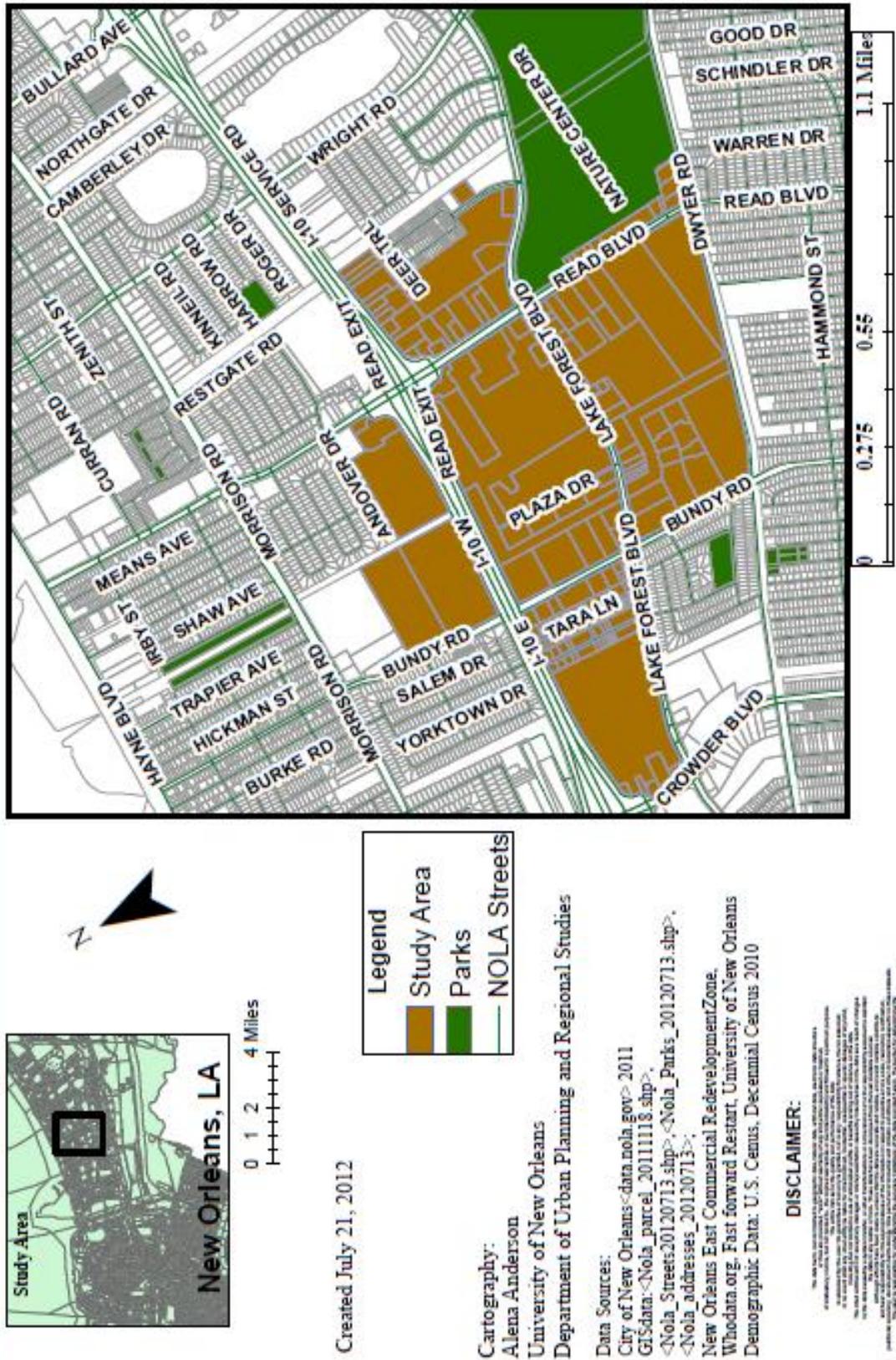
The New Orleans East Town Center Commercial Corridor Revitalization includes multiple commercial corridors: Lake Forest Boulevard, Read Boulevard, Crowder Road and I-10 Service Road. The New Orleans Town Center includes:

- Lake Forest Boulevard: between Crowder Road and Read Boulevard.
- Read Boulevard: between I-10 Service Road and Dwyer Road
- I-10 Service Road: between Crowder Road and Deer Trail
- Crowder Road: between Lake Forest Boulevard and I-10 Service Road
- Plaza Drive : between I-10 Service Road and Lake Forest Blvd
- Bundy Road : between Dwyer Road I-10 Service Road
- Dwyer Road: between Read Boulevard and Bundy Road
- Tara Lane: between I-10 Service Road and Lake Forest Boulevard
- Cindy Place: between I-10 Service Road and Lake Forest Boulevard

Figure 2. indicates the specific parcels included in the commercial corridor revitalization district. Within the New Orleans East Town Center, there is a mix of commercial, residential and vacant lot properties. These properties vary significantly in size (square footage), condition, use and occupancy. The inventory and evaluation of infrastructure will be discussed later in this chapter. Figure 2. Shows the map of the New Orleans East Town Center.

Figure 2. Map of New Orleans East Town Center

**New Orleans East Commercial Redevelopment Zone
Property Inventory and Conditions Analysis:
Study Area Map**



Created July 21, 2012

Cartography:
Alena Anderson
University of New Orleans
Department of Urban Planning and Regional Studies

Data Sources:
City of New Orleans <data.nola.gov> 2011
GISdata: <Nola_parcel_20111118.shp>
<Nola_Streets20120713.shp>, <Nola_Parks_20120713.shp>,
<Nola_addresses_20120713>:
New Orleans East Commercial RedevelopmentZone,
WhoData.org, Fast forward Restart, University of New Orleans
Demographic Data: U.S. Census, Decennial Census 2010

DISCLAIMER:

THE USER SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES AND AUTHORITIES. THE USER SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES AND AUTHORITIES. THE USER SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES AND AUTHORITIES.

Identification of Assets and Liabilities of the Commercial Corridor Revitalization District

The specific assets and liabilities of a community tend to affect the perception of the area from outsiders and residents in both positive and negative ways. As part of the commercial corridor revitalization effort, the assets of the designated commercial district are usually promoted; while the liabilities are attempted to be minimized. The significant amount of public and private investment is the most significant asset for the New Orleans East Town Center area and New Orleans East neighborhood. In addition, the abundance of commercial and residential blighted properties represents the most problematic liability for both the New Orleans East Town Center and the New Orleans East neighborhood.

According to a recent report compiled by GCR and Associates for Fast Forward Restart, There has been over \$3.2 billion of public and private dollars invested in New Orleans East since Hurricane Katrina by local government agencies (GCR, 2012).⁵⁹ Of this investment, there has been \$3 million in funds provided for public infrastructure and streetscape improvements in the neighborhood(GCR, 2012).⁶⁰Investment has been concentrated within the boundaries of the New Orleans East Town Center commercial corridor revitalization district. Additionally, there have been several multi-million dollar developments implemented along Read Boulevard. Currently, \$18 million dollars have been invested in renovations in Joe Brown Park and nearly \$7 million dollars of public investment were invested in the construction of the Read Regional Library located at 5641 Read Boulevard (GCR, 2012).⁶¹ The renovation of the 7th District Police Station at 10101 Dwyer Street was completed in 2012. The New Orleans Methodist Hospital, a \$110 million dollar investment, is under construction and resides within the district.⁶² These development projects have and will continue to create viable, high paying jobs, and sustainable demand for currently vacant office space through auxiliary medical services. These assets will

strengthen the ability of making the New Orleans East Town Center a destination for social engagement and a suitable environment for local commerce.

Despite these viable assets, there are liabilities to future investment and revitalization of the commercial corridor district. The most significant liabilities are the commercial and residential blighted properties adjacent to I-10. These properties portray the area as economically defunct and derelict for residents, commuters, visitors and potential investors and developers.

Fast Forward Restart has taken an aggressive and proactive approach to minimize this issue. The organization has placed a great deal of pressure on property owners of large scale blighted commercial properties, attended adjudication hearings, as well as, code enforcement and BlightStat meetings to ensure that the City handles this matter in the most efficient and appropriate manner as well. The success of *Fast Forward Restart* of minimizing this liability is a sign that the organization and its supporters have the capacity to facilitate a viable transformation of the commercial corridor revitalization district.

Evaluation of Neighborhood Demographics

General demographic characteristics of the residents living within the New Orleans East Town Center and the New Orleans East neighborhood place into context the needs and issues related to the commercial corridor revitalization initiative. In 2010, there were 1,252 residents and 690 housing units located within the boundaries of the New Orleans East Town Center. This was a decline from 2000, for which there were 3,270 residents and 1,396 housing units within the same study area. In terms of the New Orleans East neighborhood, in 2010, there were 55,261 residents and 26,102 housing units. There was also a significant decline in population at the neighborhood level between 2000 and 2010. In 2000, there 81,349 residents and 30, 564 housing units.

According to the 2010 Census, the vacancy rate of housing units in the New Orleans Town Center (32.6%) is greater in the New Orleans East neighborhood (23.5%). In 2010, 96 % of residents in the New Orleans East Town Center and nearly 92% of residents in all of New Orleans East were reported as being African American. This information will provide context for understanding the type of residents and size of the population that reside within the commercial corridor revitalization district .

Evaluation and Inventory of Infrastructure

Inventory of Infrastructure

In order to promote and market the target commercial redevelopment zone to potential developers and investors, *Fast Forward Restart* and others committed to increasing the stability of the local economy in the area need to have a firm understanding of the essential characteristics of properties within the target commercial redevelopment zone. While a Community Development Finance Intern in the Office of Senator Mary Landrieu, the author conducted a pre-study of the New Orleans East Town Center. Part of this pre-study included a property conditions survey and acquisition of background information of 186 properties with 430 listed owners.

Methodology

The inventory of properties within the New Orleans East Town Center Commercial Corridor Revitalization District included data from the City of New Orleans information databases and independent field research completed by the author. The City of New Orleans Property Viewer, <http://property.nola.gov/> was accessed and “zoomed in” on New Orleans East area. Under the interactive “Layers” Toolbar, the “parcel” and “addresses” were turned on. One by one, each parcel within the designated study area was selected. For each parcel within the designated study

area, information regarding approximate size of the parcel, name and mailing address of the property owner were collected. The parcel information and subsequent survey results were input within a property inventory. The Orleans Parish Assessor's Office Database, <http://qpublic.net/la/orleans/index.html>, was accessed and information for each property was identified by entering the Tax ID number for each parcel. For each parcel or property, the following background information was collected:

- Address Information (Street Name, Number, GEOPIN, Square footage, acreage, property description, property class information, and elevation)
- District information (Neighborhood, Police, Municipal, Planning)
- Owner information (Name, Mailing Address, Tax ID)
- Assessor's Information (2012 Land Value, 2012 Building Value, 2012 Total Value, 2012 Assessed Land Value, 2012 Building Value, 2012 Taxable Assessment, Sale Transfer Date, Sale/ Transfer Price)

Information pertaining to the square footage, assessment values for 2012 and sale and transfer data were collected and input into the master excel spreadsheet. Median and Average Assessment Values were calculated and included in the table located on the following page.

Results of Inventory of Infrastructure

The size of properties within the New Orleans Town Center vary considerably. The largest properties within the study area include the Methodist Hospital at 5620 Read Blvd (718,217 square feet), the vacant lot at 5770 Lake Forest Blvd (1,618,689 square feet or 37.16 acres), 5552 Read Boulevard, 6767 Bundy and Lakewind Apartments at 5131 Bundy Rd). Some of the properties are on the *NOLA Clean Sweep* top blighted properties list, whereas others represent viable residential and commercial properties within the commercial corridor revitalization district. Some of the smallest properties include 14 apartments on Tara Lane that are

approximately 2,520 square feet per unit. Several of the commercial properties located along Lake Forest Boulevard to numerous retail and office space that are less than 10,000 square feet per unit.

Assessed Values

Within the boundaries of the New Orleans East Town Center there is a wide range of assessed values for properties. Less than twenty of the properties (4%) had total assessed values over \$1,000,000 in 2012.

Table 3. Assessed Values of Property within New Orleans East Town Center

	Median Value for Properties in the Study Area	Average Value for Properties in the Study Area
Land Value (2012)	\$3,800	\$113, 952
Building Value (2012)	\$0	\$153,565
Total Value(2012)	\$11,300	\$258,274
Assessed Land Value (2012)	\$380	\$1,119
Assessed Building Value (2012)	\$0	\$16,498
Homestead Exemption (2012)	\$0	\$0
Total Assessment Value (2012)	\$1,130	\$27,609
Taxable Assessment (2012)	\$240	\$17,106

Source: A. Anderson Data Source: Orleans Parish Assessor’s Office

Multiple Owners and the effect on Future Land Acquisition

One of the most significant findings of this project assessment phase was the discovery that selected properties or parcels that have numerous owners. This instance occurred primarily with vacant land between Dwyer and Lake Forest on Bundy Road. From the appearance of Bundy Rd, the following parcels have developed into a single large, vacant, overgrown and unsecured lot.

The addresses of the properties are as follows:

- 5501 Bundy (60 owners listed, 1819 square feet per listing)
- 5511 Bundy (14 owners listed, 1513 square feet per listing)
- 5515 Bundy (46 owners listed, 1716 square feet per listing)
- 5531 Bundy(13 owners listed, size not available)
- 5545 Bundy (14 owners listed, size not available)

All of these properties have a value \$0 and multiple owners own undisclosed section of the property. This complicated land acquisition situation may deter existing and future development.

Proposed Zoning of New Orleans East Commercial Corridor Revitalization District

The zoning designations of properties dictate the types of specific permissible uses allowed for every property within the commercial corridor revitalization district. Having a firm understanding of the zoning designation allows community leaders, stakeholders and other representatives to gain a firm grasp of how properties within the designated district can be used.

The following proposed zoning designations are represented in the New Orleans East Commercial Corridor Revitalization District:

Red- General Commercial

Blue- Medical Services

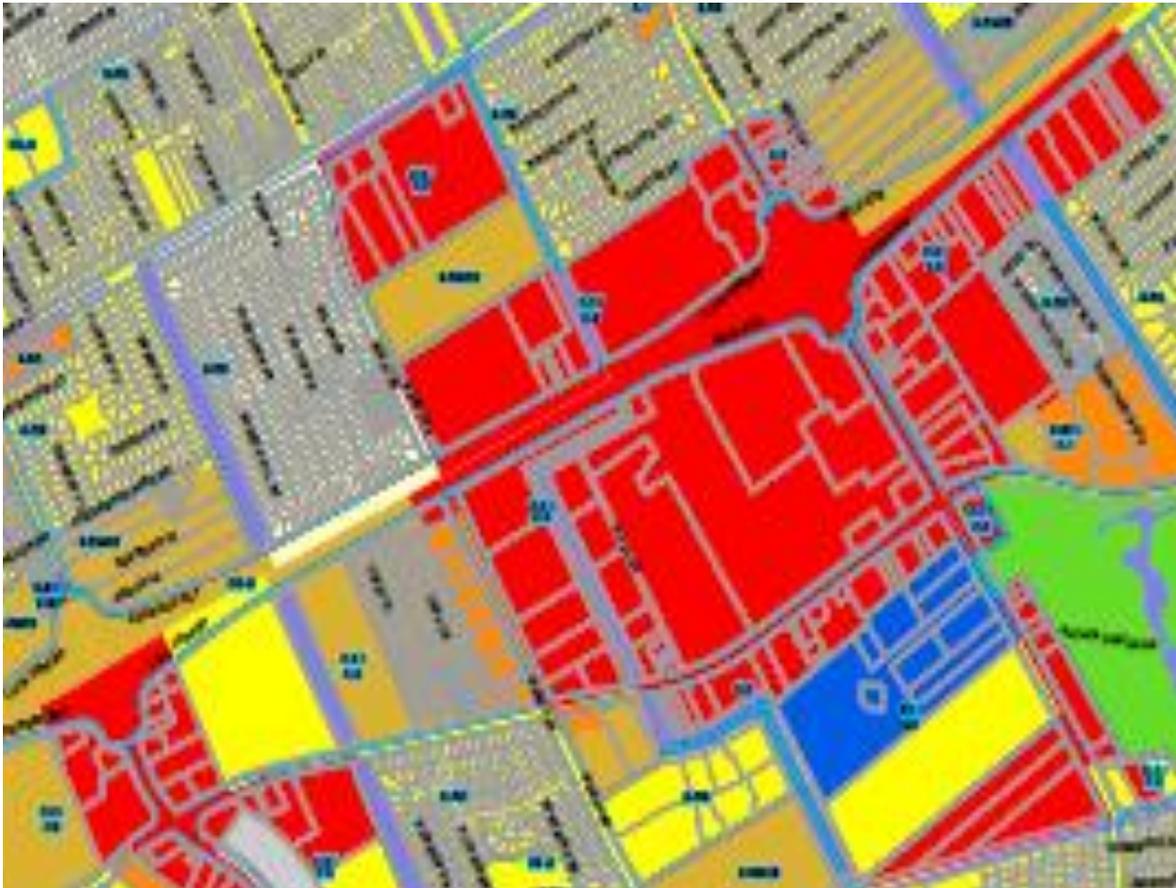
Orange – Neighborhood Commercial

Beige- Multiple Family Residential

Yellow- Single Family Residential

According to the map below, most of the New Orleans East Town Center will be considered for “General Commercial Use”. This designation supports the community vision of making the New Orleans East Town Center a destination place for commercial activity. The Methodist Hospital Site and surrounding parcels are zoned in blue for Medical Services. The zoning of adjacent parcels near the hospital will support the infill of auxiliary medical services. The multiple vacant parcels mentioned previously in this chapter, have a proposed zoning of “Single Family Residential”. This proposed zoning creates incentive for future developers interested in expanding the viable housing stock in the NOETC .

Figure 3. Proposed Zoning Map for New Orleans East Town Center (Planning District 9)



Source: New Orleans City Planning Commission, 2011

Evaluation of Infrastructure

In order to get a better understanding of the conditions of the physical infrastructure of the New Orleans East Town Center (NOETC) a property conditions survey and photo inventory was completed. Information from a pilot survey of 15 properties was completed in July 2012. The remainder of the properties were surveyed by September 2012 and the final results are included in this report. The *Whodata.org* format used in this surveying process helped exemplify issues related to vacancy, building conditions and diversity of uses of the properties surveyed. This format also allows for seamless integration with the City of New Orleans public information and data systems.

Methodology

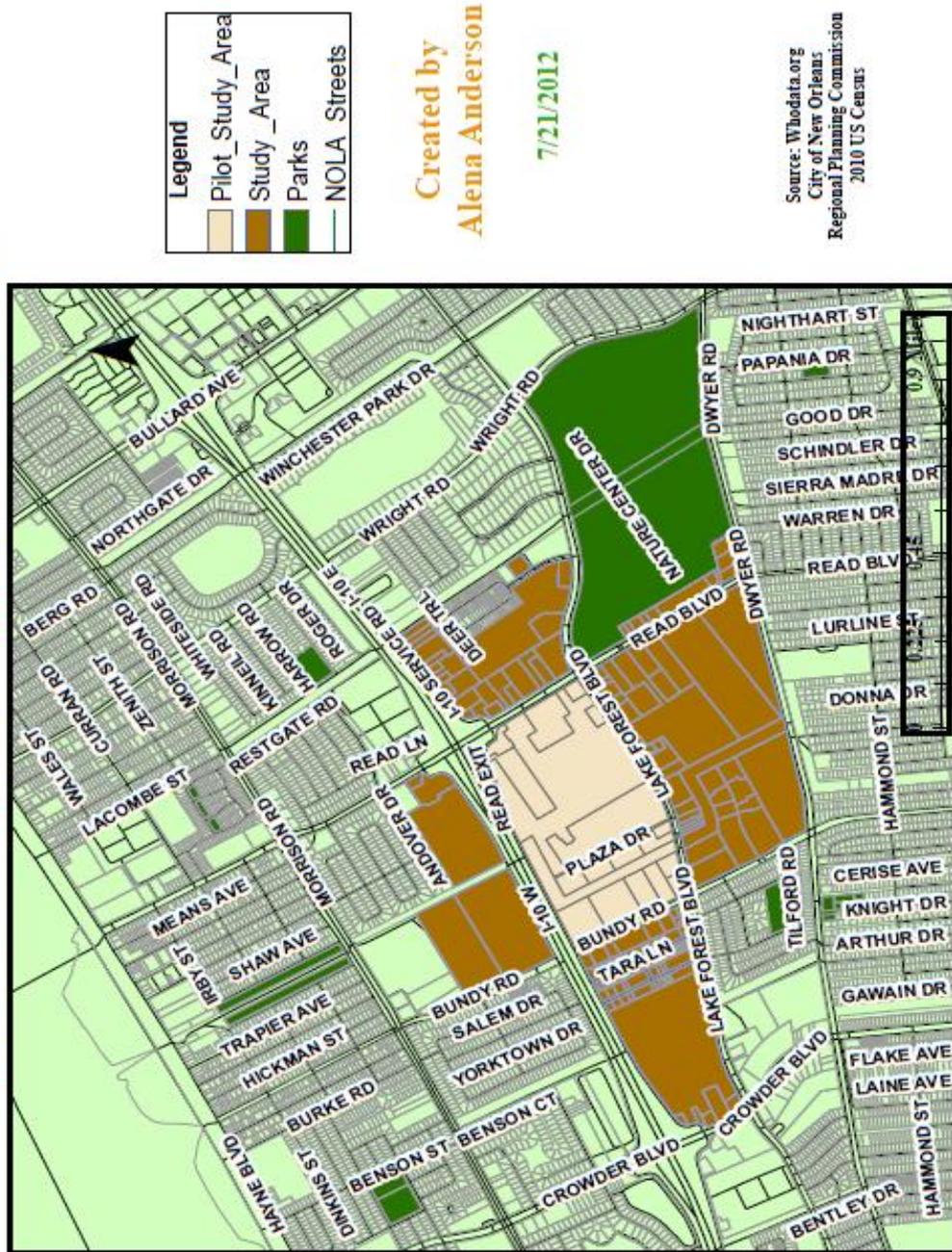
Walking maps (GEOPIN, address) were used to properly identify the address and location based upon the city's GIS database. GEOPINs are the assigned to each parcel in the City's GIS mapping database. Since there are parcels with inconsistent addresses and/or street numbers, GEOPINs represent the most accurate designation for parcels for integrating multiple data management systems. For each parcel, the following information was documented on specified survey forms. (Address, GEOPIN, Lot Status, Lot Overgrown, Building Use, Building Condition, Street Light, Occupancy, For Sale Sign, For Rent Sign, Under Construction and additional comments) The WhoData Property Conditions Survey Excel Spreadsheet, shown in Appendix D, was used as a template for the evaluation of each parcel within the New Orleans East Town Center as part of the property conditions survey. For each parcel, photos were taken with multiple views of the space. After the information was collected for all of the parcels in the study area, the author verified information and observations by double-checking the property conditions collected to ensure increased accuracy of reporting.

Pilot Study Findings

As part of this pilot study, 15 properties with a unique mix of uses and occupancy were surveyed. These properties were chosen based on their size and central location within the New Orleans East Town Center. The main objective of completing a pilot study to address any potential limiting conditions and creative strategies for effectively surveying the remainder of the properties within the survey area. Of the entire pilot study area, 56% of the properties within the pilot study area were considered to be vacant. Nearly half of properties surveyed were utilized for commercial use. There are several large, vacant office facilities located within the Pilot Survey with varying degrees of condition status. A map of the study area is depicted in Figure 5.

Figure 3. New Orleans Town Center Pilot Study Map

New Orleans East Commercial Redevelopment Zone Study Area



Initial findings from the pilot study were presented to Fast Forward Restart in an Interim Brief Report in July 2012. Feedback from this report and modifications to the boundaries of the New

Orleans East Town Center Commercial Corridor Revitalization District were incorporated in the survey of the remaining properties.

Results of Property Conditions Survey

Occupancy

Of the 186 properties surveyed, thirty- seven (36) of the properties were not included due to the fact that the GEOPINS, the unique ID that links addresses with GIS mapping systems did not match. This is a limiting condition of this property conditions survey, but exemplifies the most accurate results of this part of the case study. According to the property conditions study, 90 (48%) of the properties were considered to be occupied. Though many of these properties were located along the major commercial corridors (Lake Forest Boulevard, Read Boulevard and Crowder Road) .Vacancy is relatively high with 63 (31%) of the properties considered to be vacant. Several of these vacant properties include large commercial, medical and office spaces. There were some unique cases where properties were less than 50% occupied, but were not vacant. These properties were considered to be “semi-occupied”. This issue was primarily related to newly renovated commercial strip malls, which has attracted some tenants, but were not fully occupied. This information is reflected in the pie chart on Figure 6. In Figure 7., a map of building occupancy is shown.

Figure 6. Occupancies of the New Orleans East Town Center (Graph)

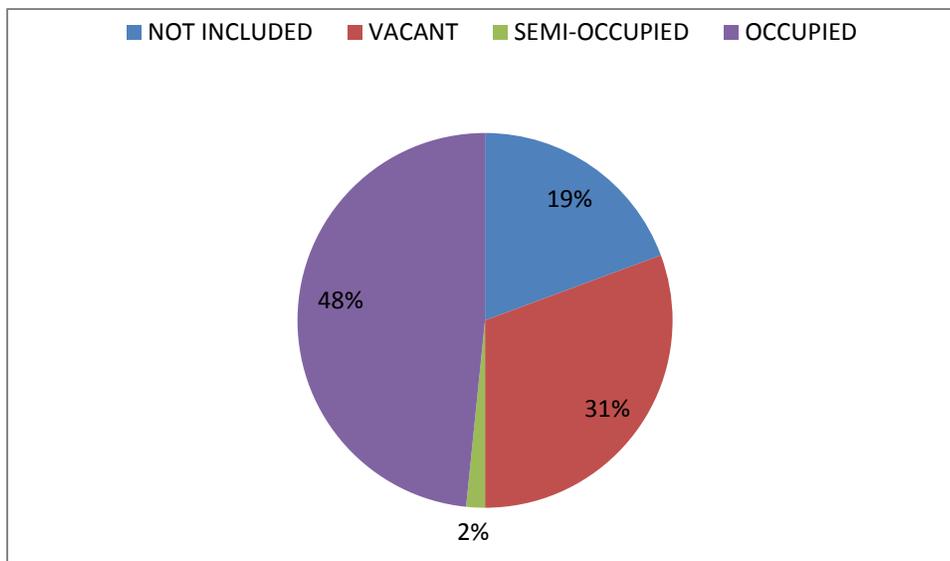
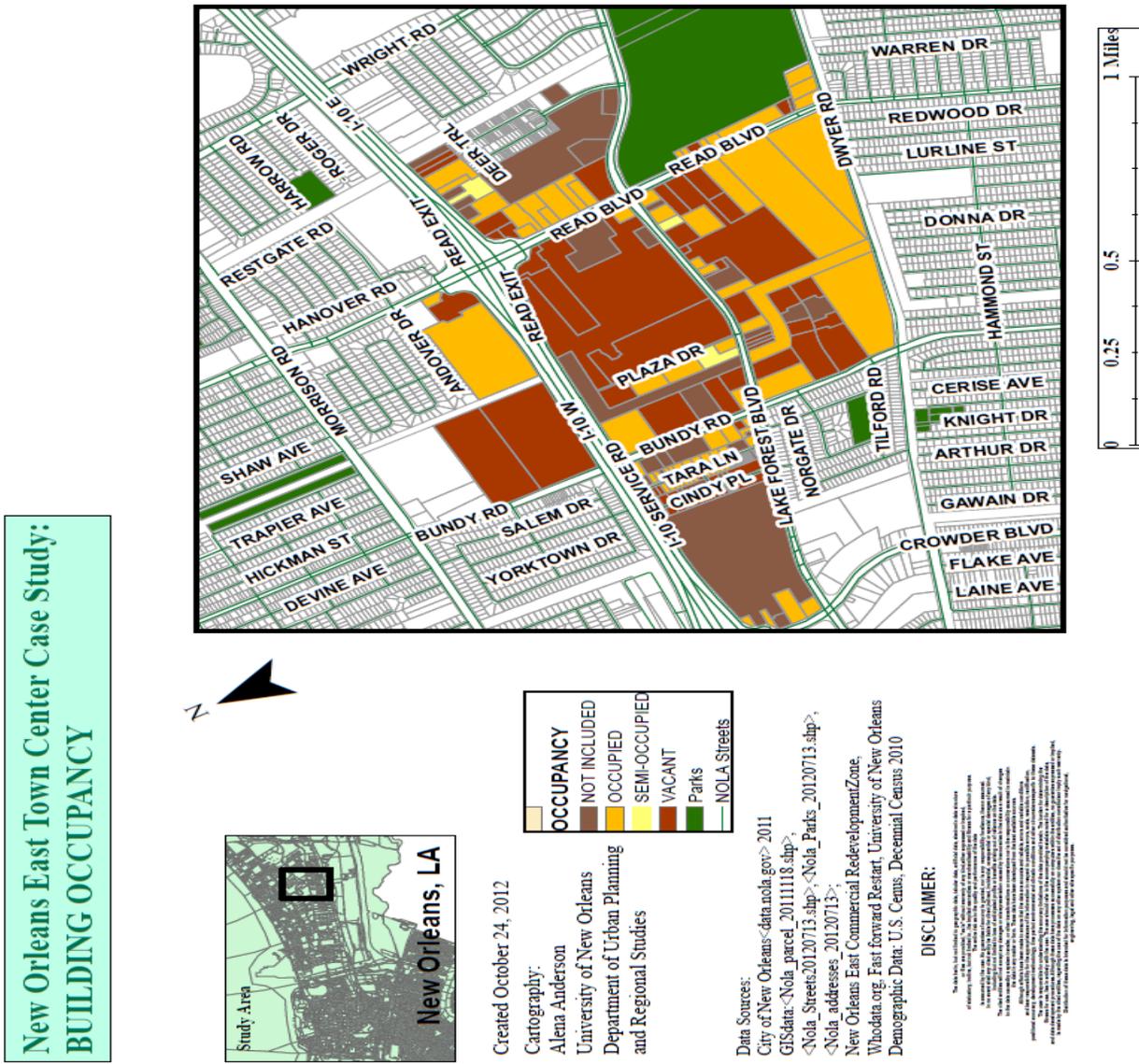


Figure 7. Map of Building Occupancy of the New Orleans Town Center



Building Type

Within the designated survey area, there is a diverse mix of building types or uses. There were ten (10) different categories of property uses represented with the case study area. As stated previously, 38 properties not included due to mismatching GEOPINS. The 38 properties affiliated with commercial use are located primarily along the major arterial commercial corridors (Lake Forest Boulevard and Read Boulevard). There is a mix in sizes of commercial properties and businesses within the case study area. There are also several municipal buildings (US Post Office, 7th District Police Station) schools and churches located within the boundaries of the commercial corridor revitalization district. Schools, churches and municipal buildings are nodes of social engagement for the community and are anchor facilities for future development and growth. The number of residential properties exceeds that of any use other use with a total of 59 properties. These properties tend to be small in building and land size and make up a small proportion, of the total square footage of the study area. There is a concentration of medical buildings at the core of the case study area. Building Uses are represented in Figure 8 and Figure 9.

Figure 8. Building Uses of New Orleans East Town Center

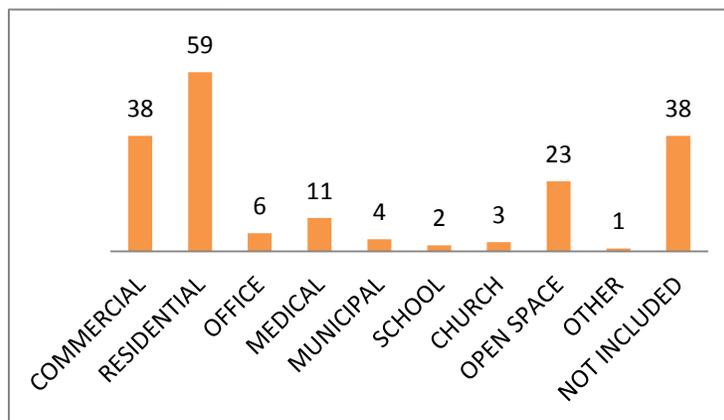
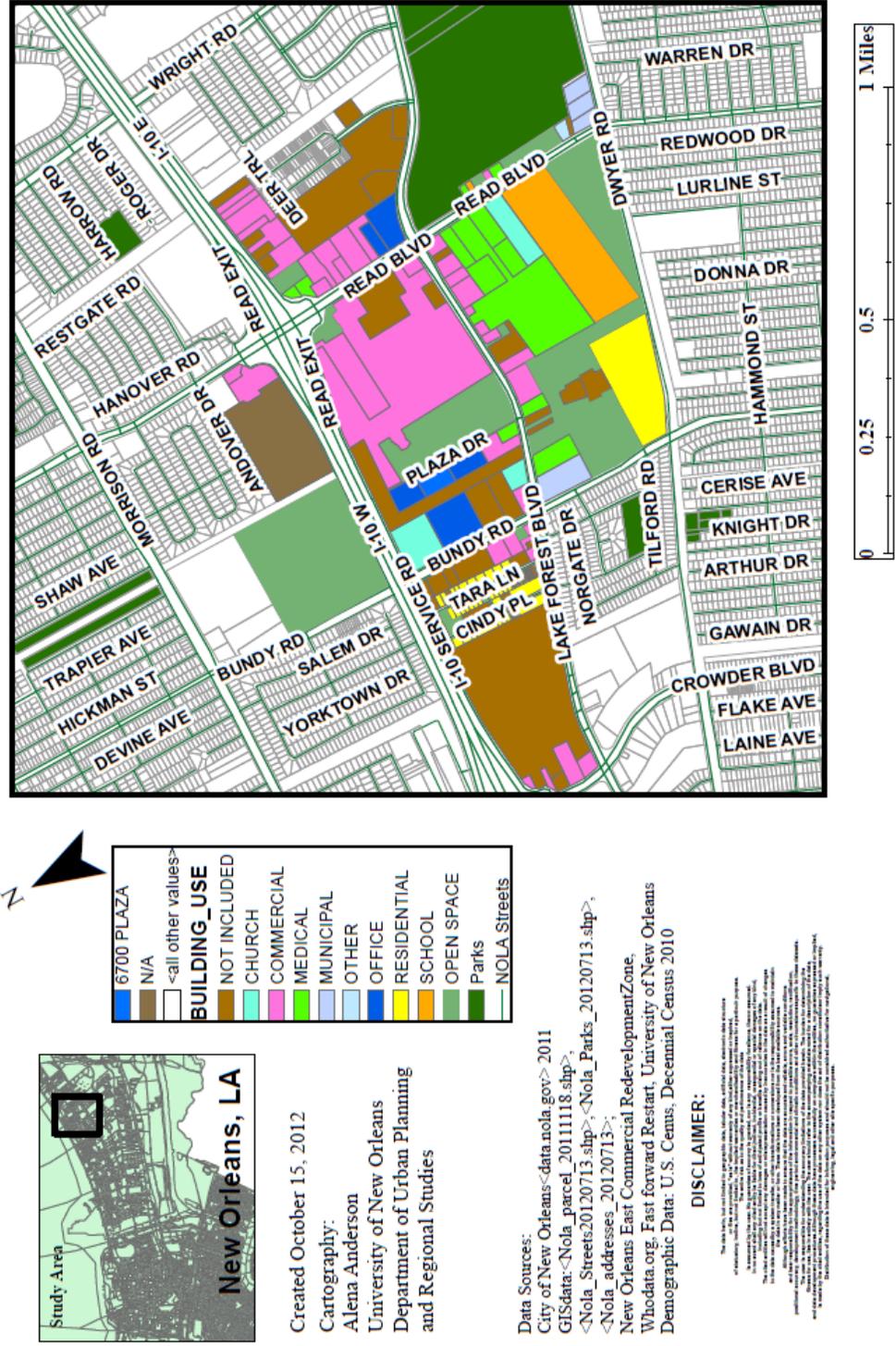


Figure 9. Map of Building Uses of New Orleans East Town Center

**New Orleans East Town Center Case Study:
BUILDING USE MAP**



Building Conditions

Several large commercial and office spaces make up the 30 properties considered to be in “Poor” condition. Nearly eight or nine of the *Fast Forward Restart* top ten blighted properties (as designated by the city) are represented. The majority of the properties that were considered to be in “FAIR” condition. The primary cluster of residential properties between Lake Forest Boulevard and I-10 Service Road and Bundy Road and Crowder make up the 24% of properties that were considered to be in “FAIR” condition. According to the results of the property conditions survey, 56 of the properties surveyed were considered to be in “Good” condition. This may indicate there are properties that are stable, operating and an increase in the market and investment potential for the area. Many of these properties are located along the primary commercial and support the stability of the local market. Building conditions are illustrated in Figure 10. And Figure 11.

Figure 10. Building Conditions of New Orleans East Town Center (Graph)

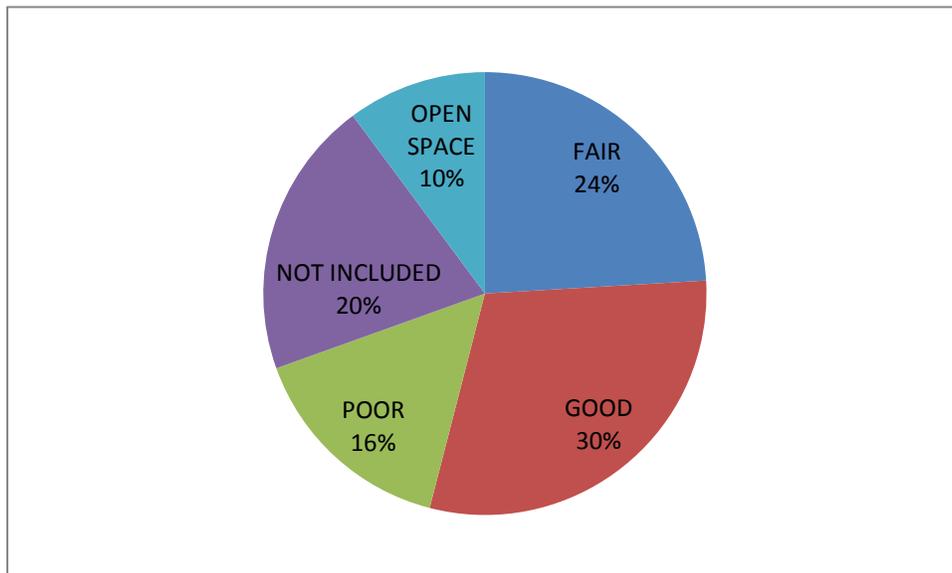
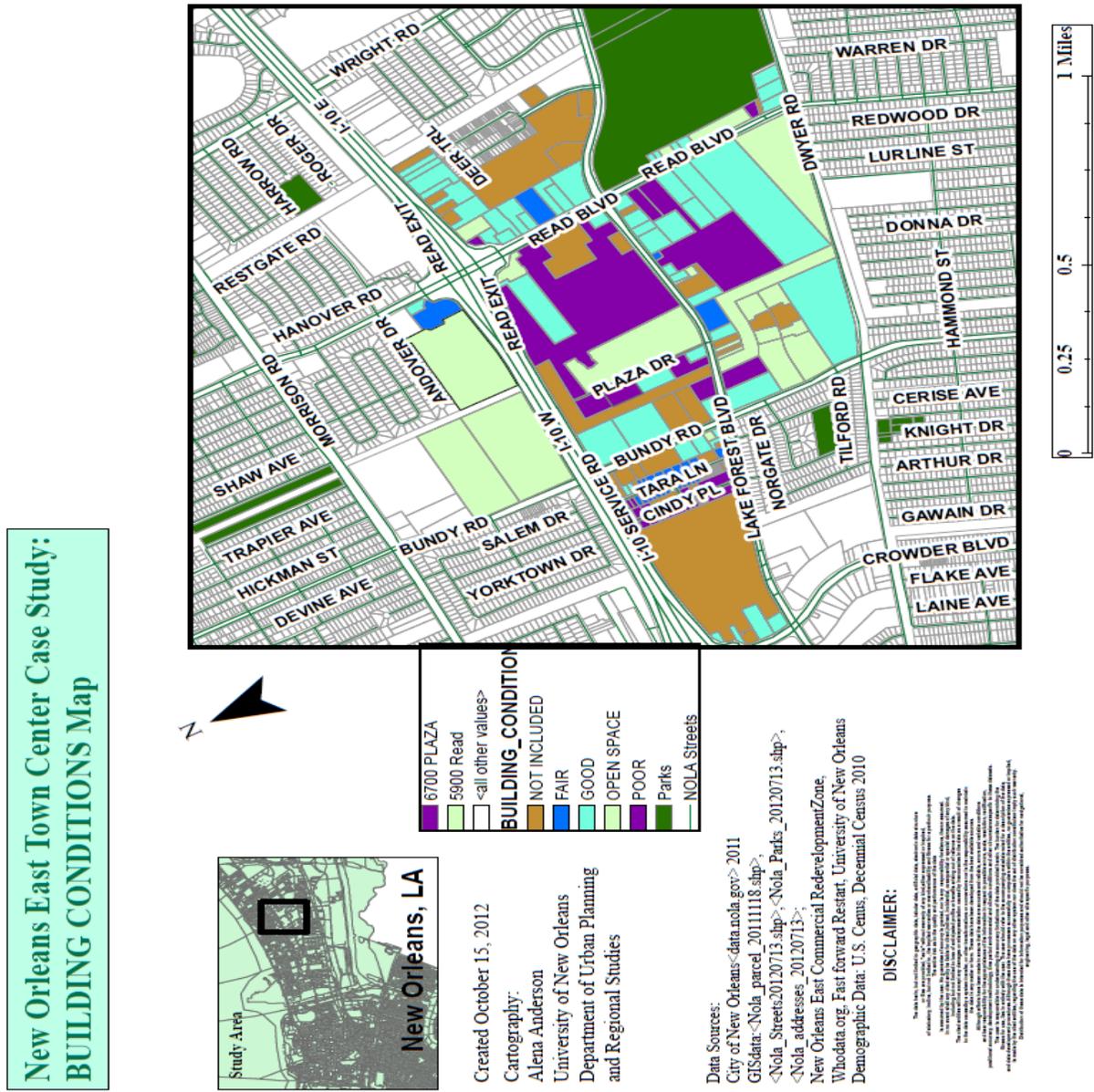


Figure 11. Map of Building Conditions of New Orleans East Town Center



Summary of Findings

One of the major impediments that will impact future commercial development and growth within the area is the significant number of vacant properties and poor quality buildings. These include overgrown vacant lots to swaths of dilapidated unsecured commercial and residential structures that are eyesores and are potentially dangerous for residents and/or visitors.

Fragmented land ownership is a major issue associated with the area. Currently there are roughly six properties within the designated study area that have multiple owners, vacant and unsecure.

Despite this major issue affecting the New Orleans East Town Center (NOETC), there are findings that suggest that this is an area that supports future growth and increased development. Additionally, there are thriving nodes of commercial activity within the study area that is zoned for general commercial use. There are a variety of building uses represented within the New Orleans East Town Center, which supports the vision of the district as a destination place.

Chapter V. Case Study Market Analysis

The purpose of this chapter is to exemplify market characteristics the New Orleans East Town Center (NOETC) Case Study area and New Orleans East neighborhood that will affect existing businesses and the ability to attract new businesses to locate within the commercial corridor revitalization district. An evaluation of economic census data, analysis of consumer spending trends (within the study area) retail leakage and surplus information will provide a better understanding of market potential for the target commercial redevelopment zone. In addition, the evaluation of the size, location and number of businesses and the interpretation of real estate market values will be included to provide a more comprehensive snapshot of current trends of localized economy in the New Orleans East neighborhood.

Evaluation of Economic Census Data

Methodology

Census data figures from the Market Profile and Summary Files from the 2000 and 2010 Census were accessed through the ESRI Business Analyst Online. Additional figures and future projections from ESRI Business Analysis Online were included and incorporated into the analysis as well.

Income

Table 4. Household Income

	New Orleans East Town Center			New Orleans East		
	Census 2000	Census 2010	Census 2015	Census 2000	Census 2010	Census 2015
Median Household Income	\$18,788	\$24,871	\$28,867	\$33,604	\$42,752	\$45,448
Average Household Income:	\$27,524	\$34,109	\$36,272	\$42,522	\$49,159	\$49,644
Per Capita Income:	\$10,714	\$11,932	\$12,661	\$15,346	\$16,158	\$16,366

Source. U.S. Census Bureau, ESRI BAO, 2000 and 2010 Census

Table 4, above, shows household income for the New Orleans East Town Center and the rest of the neighborhood. In general, the income of residents living within the New Orleans East Town Center (NOETC) is lower than that of the whole neighborhood. Despite the average and median

income figures for the New Orleans East Town Center are relatively low, there seems to be an increase in income levels from the 2000 Census. A projected increase in income levels should increase this as this area becomes more attractive for viable investment.

Home Ownership

Table 5. 2010 Homeownership Values

	New Orleans East Town Center		New Orleans East	
	Number of households	Percentage of Total	Number of Households	Percentage of Total
Owner Occupied	104	22.1%	11,323	56.7%
Renter Occupied	366	77.9%	8,658	43.3%
Total	470	100%	19,981	100%

Source: Census Bureau and ESRI BAO 2010 Households by Tenure and Mortgage Status

Table 5 shows homeownership values for the New Orleans East Town Center and the New Orleans East neighborhood. Home ownership is a key indicator that illustrates the stability of the local market. The New Orleans East Town Center is predominately renter occupied (77.9%), while 56.7% of the whole New Orleans East neighborhood is owner occupied. New Orleans East has ownership rates that is higher than most neighborhoods throughout the city. Since the New Orleans East Town Center is being marketed and developing as a destination place for residents of all of New Orleans East. The high value of home ownership for the target market can be used to market the area for potential national retailers and developers (GCR& Associates,2012).⁶³

Table 6. Values of Residential Properties

Median Value:	2000	2010	2015
New Orleans Town Center	\$86,020	\$121,429	\$145,486
New Orleans East	\$ 86,087	\$ 123, 532	\$ 146,911

Source: US Census Bureau and ESRI Business Analyst Online 2012

Table 6 shows values of residential properties within the New Orleans East Town Center . Though there is quite a difference in home ownership in New Orleans East Town Center Commercial Corridor Revitalization District and the rest of the New Orleans East neighborhood, the median value of residential property seems to be relatively similar. There also seems to be an incremental increase in the price in residential properties since 2000. With increased amenities and businesses established in the commercial corridor revitalization, the price of housing units may continue to rise over the next several years.

Employment Rate

Table 7 illustrates employment rates for the New Orleans East Town Center.

Table 7. Employment Rates

	New Orleans Town Center		New Orleans East	
	2010	2015	2010	2015
Civilian Employed (16+ Labor Force)	88.50%	89.80%	91.00%	91.80%
Civilian Unemployed (16 +Labor Force)	11.50%	10.20%	9.00%	8.20%

Source: US Census Bureau and ESRI Business Analyst Online (2012)

Unemployment rates are higher in the commercial corridor revitalization district than in the New Orleans East neighborhood. Unemployment rates within the commercial corridor revitalization are expected to decline as the years progress (ESRI BAO, 2012).⁶⁴

Analysis of Consumer Spending Trends

Methodology

Information collected from the Market Profile feature of ESRI Business Analyst Online software for this section of the Market Analysis of the New Orleans Town Center. Table 8 illustrates consumer spending trends for New Orleans East Town Center and the New Orleans East neighborhood.

Table 8. Consumer Spending Trends

	New Orleans East Town Center (NOETC)		New Orleans East Neighborhood	
	Total Spending	(Percentage of Total)	Total Spending	(Percentage of Total)
Apparel and Services	\$358,907	2.74%	\$18,783,079	2.64%
Computer and Accessories	\$43,740	0.33%	\$2,382,760	0.34%
Education	\$261,195	1.99%	\$13,778,383	1.94%
Entertainment/Recreation	\$648,845	4.95%	\$35,282,340	4.97%
Food at Home	\$974,424	7.43%	\$50,158,090	7.06%
Food Away From Home	\$695,399	5.30%	\$36,427,002	5.13%
Health Care	\$758,418	5.78%	\$40,755,912	5.74%
Household Furnishing and Equipment	\$348,038	2.65%	\$19,331,501	2.72%
Investments	\$230,777	1.76%	\$15,384,220	2.17%
Retail Goods	\$4,849,790	36.97%	\$259,858,357	36.59%
Shelter	\$3,148,540	24.00%	\$173,921,922	24.49%
TV/Video/ Audio	\$273,531	2.09%	\$14,016,126	1.97%
Travel	\$330,561	2.52%	\$19,701,353	2.77%
Vehicle Maintenance & Repair	\$194,368	1.48%	\$10,415,112	1.47%
Spending Total	\$13,116,553	100%	\$710,196,157	100%

Source: Alena Anderson

Data Source: ESRI Business Analyst Online (BAO) 2012

Findings

The total consumer spending within the commercial corridor revitalization district in 2010 is \$13,116,533 which averages out to \$31,759.16 per household residing in the New Orleans East Town Center commercial corridor district. For New Orleans East the total consumer spending for 2010 was \$710,196,157. Despite difference in spending, there are some key similarities in types of spending in the New Orleans East Town Center and the New Orleans East neighborhood. In both the New Orleans East Town Center and the New Orleans East neighborhood, consumers spent the most on retail goods. In the New Orleans East Town Center and in New Orleans East roughly 36% of consumer spending was allocated for retail goods.

Shelter was ranked second highest in both areas accounting for nearly a quarter of consumer spending. Consumers spent the third highest percentage on “food at home”. This signifies that a substantial amount of the population cook their own meals from food bought at grocery stores. Thus, supporting future establishment of fresh food retailers. In both the New Orleans East Town Center and the entire New Orleans East neighborhood spending, computers and accessories were the least of all categories. Spending on these goods, accounts for less than 1% of total consumer spending in both areas.

Based on consumer spending trends, there is a viable market for retail goods, shelter and food at home. The development of new retail establishment, apartments, condos, etc. and grocery stores are supported by these key findings. Large scale superstores that specialize in the sale of computers and accessories.

Retail Leakage and Surplus Analysis

Methodology

Retail information for the New Orleans East Town Center was accessed through the Retail Market Profile feature of ESRI Business Analyst Online on August 6, 2012. Information regarding Retail Sales, Demand, industry group and Leakage/ Surplus Factor has been used in the discussion of the key quantitative findings in this section on the Market Analysis for the New Orleans East Town Center.

Findings

Retail Leakage and Surplus Analysis is a form of quantitative study of retail opportunities for particular community (Buxton, 2012)⁶⁵ This form of market analysis addresses how the retail needs of residents of a particular area are currently being met and unmet, as well as, possible

retail opportunities. This form of analysis usually exemplifies the strengths and weaknesses of the localized market (Buxton,2012).⁶⁶

Retail leakage can represent products for which residents spend more on particular goods than is captured by local markets. Simply, local residents may be spending money outside the local market on particular goods and services. Retail sales leakage represents unmet demands that can result in future retail opportunities. For example, there is unmet demand for florists within the New Orleans East Town Center Commercial Corridor Revitalization District. This represents a retail sales leakage and leakage factor of 100 points. Retail surplus means that the commercial district is attracting non local shoppers (Buxton, 2012) ⁶⁷ Retail leakage and surplus range from -100 to 100. In situation where the retail/ surplus factor are -100, there is a total surplus. A leakage surplus factor of 100 represents total leakage. Though the quantitative factors are quite indicative of the current state of local retail market, qualitative issues need to be taken into consideration when it comes to evaluating retail opportunities for commercial corridor revitalization districts. Table 8 and Figure 12 show retail leakage and surplus for the New Orleans East Town Center for 2010.

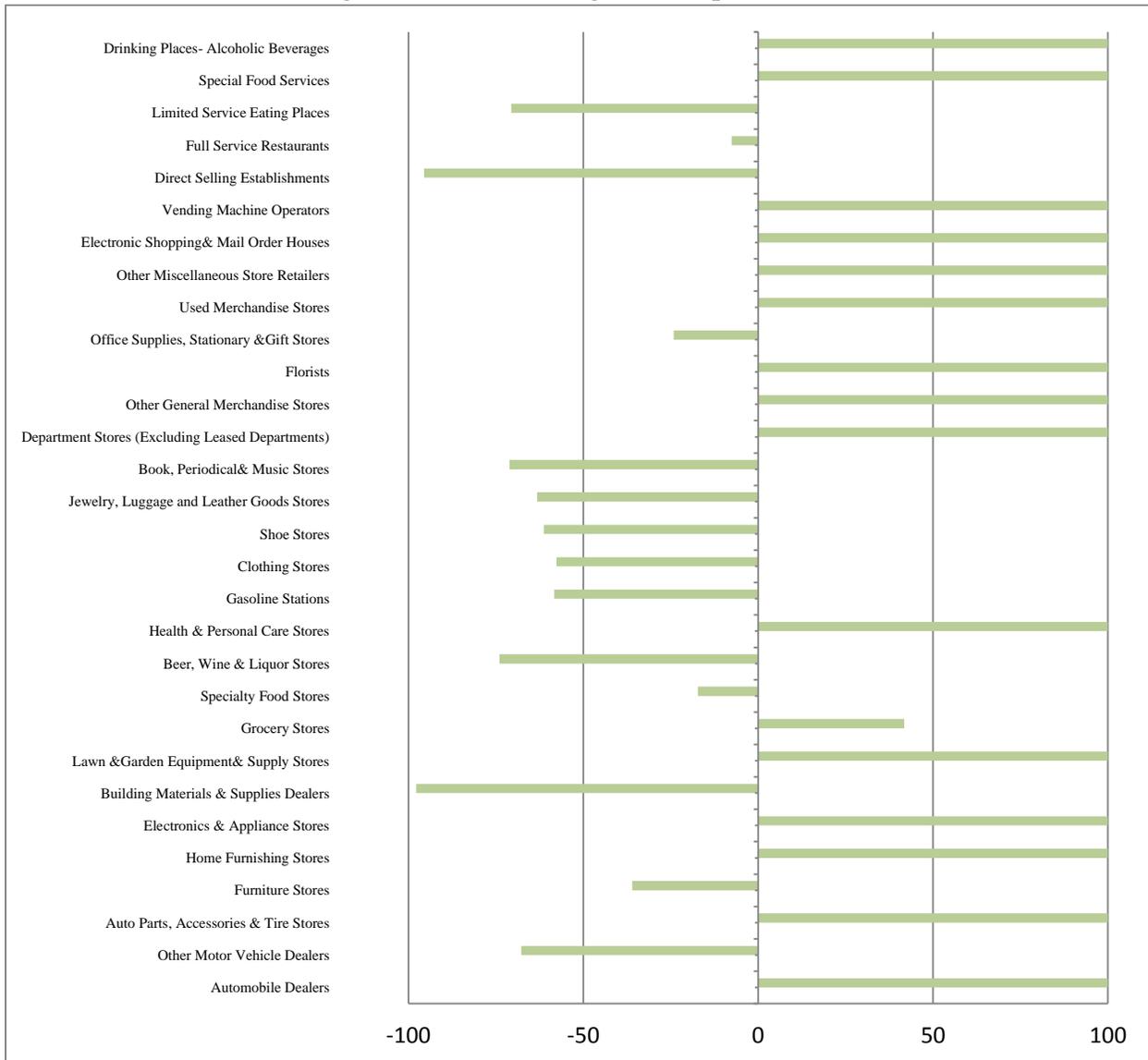
Table 9. Retail Expenditure Leakage and Surplus

	NAICS	Demand Retail Potential	Supply Actual Retail Sales	Retail Gap	Leakage/ Surplus Factor
Automobile Dealers	4411	\$910,280	\$0	\$910,280	100.00
Other Motor Vehicle Dealers	4412	\$80,456	\$417,375	(\$336,918)	67.70
Auto Parts, Accessories & Tire Stores	4413	\$68,763	\$0	\$68,763	100.00
Furniture Stores	4421	\$122,179	\$259,547	(\$137,368)	36.00
Home Furnishing Stores	4422	\$43,786	\$0	\$43,786	100.00
Electronics & Appliance Stores	4431	141,726	\$0	\$141,726	100.00
Building Materials & Supplies Dealers	4441	\$151,310	\$13,724,980	(\$13,573,670)	97.80
Lawn & Garden Equipment & Supply Stores	4442	\$18,282	\$0	\$18,282	100.00
Grocery Stores	4451	\$851,056	\$348,936	\$502,369	41.80
Specialty Food Stores	4452	\$78,661	\$111,395	(\$32,734)	17.20
Beer, Wine & Liquor Stores	4453	\$41,951	\$280,969	(\$239,018)	74.00
Health & Personal Care Stores	4461	\$223,470	\$0	\$223,470	100.00
Gasoline Stations	4471	\$794,309	\$3,011,816	(\$2,217,503)	58.30
Clothing Stores	4481	\$177,153	\$657,995	(\$480,842)	57.60
Shoe Stores	4482	\$26,852	\$112,043	(\$85,191)	61.30
Jewelry, Luggage and Leather Goods Stores	4483	\$31,204	138,302	(\$107,098)	63.20
Book, Periodical & Music Stores	4511	\$36,230	\$214,590	(\$178,360)	71.10
Department Stores (Excluding Leased Departments)	4512	\$268,146	\$0	\$268,146	100.00
Other General Merchandise Stores	4521	\$212,467	0	\$212,467	100.00
Florists	4529	\$4,631	\$0	\$4,631	100.00
Office Supplies, Stationary & Gift Stores	4531	\$49,741	\$240,754	(\$93,442)	24.10
Used Merchandise Stores	4532	\$9,811	\$0	\$9,811	100.00
Other Miscellaneous Store Retailers	4533	\$212,467	\$0	\$212,467	100.00
Electronic Shopping & Mail Order Houses	4541	\$35,269	\$0	\$35,269	100.00
Vending Machine Operators	4542	\$9,669	\$0	\$9,669	100.00
Direct Selling Establishments	4543	\$65,784	\$2,827,268	(\$751,141)	95.50
Full Service Restaurants	7221	\$406,956	\$473,425	(66,469)	7.60
Limited Service Eating Places	7222	\$197,111	\$1,145,079	(\$947,967)	70.60
Special Food Services	7223	\$218,040	\$0	\$218,040	100.00
Drinking Places- Alcoholic Beverages	7224	\$45,255	\$0	\$45,255	100.00

Source: ESRI Business Analyst Online 2012

Table 9 and Figure 12 illustrate retail leakage and surplus in the New Orleans East Town Center. In 2010, the total retail potential for the New Orleans East Town Center was \$5,533,015. The total retail supply for the New Orleans East Town Center is \$23,964,474. This accounts for a retail surplus and oversupply of \$18,431,459. This oversupply of retail reflects the fact the commercial corridor revitalization district is attracting business from those not living within the area. This supports the community vision of making the area a “destination place” for retail, social engagement and health. One negative aspect of this finding is that there may a lack of stability to support healthy, viable and sustainable growth for retail establishments within the commercial corridor revitalization district.

Figure 12. Retail Leakage and Surplus Factor



Source: ESRI Business Analyst Online 2012

One of the unique characteristics of the retail market of the New Orleans East Town Center is that there is a total leakage of several industry groups. These industry groups are listed below:

- Automobile Dealers
- Auto Parts, Accessories and Tire Stores
- Home Furnishing Stores
- Electronic and Appliance Stores

- Health and Personal Care Stores
- Department Stores (Excluding Leased Departments)
- Other General Stores
- Florists
- Used Merchandise Store
- Other Miscellaneous Store Retailers
- Electronic Shopping and Mail Order Houses
- Vending Machine Operators
- Special Food Services
- Drinking Places (Alcohol Beverages)

For these industry groups, there is opportunity for new the establishment of new businesses. In these industry groups, there is minimal direct competition. Though there is a single grocery store, there is still a retail gap for such establishments within the area. According to the ESRI BAO, there is currently a retail gap of approximately \$502,120 for this industry group. Based on the information presented, there is opportunity for future retailers of various industry groups within the commercial corridor revitalization district. These figures reflect actual dollars spent and does not represent profit. A more in depth study of retail leakage and surplus needs to be conducted to depict the retail market of the commercial corridor revitalization district. Though the quantitative findings provide important insight to the market opportunities for the area, qualitative analysis of retail trends of the area should be addressed to give a more realistic depiction of the retail market.

Locating Employment Centers (Businesses) in New Orleans East

By establishing the location and size of employment centers (businesses), concentration of jobs and businesses can be identified. Large employment centers and number of businesses is indicative of the economic environment of the neighborhood .

Methodology

InfoUSA data related to employment centers in New Orleans East in 2004 and 2010 was provided by the Regional Planning Commission. The specific shapefiles, layers, and attribute information were utilized in this section of the analysis to exemplify the change in the number of employment centers, number of employees and specific location of each employment center.

In Figures 13 -15 the locations of the 2004 and 2010 employment centers in New Orleans East is identified. The size and number of employees of each employment center for both 2004 and 2010 are exemplified on Figure 14 and Figure 15. All of these figures provide a greater insight on the current state of the market within the New Orleans East Town Center and the rest of the New Orleans East Community.

According to the Info USA data provided by the Regional Planning Commission, there were 2,273 employment centers located in New Orleans in 2004. In 2010, there were only 1,531 employment centers. There is a substantial difference between the number employment centers between 2004 and 2010 (742 employment centers). This could be attributed to the effects of Hurricane Katrina. Many small businesses were devastated by the hurricane and closed as a result. There are signs that the businesses are returning to New Orleans East. Between 2006 and 2009, 300 businesses were opened. The steady increase in business openings illustrates the growing stability and strengthening of the market in New Orleans East.

One of the key indicators of the current state of the market is the number and types of jobs available. The presence of large employment centers is also important because it builds confidence in the market for potential outside investors and retailers. In 2004, one of the largest employers in New Orleans East Town Center, the Pendleton Methodist Hospital employed 1,400 employees.

In 2010, there were two employment centers with more than 600 employees: The Nasa Michoud Facility (2000 employees) and the US National Finance Center with 1,700 employees. There were six employment centers that had between 351-600 employees. These include Richard Disposal (350 employees), Walsh Construction (600), Folgers (500), Craig Elementary (600), Crescent Crown Distributing(400) and First Student School Bus Transportation Services(400). In 2010, there were 16 businesses that had 131-350 employees and 98 employment centers with 29-130 employees. Leaving 1,411 businesses with 28 employees or less. Thus, there is healthy mix of small, medium and large employers in the New Orleans East area.

Summary of Key Findings

Since the New Orleans East Town Center is being marketed as a destination place for retail and commercial activity for the neighborhood, the target population extends beyond the commercial corridor district boundaries. Thus the market analysis should include the study of the designated commercial district and the neighborhood. Despite the differences in census economic indicators of residents, the consumer spending trends of residents living within the boundaries of the commercial corridor revitalization district and the rest of the neighborhood are relatively similar. Both residents within the commercial corridor revitalization district and the New Orleans East neighborhood spent the most on retail goods, shelter and food at home. In terms of retail leakage supply analysis, there seems to be a significant over supply of retail which reflects the nature of the area as being community retail destination. Despite this fact, there seems to be total leakage of certain industry groups. Both support some degree of further interest in the retail market. There are few anchor large employment centers within the New Orleans East community, most are small. Despite seeing a decrease in the number of businesses after Hurricane Katrina, there seems to be a resurgence of new businesses opening by the year.

Chapter VI: Case Study Impact on Local Policy for the New Orleans Town Center and the City of New Orleans

The purpose of this chapter is to exemplify how some of the key findings of the New Orleans East Town Center Case Study can be addressed to make the area a more viable and thriving place for local commerce. In addition to local policy implications of the findings of the New Orleans East Town Center Study, the impact of the study on the future of commercial corridor revitalization is significant. Currently, there seems to be a lack of a city- wide coordinated commercial corridor revitalization strategy amongst local government offices, public agencies and economic development oriented non-profit organizations. In order to make the process of commercial corridor revitalization more efficient and effective, more strategic coordination and support needs to be facilitated by local leaders responsible for developing and implementing city-wide economic development strategies.

The New Orleans East Town Center Case Study highlighted several issues that will both hinder and strengthen the economic viability of the emerging commercial corridor revitalization district. The substantial amount of vacant and poor infrastructure needs to be addressed in order to attract outside investors, residents and other consumers. Though there are healthy commercial nodes located throughout the commercial corridor revitalization, there is a sense of broken window syndrome associated with the district. “Broken window syndrome, a popular term used by economic development professionals, reflects a perceived sense of crime and lack of confidence of a particular area.⁶⁸ The best strategy for *Fast Forward Restart* is to continue to work with the New Orleans Redevelopment Authority (NORA) to establish a coordinated blight strategy for the commercial corridor revitalization district.⁶⁹ It has also been recommended that the property owners of the most significant problem properties be engaged in the process of establishing and effectively implementing a coordinated blight strategy for the district.⁷⁰ Their

insight on the private market may be useful in terms of identifying underlining constraints not addressed in the case study.

Another concern is that the oversupply of retail within the commercial corridor revitalization district may send mixed messages regarding the stability of the market. It is suggested that it may be difficult to attract national retailers given the current oversupply of retail because they tend to have a formulaic strategy in their evaluation of potential opportunities. Supporting the establishment of new local small businesses and marketing the commercial corridor district may as a destination place will be essential. Attracting service oriented small businesses will support the vision of the commercial corridor district as a destination place for retail and other commercial activities.

One of the major strengths of the New Orleans East Town Center is the significant amount of public investment dollars allocated for major development projects within the boundaries of the commercial corridor revitalization district. The redevelopment of the New Orleans Methodist Hospital will attract supportive medical service businesses to the area and will help fill vacant medial office space near the Methodist Hospital Site. The new Methodist Hospital will bring traffic and new people to the commercial corridor district. Current renovations of Joe Brown Park has also illustrated the “active nature” of the Park and surrounding area.

New Orleans East is a top regional employer and host to many high paying jobs near the commercial corridor district and in the rest of the New Orleans East neighborhood. Creative and tactful marketing will be essential to selling this district and the neighborhood as a great place to do business.

The Need for a Coordinated City- Wide Commercial Corridor Revitalization Strategy for New Orleans

The most important issue concerning the existing state of commercial corridor revitalization is the lack of coordination and direct support from the City, public agencies and economic development non- profit organizations. This topic has been addressed in two recent studies of commercial corridor revitalization in New Orleans. As stated in the *New Orleans Business Alliance Report Moving Forward: Commercial Redevelopment*, “There does not appear to be a great degree of strategic coordination among key players, despite the importance for concentrated, coordinated investment to meet local development goals” (Cameron, Huang, Morgan, Parkhurst, 2011, 35).⁷¹ Commercial corridor revitalization districts are thriving, in spite of lack of oversight and support from the local government. In the recently published report titled, *Where Y’at: An Evaluation of Commercial Corridor Revitalization Programs*, one of key points made that with a small increase support from local government, whether it is through funding or other means, would help make the commercial corridor revitalization districts more sustainable (Anderson, Thompson, 2012).⁷²

There is relevance for an increased support for commercial corridor revitalization from the local government in the Master Plan. In Chapter 5: Neighborhood and Housing of the *Plan for the 21st Century: New Orleans 2030*, it is stated that the city will support commercial and neighborhood development efforts. According to the plan, it is essential that the City, “Establish a section that would work to organize neighborhood commercial districts, businesses and implement a variety of approaches, programming, and marketing designed to revitalize the neighborhood commercial district”(Goody Clancy, 2010, 35).⁷³ Several of these commercial corridor revitalization districts are being developed and managed without direct support from the

City, it would not take extraordinary amount of additional support for the City to become an active player. One of the key recommendations or effective ways for which the local government can support commercial corridor revitalization is by allocating a proportion of the Economic Development Fund for commercial corridor revitalization.

Managing Commercial Corridor Revitalization in New Orleans

One of the ways of creating a more effective and efficient system for managing commercial corridor revitalization is by establishing and implementing a standard of assessment for each participating commercial corridor revitalization district. Since each commercial corridor in New Orleans has its own character, organizational structure and other qualitative characteristics an established framework for assessment will allow leaders and supporters of commercial corridor revitalization a means to make suitable comparisons amongst them. By using a standard framework for assessment to collect baseline data for a particular commercial corridor revitalization district, specific designated indicators can be used to track progress of commercial corridor revitalization over time. This form of assessment is designed to be applicable to all of the commercial corridor revitalization districts throughout the city.

One of the ways of the City may support commercial corridor revitalization is by securing set funds to support commercial corridor revitalization. According to the *Where Y'at: Evaluation of Commercial Corridor Revitalization* report, one of biggest challenges local commercial corridor revitalization programs face is lack of sustainable funding (Anderson, Thompson, 2012)

⁷⁴Currently, the City has a fund dedicated to economic development projects. It has been recommended that a proportion of the fund be allocated for commercial corridor revitalization in New Orleans. This can be in the form of direct and /or indirect investment. One example of

indirect investment involves the use of these funds for commercial corridor revitalization is through public infrastructure improvement projects.

One of the aims of this report is to growing interest and success of commercial corridor revitalization districts throughout the city. This grassroots approach to stimulating the local economy is gaining momentum and should be at least discussed by the New Orleans Business Alliance and other agencies responsible for developing creative economic development strategies for the city of New Orleans.

Chapter VII: Conclusion

The goal of this thesis is to provide local government agencies, economic development organizations and community stakeholders with a standard framework for developing or identifying necessary baseline information needed to assess, develop and implement commercial corridor revitalization districts in New Orleans, LA. The application of the *Anderson Assessment Tool* in the New Orleans East Town Center Case Study illustrates the type of information that can be acquired and utilized to help minimize target liabilities, promote small businesses, acquire additional financial resources, attract potential developers and investors, and increase social and neighborhood engagement. Through the analysis of neighborhood characteristics, existing infrastructure conditions and market potential of designated target commercial corridor zones, policymakers will have the necessary information to make decisions that are most conducive to that particular corridor as well as have the baseline information needed to benchmark success and failures over time.

Research Questions Revisited

As part of this project, a number of questions guided the research are outlined below.

Research Question (RQ) 1: How are national commercial corridor revitalization initiatives applied and evaluated in a variety of communities around the country?

The National Trust for Historic Preservation National Main Street Center (NMSC) and the Local Initiatives Support Corporation (LISC) are two of the major programs affiliated with assisting economically distressed communities across the country transform into vibrant and thriving nodes of commercial activity and social engagement. Since the 1980s, the National Trust for Historic Preservation Main Street Center and the Local Initiatives Support Corporation has

provided set organizational guidelines, training, technical support, and funding for a hundreds of communities nationwide. Both programs have been able to market their success by keeping close track of the dollars of investment, number of jobs and businesses created due to their involvement in the commercial corridor revitalization of each community assisted.

RQ1A: What is commercial corridor revitalization and what is the extent of the academic literature available on the topic?

Commercial Corridor revitalization is a local economic development strategy designed to transform underutilized neighborhood commercial districts into safe, walkable, locales for sustainable, commerce and community engagement. Academic journal articles, formal case studies on commercial corridors and market analysis studies do provide some insight on commercial corridor revitalization.

RQ1B: What are the fundamental principles, organizational structure and specific strategies for implementation proposed by national commercial corridor revitalization programs?

The *Main Street Four Point Approach*® and the *LISC Eight Principles for Success* are two sets of guidelines for commercial corridor revitalization that have been utilized in the transformation of neighborhood commercial districts across the country. The *Main Street Four Point Approach*® states that organization, promotion, design and economic restructuring are the fundamental components needed for viable commercial corridor or main street revitalization initiatives. According to the LISC, for commercial corridor revitalization to be deemed successful, it should be driven by the community, comprehensive, collaborative, vision directed, design supported, capital intensive, diverse, market oriented and sustainable.

Although commercial corridors have their own unique set of challenges, strengths, character and situation, both of these approaches allow for variance in application of established principles.

RQ1C: What standard tools and/or guidelines are suggested for these types of programs, especially with communities with unique and difficult circumstances potentially impeding success?

The LISC recommends that the acquisition of specific baseline information is important so specific characteristics and issues can be taken into consideration at the onset of commercial corridor revitalization and be evaluated over time. The specific procedures of the standard framework for assessment are listed below:

- Identify Commercial Corridor Revitalization program or affiliated community organization to oversee progress.
- Define the boundaries of the Commercial Corridor Revitalization District
- Identify assets and liabilities
- Evaluate neighborhood demographics
- Compile an inventory of businesses and building within the commercial corridor revitalization district
- Create a property conditions survey
- Evaluate economic census information
- Analyze consumer spending trends
- Calculate retail leakage and surplus
- Identify business locations within the commercial corridor revitalization district and the surrounding area

- Make recommendations based key findings and exemplify how the results can help strengthen the efforts to support commercial corridor revitalization

RQ1D: How have or can these tools be applied to commercial corridors in New Orleans?

Currently these tools have been implemented in the initial application process for the Main Street Program and the Quarterly Report. Additional tools/ steps have been addressed in other recent studies on commercial redevelopment in New Orleans, LA.

Research Question (RQ) 2: How can strategies for standardized assessment of commercial corridor revitalization be achieved?

Through the successful application of the Standard Framework for Assessing Commercial Corridor Revitalization in the New Orleans East Town Center Case Study, the feasibility of collecting such information and the usefulness of the type of baseline data collected was fully realized. One of the biggest challenges of establishing a set standard for evaluating commercial corridor revitalization is analyzing the unique qualitative characteristics that affect marketability and economic vitality of these commercial districts. This is addressed in the Standard Framework for Assessment during the pre-planning evaluating process for which the key players, assets and liabilities are clearly identified and explained.

RQ2A: What are the specific neighborhood characteristics, infrastructure conditions and market potential indicators affecting a designated target commercial redevelopment zone in New Orleans East?

The biggest deterrents for revitalization are the substantial amount of vacant and poor properties and lots within the commercial corridor revitalization district. Complicated ownership issues associated with problematic properties are also a major concern for that driving commercial corridor revitalization in the area. Oversupply of retail may affect interest from

national potential retailers and other potential investors. Despite these concerns, the plethora of public investment dollars committed to large scale development projects and presence of major employers throughout New Orleans East will attract new businesses and consumers to the New Orleans East Commercial Corridor Revitalization District.

RQ2B: How will the results of this assessment impact city-wide policies and funding commercial corridor revitalization initiatives in New Orleans East?

The results of the New Orleans East Town Center Case Study will show that useful data that can be collected by using the standard framework for assessing commercial corridor. It will bring attention to the significance of commercial corridor revitalization as an effective sustainable strategy for stimulating distressed localized urban commercial districts throughout the city. The results of this assessment also address some the issues concerning the current state of commercial corridor revitalization. One of the biggest issues associated with city-wide commercial corridor revitalization is that there seems to lack of strategic coordination amongst local government leaders and economic development professionals for this type of economic development strategy. One of the primary aims of this thesis is to motivate these leaders to create an organized comprehensive strategy for support existing and future commercial corridor districts throughout the city of New Orleans, LA.

Recommendations

Advocates

Advocate for more support for commercial corridor revitalization by encouraging collaboration with local government and nonprofit organizations to support a city-wide comprehensive commercial corridor revitalization strategy. Continuing to raise awareness and educate others about the significance of commercial corridor revitalization, will increase in

interest and hopefully result in the implementation of new policies by those most directly involved with local economic development at the city level.

Public Agencies and Non-Profit Organizations Affiliated with Economic Development Strategies

Support the establishment of a city-wide commercial corridor revitalization initiative to support and allocate funds for existing and future commercial corridor districts. In order to accomplish this particular agency needs to take a leadership role to drive this initiative. One of the ways of creating a more effective and efficient system for managing commercial corridor revitalization is by establishing assessment and implementation tools. Since each commercial corridor in New Orleans has its own character, organizational structure and other qualitative characteristics an established framework for assessment will allow leaders and supporters of commercial corridor revitalization a means to make suitable comparisons amongst them. By using a standard assessment framework then customizing it for a particular commercial corridor revitalization district, designated indicators can be used to track and compare progress of commercial corridor revitalization over time. This form of assessment is designed to be applicable to all of the commercial corridor revitalization districts throughout the city.

One of the ways of the City may support commercial corridor revitalization is by securing set funds to support commercial corridor revitalization. According to the *Where Y'at: Evaluation of Commercial Corridor Revitalization Programs* report, one of biggest challenges local commercial corridor revitalization programs face is lack of sustainable funding (Anderson, Thompson, 2012).⁷⁵ Currently, the City has a fund dedicated to economic development projects. It has been recommended that a proportion of the fund be allocated for commercial corridor revitalization in New Orleans. This can be in the form direct and/or indirect investment. One

example of indirect investment involves the use of these funds for commercial corridor revitalization is through public infrastructure improvement.

Limiting Conditions

The availability and accuracy of data provided through the City of New Orleans Property Viewer and Orleans Parish Louisiana Assessors are the primary limiting conditions of this aspect of the study. Both websites had disclaimers stating that there may be errors in data provided to the public. One of the major limitations to this data was that there were several properties were missing necessary square footage. Based on the information collected, any attempt to approximate total or average size of the New Orleans Town Center would be inaccurate. Due to significant discrepancy between appraised and assessed properties, the assessment value alone is not a reliable indicator of the existing real estate market values. In regards to the zoning, the maps used for this research represent “proposed” zoning for the New Orleans East Town Center and are thus, subject to change.

Evaluation of Infrastructure

Some of the addresses and GEOPINs did not match, thus resulting in some misrepresentation of property conditions survey results. The data in the analysis and graphs illustrate the most accurate figures of the survey results. Some parcels had mixed building conditions, varying levels of occupancy and mixed uses. This will contribute to some confusion in the analysis of the findings. Two major residential apartments were also not listed or registered at the city parcel level. These facilities include the Gaslight Square Apartments at 8800 1-10 Service Rd and the Walton Core Construction Site at 8801 Lake Forest Blvd.

Economic Analysis

Another limiting conditions, of this research is that the key findings presented are based purely on information accessed through outside resources. There is limited to no way to ensure that the data accessed is completely accurate. The unique qualitative issues and circumstances that are difficult to quantify need to be explored in more detail to get a more firm understanding of the current and future state of the market of the New Orleans East Town Center.

Potential Future Research

This thesis concludes with a few specific suggestions for future research in regards to the New Orleans East Town Center Case Study and the future of other commercial corridor revitalization districts in New Orleans.

New Orleans East Town Center

Neighborhood characteristics and economic information from the City of New Orleans should be incorporated in future research for the New Orleans East Town Center. Due to time constraints, this form of analysis was not included in this thesis but will be provided a better frame of reference for assessing such characteristics.

Though much of the information collected as part of this case study involves the acquisition and analysis of baseline information for the commercial corridor revitalization, in the future tracking indicators should be identified and analyzed in greater detail. The Main Street Quarterly Reports should be used as a template for this process.

An important indicator of the market of a particular commercial corridor revitalization district or any other area is the state of the real estate market. Due to time constraints, this form of analysis

was not included in the New Orleans East Town Center Case Study, but would have provided a more realistic depiction of the current sale activity of properties in the area.

More research on suitable design standards for the New Orleans East Town Center should also be conducted. These standards should complement the vision of the commercial corridor revitalization district and strategies for making property owners accountable for adhering to these standards need to be established as well. A more in-depth analysis of building zoning requirements, such as setbacks and signage, should also be addressed in the process.

Incorporating the opinion of business owners and residents with the data collected for this thesis is an important step for future research. Formal surveys need to be drafted and distributed to business owners and residents living within the boundaries of the New Orleans East Town Center. The questions presented should highlight some of the key findings and existing vision for the New Orleans Town Center Commercial Corridor Revitalization District. Feedback from these surveys should be incorporated by *Fast Forward Restart* in future policy decisions regarding the commercial corridor revitalization district.

Commercial Corridor Revitalization Districts in New Orleans, LA

Evaluating costs and potential funding resources for commercial corridor revitalization planning and implementation is necessary. This will aid in setting forth a realistic vision for a comprehensive city-wide commercial corridor revitalization strategy.

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Appendix A- Data Dictionary

Property Condition Terms

Lot Status/ Occupancy: A lot was determined to be occupied if there was some sign of electric meters, signage and other visible signs of use. If the parcel contained several commercial spaces, to be considered occupied at least 50% of available spaces need to be in use. If not, properties would be considered to be “semi-occupied” if there was between 0 and 50% occupancy.

Lot Overgrown: A lot was determined to be overgrown if the grass was higher than 1ft above the ground.

Building Use and Type: Building signage and background information from the city property viewer website and Orleans Parish Assessor’s Website for supporting the chosen designation.

Building Condition: A property was considered to be in good standing if there was no visible damage to the building. Properties that had visible damage, but were habitable were considered to be in fair condition. Buildings that were exposed to the elements were considered to be in poor condition

Security (Not Secure): Buildings and lots were considered to be not secure if they were exposed to the physical elements

Under Construction: Properties with equipment or recent visible improvements to the structure were considered to be under construction

For Sale/For Lease: A property was considered to be For Sale or Lease if there was a visible ad for that particular property. Lease ads for groups for parcels were NOT included in the Master Spread Sheet

Market Analysis

Consumer Spending:

the amount spent on a variety of goods and services by households that reside in an area. Consumer does not represent business revenue. Total amount are in annual figures”.

Spending Potential Index (SPI):

the amount spent on a particular product or service relative to the national average of 100

Employment Centers: Businesses that are open and have permanent employees

Appendix B : Human Animal Subject Compliance

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

Campus Correspondence

Principal Investigator: Michelle Thompson
Co-Investigator: Alena Anderson
Date: October 22, 2012
Protocol Title: "On the Right Track: A Framework for Evaluating
Commercial Corridor Revitalization in New Orleans"
IRB#: 03Oct12

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

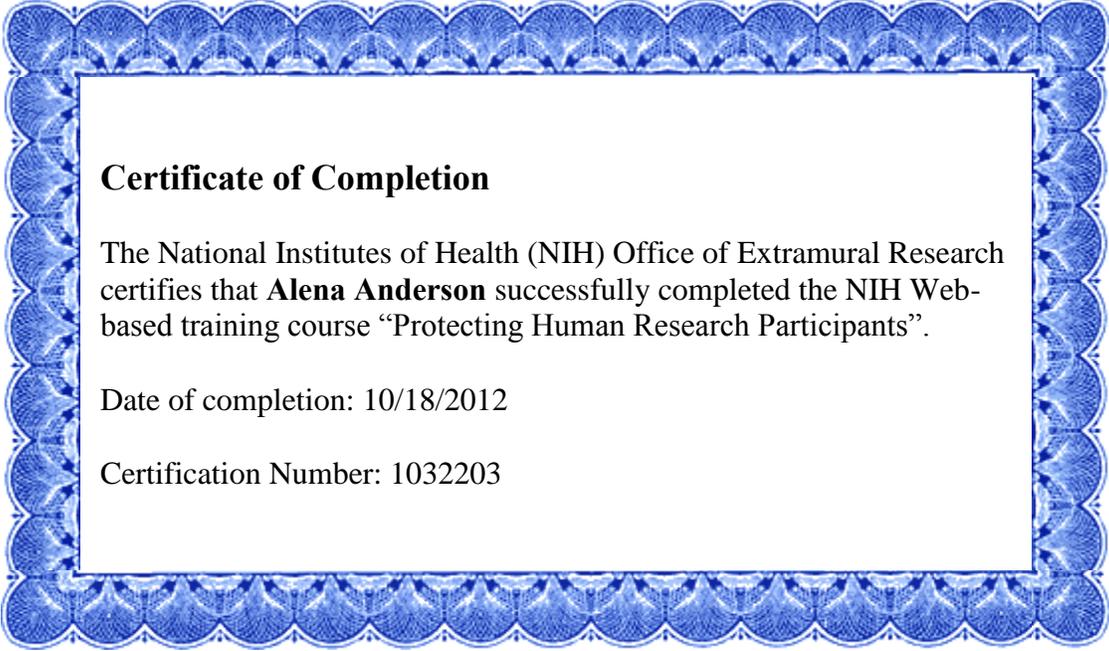
Exempt protocols do not have an expiration date; however, if there are any changes made to this protocol that may cause it to be no longer exempt from CFR 46, the IRB requires another standard application from the investigator(s) which should provide the same information that is in this application with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

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

Best wishes on your project.
Sincerely,



Robert D. Laird, Ph.D., Chair
UNO Committee for the Protection of Human Subjects in Research



Certificate of Completion

The National Institutes of Health (NIH) Office of Extramural Research certifies that **Alena Anderson** successfully completed the NIH Web-based training course “Protecting Human Research Participants”.

Date of completion: 10/18/2012

Certification Number: 1032203

Appendix C- Stakeholder Interview Questions

Date:
Start Time:
End Time:

NAME (of the interviewee): _____
Contact information for interviewee (phone number, email address)

NAME (of the interviewer): _____
Contact Information for interviewer (phone number, email address)

On the Right Track: A Framework for Evaluating Commercial Corridor Revitalization in New Orleans

The purpose of this interview is to obtain viable information regarding commercial corridor revitalization programs in New Orleans East and the rest of the city. This information compiled in this interview will be incorporated into a master's thesis report titled, *On the Right Track: A Framework for Evaluating Commercial Corridor Revitalization in New Orleans*.

The purpose of this thesis is to provide local government agencies, non-profit organization leaders and other professionals committed to neighborhood planning and economic development with a framework for assessing commercial corridor revitalization areas in New Orleans, LA. You have been selected to be interviewed due to your involvement with local economic development in the City of New Orleans, expertise on the subject and/or representative role in the community. Final copies of this study will be distributed to all participants and will be made available to the public via UNO Scholar Works database.

Questions for Stakeholder Interviews:

How have you been involved with various existing commercial revitalization programs in New Orleans?

If so, what, in your opinion, has been the most effective strategies implemented to make these programs work? What are the major impediments to success?

If not, what is your perception of commercial corridor revitalization in New Orleans?

What do you think are the most effective strategies for assessing commercial corridor revitalization in New Orleans?

What role do you think public agencies/ city departments have in providing support for these target areas/ programs in the city?

How will they deal with the differences issues affecting these areas? How will this impact the organizational structure, funding sources of lead programs associated initiating commercial corridor revitalization?

Do you think that a framework for assessment will make these programs more effective in the future?

Do you think that New Orleans East is a viable area to invest for local business owners? National retailers?

What do you think are the pros and cons of investing in the area?

What are the major assets and/or liabilities within the designated study area?

How should these assets and liabilities be maximized or minimized to ensure success?

What do you think of the Commercial Revitalization Planning Process? Do you think the procedures, deliverables are adequate?

Do you think that the methodology reflects the market potential of the area?

How do you think blight, perceived sense of crime and issue of multiple owners? What are some possible strategies to overcome the proposed problem?

Appendix D. WhoData Template for Property Conditions Survey

ADDRESS	LOT STATUS	LOT OVERGROWN	BUILDING USE	# of UNITS	METERS	BLDG CONDITION
	<input type="checkbox"/> Building	<input type="checkbox"/> Yes	<input type="checkbox"/> Residential	<input type="checkbox"/> 1	<input type="checkbox"/> Yes	<input type="checkbox"/> Good
	<input type="checkbox"/> Parking Lot	<input type="checkbox"/> No	<input type="checkbox"/> Commercial*	<input type="checkbox"/> 2	<input type="checkbox"/> No	<input type="checkbox"/> Fair
	<input type="checkbox"/> Empty Lot		<input type="checkbox"/> Mixed Use	<input type="checkbox"/> 3+		<input type="checkbox"/> Poor
			<input type="checkbox"/> Other			
			<input type="checkbox"/> Street Light	<input type="checkbox"/> Trash	<input type="checkbox"/> Tires	
<input type="checkbox"/> Occupied	<input type="checkbox"/> Vacant	<input type="checkbox"/> Not Secured	<input type="checkbox"/> Yard/ Lot Overgrown	<input type="checkbox"/> For Sale Sign	<input type="checkbox"/> For Rent Sign	<input type="checkbox"/> Under Construction
COMMENTS:						

Appendix E. ESRI Business Analyst Online (BAO) Census Tables



Census 2010 Summary Profile

Polygon_1
Area: 0.71 Square Miles

	2000	2010	2000-2010 Annual Rate
Population	3,270	1,252	-9.15%
Households	1,211	470	-9.03%
Housing Units	1,396	697	-6.71%
Population by Race			
		Number	Percent
Total		1,253	100.0%
Population Reporting One Race		1,241	99.0%
White		13	1.0%
Black		1,207	96.3%
American Indian		2	0.2%
Asian		3	0.2%
Pacific Islander		0	0.0%
Some Other Race		16	1.3%
Population Reporting Two or More Races		12	1.0%
Total Hispanic Population		27	2.2%
Population by Sex			
Male		570	45.5%
Female		682	54.5%
Population by Age			
Total		1,253	100.0%
Age 0 - 4		161	12.8%
Age 5 - 9		112	8.9%
Age 10 - 14		84	6.7%
Age 15 - 19		103	8.2%
Age 20 - 24		139	11.1%
Age 25 - 29		133	10.6%
Age 30 - 34		67	5.3%
Age 35 - 39		80	6.4%
Age 40 - 44		82	6.5%
Age 45 - 49		56	4.5%
Age 50 - 54		56	4.5%
Age 55 - 59		66	5.3%
Age 60 - 64		57	4.5%
Age 65 - 69		27	2.2%
Age 70 - 74		15	1.2%
Age 75 - 79		5	0.4%
Age 80 - 84		6	0.5%
Age 85+		2	0.2%
Age 18+		839	67.0%
Age 65+		55	4.4%
Median Age by Sex and Race/Hispanic Origin			
Total Population		26.0	
Male		25.5	
Female		26.4	
White Alone		27.5	
Black Alone		26.0	
American Indian Alone		27.5	
Asian Alone		27.5	
Pacific Islander Alone		0.0	
Some Other Race Alone		28.3	
Two or More Races		27.5	
Hispanic Population		30.0	

Data Note: Hispanic population can be of any race. Census 2010 medians are computed from reported data distributions.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri converted Census 2000 data into 2010 geography.

July 30, 2012



Census 2010 Summary Profile

Polygon_1
Area: 0.71 Square Miles

Total Housing Units by Occupancy		
Total	692	100.0%
Occupied Housing Units	470	67.9%
Vacant Housing Units		
For Rent	93	13.4%
Rented, not Occupied	1	0.1%
For Sale Only	2	0.3%
Sold, not Occupied	3	0.4%
For Seasonal/Recreational/Occasional Use	0	0.0%
For Migrant Workers	0	0.0%
Other Vacant	123	17.8%
Total Vacancy Rate	32.6%	
Households by Tenure and Mortgage Status		
Total	470	100.0%
Owner Occupied	104	22.1%
Owned with a Mortgage/Loan	56	11.9%
Owned Free and Clear	48	10.2%
Average Household Size	2.56	
Renter Occupied	366	77.9%
Average Household Size	2.69	
Owner-occupied Housing Units by Race of Householder		
Total	104	100.0%
Householder is White Alone	1	1.0%
Householder is Black Alone	102	98.1%
Householder is American Indian Alone	0	0.0%
Householder is Asian Alone	0	0.0%
Householder is Pacific Islander Alone	0	0.0%
Householder is Some Other Race Alone	1	1.0%
Householder is Two or More Races	0	0.0%
Owner-occupied Housing Units with Hispanic Householder	1	1.0%
Renter-occupied Housing Units by Race of Householder		
Total	366	100.0%
Householder is White Alone	6	1.6%
Householder is Black Alone	348	95.1%
Householder is American Indian Alone	1	0.3%
Householder is Asian Alone	1	0.3%
Householder is Pacific Islander Alone	0	0.0%
Householder is Some Other Race Alone	5	1.4%
Householder is Two or More Races	5	1.4%
Renter-occupied Housing Units with Hispanic Householder	8	2.2%
Average Household Size by Race/Hispanic Origin of Householder		
Householder is White Alone	2.14	
Householder is Black Alone	2.66	
Householder is American Indian Alone	5.00	
Householder is Asian Alone	4.00	
Householder is Pacific Islander Alone	0.00	
Householder is Some Other Race Alone	2.80	
Householder is Two or More Races	2.60	
Householder is Hispanic	3.13	

Source: U.S. Census Bureau, Census 2010 Summary File 1.

July 30, 2012



Detailed Income Profile

Polygon_1
Area: 0.71 Square Miles

Summary	Census 2000	2010	2015	2010-2015	2010-2015
				Change	Annual Rate
Population	3,597	1,213	1,710	497	7.11%
Households	1,301	413	586	173	7.25%
Average Household Size	2.63	2.86	2.86	0.00	0.00%
Families	879	284	398	114	6.98%
Average Family Size	3.19	3.47	3.49	0.02	0.12%

Households by Income	Census 2000		2010		2015	
	Number	Percent	Number	Percent	Number	Percent
HH Income Base	1,303	100.0%	413	100.0%	586	100.0%
<\$10,000	347	26.7%	91	22.0%	130	22.3%
\$10,000-\$14,999	194	14.9%	42	10.3%	48	8.1%
\$15,000-\$19,999	137	10.5%	27	6.4%	32	5.5%
\$20,000-\$24,999	124	9.5%	48	11.7%	62	10.5%
\$25,000-\$29,999	50	3.9%	18	4.3%	27	4.6%
\$30,000-\$34,999	99	7.6%	24	5.7%	24	4.2%
\$35,000-\$39,999	69	5.3%	37	9.0%	60	10.2%
\$40,000-\$44,999	30	2.3%	12	2.8%	19	3.2%
\$45,000-\$49,999	34	2.6%	13	3.1%	31	5.4%
\$50,000-\$59,999	83	6.4%	33	7.9%	52	8.9%
\$60,000-\$74,999	88	6.8%	43	10.5%	61	10.4%
\$75,000-\$99,999	28	2.2%	19	4.6%	28	4.7%
\$100,000-\$124,999	0	0.0%	0	0.0%	0	0.0%
\$125,000-\$149,999	0	0.0%	0	0.0%	0	0.0%
\$150,000-\$199,999	12	0.9%	5	1.3%	9	1.5%
\$200,000-\$249,999	6	0.4%	1	0.2%	2	0.3%
\$250,000-\$499,999	N/A		1	0.2%	2	0.3%
\$500,000+	N/A		0	0.0%	0	0.0%
Median Household Income	\$18,788		\$24,871		\$28,867	
Average Household Income	\$27,524		\$34,109		\$36,272	
Per Capita Income	\$10,714		\$11,932		\$12,661	

Families by Income						
Family Income Base	Number	Percent	Number	Percent	Number	Percent
Family Income Base	869	100.0%	284	100.0%	398	100.0%
<\$10,000	262	30.2%	55	19.5%	55	13.8%
\$10,000-\$14,999	103	11.9%	33	11.7%	48	12.1%
\$15,000-\$19,999	85	9.8%	21	7.3%	24	6.1%
\$20,000-\$24,999	94	10.8%	22	7.8%	29	7.4%
\$25,000-\$29,999	29	3.4%	18	6.2%	25	6.2%
\$30,000-\$34,999	28	3.3%	13	4.4%	17	4.3%
\$35,000-\$39,999	36	4.2%	12	4.1%	18	4.5%
\$40,000-\$44,999	18	2.1%	13	4.4%	17	4.3%
\$45,000-\$49,999	30	3.5%	12	4.4%	28	6.9%
\$50,000-\$59,999	78	8.9%	28	9.7%	44	11.0%
\$60,000-\$74,999	71	8.2%	35	12.4%	53	13.3%
\$75,000-\$99,999	20	2.3%	17	6.0%	26	6.5%
\$100,000-\$124,999	0	0.0%	2	0.6%	4	1.1%
\$125,000-\$149,999	0	0.0%	0	0.0%	0	0.0%
\$150,000-\$199,999	12	1.4%	3	0.9%	8	2.0%
\$200,000-\$249,999	0	0.0%	1	0.3%	2	0.4%
\$250,000-\$499,999	N/A		0	0.0%	0	0.0%
\$500,000+	N/A		0	0.0%	0	0.0%
Median Family Income	\$18,798		\$28,014		\$35,249	
Average Family Income	\$27,484		\$36,021		\$41,296	

Data Note: Income represents the annual income for the preceding year, expressed in current dollars, including an adjustment for inflation (for 2010 and 2015). In 2000, the Census Bureau reported income to an upper interval of \$200,000+. Esri forecasts extend income to \$500,000+. N/A means Not Available.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

July 30, 2012



Market Profile

Polygon_1
Area: 0.71 Square Miles

Top 3 Tapestry Segments		
	1.	Metro City Edge
	2.	City Commons
	3.	
2010 Consumer Spending		
Apparel & Services: Total \$		\$358,907
Average Spent		\$869.02
Spending Potential Index		36
Computers & Accessories: Total \$		\$43,740
Average Spent		\$105.91
Spending Potential Index		48
Education: Total \$		\$261,195
Average Spent		\$632.43
Spending Potential Index		52
Entertainment/Recreation: Total \$		\$648,845
Average Spent		\$1,571.05
Spending Potential Index		49
Food at Home: Total \$		\$974,424
Average Spent		\$2,359.38
Spending Potential Index		53
Food Away from Home: Total \$		\$695,399
Average Spent		\$1,683.77
Spending Potential Index		52
Health Care: Total \$		\$758,418
Average Spent		\$1,836.36
Spending Potential Index		49
HH Furnishings & Equipment: Total \$		\$348,038
Average Spent		\$842.71
Spending Potential Index		41
Investments: Total \$		\$230,777
Average Spent		\$558.78
Spending Potential Index		32
Retail Goods: Total \$		\$4,849,790
Average Spent		\$11,742.84
Spending Potential Index		47
Shelter: Total \$		\$3,148,540
Average Spent		\$7,623.59
Spending Potential Index		48
TV/Video/Audio: Total \$		\$273,531
Average Spent		\$662.30
Spending Potential Index		53
Travel: Total \$		\$330,561
Average Spent		\$800.39
Spending Potential Index		42
Vehicle Maintenance & Repairs: Total \$		\$194,368
Average Spent		\$470.63
Spending Potential Index		50

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

July 30, 2012



Retail MarketPlace Profile

Polygon_1
Area: 0.71 Square Miles

Summary Demographics						
2010 Population						1,213
2010 Households						413
2010 Median Disposable Income						\$21,590
2010 Per Capita Income						\$11,932
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$5,427,637	\$23,964,471	-\$18,536,834	-63.1	25
Total Retail Trade	44-45	\$4,560,275	\$22,345,968	-\$17,785,693	-66.1	19
Total Food & Drink	722	\$867,362	\$1,618,503	-\$751,141	-30.2	6
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$1,059,500	\$417,375	\$642,125	43.5	1
Automobile Dealers	4411	\$910,280	\$0	\$910,280	100.0	0
Other Motor Vehicle Dealers	4412	\$80,456	\$417,375	-\$336,918	-67.7	1
Auto Parts, Accessories & Tire Stores	4413	\$68,763	\$0	\$68,763	100.0	0
Furniture & Home Furnishings Stores	442	\$165,965	\$259,547	-\$93,582	-22.0	1
Furniture Stores	4421	\$122,179	\$259,547	-\$137,368	-36.0	1
Home Furnishings Stores	4422	\$43,786	\$0	\$43,786	100.0	0
Electronics & Appliance Stores	4431	\$141,726	\$0	\$141,726	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$169,592	\$13,724,980	-\$13,555,389	-97.6	4
Bldg Material & Supplies Dealers	4441	\$151,310	\$13,724,980	-\$13,573,670	-97.8	4
Lawn & Garden Equip & Supply Stores	4442	\$18,282	\$0	\$18,282	100.0	0
Food & Beverage Stores	445	\$971,668	\$741,299	\$230,369	13.4	3
Grocery Stores	4451	\$851,056	\$348,936	\$502,120	41.8	1
Specialty Food Stores	4452	\$78,661	\$111,395	-\$32,734	-17.2	1
Beer, Wine & Liquor Stores	4453	\$41,951	\$280,969	-\$239,018	-74.0	1
Health & Personal Care Stores	446,4461	\$223,470	\$0	\$223,470	100.0	0
Gasoline Stations	447,4471	\$794,309	\$3,011,816	-\$2,217,507	-58.3	1
Clothing & Clothing Accessories Stores	448	\$235,209	\$908,340	-\$673,131	-58.9	5
Clothing Stores	4481	\$177,153	\$657,995	-\$480,842	-57.6	3
Shoe Stores	4482	\$26,852	\$112,043	-\$85,191	-61.3	1
Jewelry, Luggage & Leather Goods Stores	4483	\$31,204	\$138,302	-\$107,098	-63.2	1
Sporting Goods, Hobby, Book & Music Stores	451	\$60,191	\$214,590	-\$154,399	-56.2	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$23,961	\$0	\$23,961	100.0	0
Book, Periodical & Music Stores	4512	\$36,230	\$214,590	-\$178,360	-71.1	1
General Merchandise Stores	452	\$480,613	\$0	\$480,613	100.0	0
Department Stores Excluding Leased Depts.	4521	\$268,146	\$0	\$268,146	100.0	0
Other General Merchandise Stores	4529	\$212,467	\$0	\$212,467	100.0	0
Miscellaneous Store Retailers	453	\$147,311	\$240,754	-\$93,442	-24.1	1
Florists	4531	\$4,631	\$0	\$4,631	100.0	0
Office Supplies, Stationery & Gift Stores	4532	\$49,741	\$240,754	-\$191,013	-65.8	1
Used Merchandise Stores	4533	\$9,811	\$0	\$9,811	100.0	0
Other Miscellaneous Store Retailers	4539	\$83,128	\$0	\$83,128	100.0	0
Nonstore Retailers	454	\$110,722	\$2,827,268	-\$2,716,546	-92.5	3
Electronic Shopping & Mail-Order Houses	4541	\$35,269	\$0	\$35,269	100.0	0
Vending Machine Operators	4542	\$9,669	\$0	\$9,669	100.0	0
Direct Selling Establishments	4543	\$65,784	\$2,827,268	-\$2,761,484	-95.5	3
Food Services & Drinking Places	722	\$867,362	\$1,618,503	-\$751,141	-30.2	6
Full-Service Restaurants	7221	\$406,956	\$473,425	-\$66,469	-7.6	2
Limited-Service Eating Places	7222	\$197,111	\$1,145,079	-\$947,967	-70.6	4
Special Food Services	7223	\$218,040	\$0	\$218,040	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$45,255	\$0	\$45,255	100.0	0

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

Source: Esri and Infogroup

August 06, 2012



Census 2010 Summary Profile

NO East (full)
Area: 19.46 Square Miles

	2000	2010	2000-2010 Annual Rate
Population	81,349	55,262	-3.79%
Households	28,828	19,981	-3.60%
Housing Units	30,564	26,102	-1.57%
Population by Race			
		Number	Percent
Total		55,261	100.0%
Population Reporting One Race		54,596	98.8%
White		1,807	3.3%
Black		50,799	91.9%
American Indian		97	0.2%
Asian		1,275	2.3%
Pacific Islander		23	0.0%
Some Other Race		595	1.1%
Population Reporting Two or More Races		665	1.2%
Total Hispanic Population		1,346	2.4%
Population by Sex			
Male		25,419	46.0%
Female		29,843	54.0%
Population by Age			
Total		55,263	100.0%
Age 0 - 4		4,437	8.0%
Age 5 - 9		4,213	7.6%
Age 10 - 14		4,164	7.5%
Age 15 - 19		4,594	8.3%
Age 20 - 24		4,606	8.3%
Age 25 - 29		4,351	7.9%
Age 30 - 34		3,478	6.3%
Age 35 - 39		3,111	5.6%
Age 40 - 44		3,207	5.8%
Age 45 - 49		3,757	6.8%
Age 50 - 54		4,007	7.3%
Age 55 - 59		3,710	6.7%
Age 60 - 64		2,907	5.3%
Age 65 - 69		1,857	3.4%
Age 70 - 74		1,163	2.1%
Age 75 - 79		775	1.4%
Age 80 - 84		499	0.9%
Age 85+		426	0.8%
Age 18+		39,656	71.8%
Age 65+		4,720	8.5%
Median Age by Sex and Race/Hispanic Origin			
Total Population		31.8	
Male		29.8	
Female		33.4	
White Alone		51.1	
Black Alone		31.3	
American Indian Alone		30.6	
Asian Alone		30.6	
Pacific Islander Alone		23.3	
Some Other Race Alone		31.6	
Two or More Races		27.7	
Hispanic Population		29.8	

Data Note: Hispanic population can be of any race. Census 2010 medians are computed from reported data distributions.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri converted Census 2000 data into 2010 geography.

July 24, 2012



Census 2010 Summary Profile

NO East (full)
Area: 19.46 Square Miles

Total Housing Units by Occupancy		
Total	26,104	100.0%
Occupied Housing Units	19,981	76.5%
Vacant Housing Units		
For Rent	2,466	9.4%
Rented, not Occupied	29	0.1%
For Sale Only	474	1.8%
Sold, not Occupied	310	1.2%
For Seasonal/Recreational/Occasional Use	79	0.3%
For Migrant Workers	2	0.0%
Other Vacant	2,763	10.6%
Total Vacancy Rate	23.5%	
Households by Tenure and Mortgage Status		
Total	19,981	100.0%
Owner Occupied	11,323	56.7%
Owned with a Mortgage/Loan	6,633	33.2%
Owned Free and Clear	4,690	23.5%
Average Household Size	2.77	
Renter Occupied	8,658	43.3%
Average Household Size	2.71	
Owner-occupied Housing Units by Race of Householder		
Total	11,324	100.0%
Householder is White Alone	561	5.0%
Householder is Black Alone	10,244	90.5%
Householder is American Indian Alone	18	0.2%
Householder is Asian Alone	304	2.7%
Householder is Pacific Islander Alone	1	0.0%
Householder is Some Other Race Alone	82	0.7%
Householder is Two or More Races	114	1.0%
Owner-occupied Housing Units with Hispanic Householder	179	1.6%
Renter-occupied Housing Units by Race of Householder		
Total	8,658	100.0%
Householder is White Alone	255	2.9%
Householder is Black Alone	8,110	93.7%
Householder is American Indian Alone	19	0.2%
Householder is Asian Alone	49	0.6%
Householder is Pacific Islander Alone	5	0.1%
Householder is Some Other Race Alone	122	1.4%
Householder is Two or More Races	98	1.1%
Renter-occupied Housing Units with Hispanic Householder	248	2.9%
Average Household Size by Race/Hispanic Origin of Householder		
Householder is White Alone	2.09	
Householder is Black Alone	2.75	
Householder is American Indian Alone	2.57	
Householder is Asian Alone	3.54	
Householder is Pacific Islander Alone	3.33	
Householder is Some Other Race Alone	3.00	
Householder is Two or More Races	2.78	
Householder is Hispanic	3.04	

Source: U.S. Census Bureau, Census 2010 Summary File 1.

July 24, 2012



Market Profile

NO East (full)
Area: 19.46 Square Miles

Population Summary	
2000 Total Population	81,386
2000 Group Quarters	1,246
2010 Total Population	47,253
2015 Total Population	61,787
2010-2015 Annual Rate	5.51%
Household Summary	
2000 Households	28,860
2000 Average Household Size	2.78
2010 Households	15,496
2010 Average Household Size	3.04
2015 Households	20,331
2015 Average Household Size	3.03
2010-2015 Annual Rate	5.58%
2000 Families	20,999
2000 Average Family Size	3.29
2010 Families	11,540
2010 Average Family Size	3.58
2015 Families	14,953
2015 Average Family Size	3.60
2010-2015 Annual Rate	5.32%
Housing Unit Summary	
2000 Housing Units	30,607
Owner Occupied Housing Units	51.6%
Renter Occupied Housing Units	42.7%
Vacant Housing Units	5.7%
2010 Housing Units	27,573
Owner Occupied Housing Units	32.8%
Renter Occupied Housing Units	23.4%
Vacant Housing Units	43.8%
2015 Housing Units	27,499
Owner Occupied Housing Units	42.4%
Renter Occupied Housing Units	31.6%
Vacant Housing Units	26.1%
Median Household Income	
2000	\$33,604
2010	\$42,752
2015	\$45,448
Median Home Value	
2000	\$86,087
2010	\$123,532
2015	\$146,911
Per Capita Income	
2000	\$15,346
2010	\$16,158
2015	\$16,366
Median Age	
2000	31.2
2010	32.9
2015	33.4

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population. Detail may not sum to totals due to rounding.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

July 24, 2012



Market Profile

NO East (full)
Area: 19.46 Square Miles

Top 3 Tapestry Segments		
1.	Metro City Edge	
2.	Family Foundations	
3.	Aspiring Young Families	
2010 Consumer Spending		
Apparel & Services: Total \$		\$18,783,079
Average Spent		\$1,212.10
Spending Potential Index		51
Computers & Accessories: Total \$		\$2,382,760
Average Spent		\$153.76
Spending Potential Index		70
Education: Total \$		\$13,778,383
Average Spent		\$889.14
Spending Potential Index		73
Entertainment/Recreation: Total \$		\$35,282,340
Average Spent		\$2,276.81
Spending Potential Index		71
Food at Home: Total \$		\$50,158,090
Average Spent		\$3,236.77
Spending Potential Index		72
Food Away from Home: Total \$		\$36,427,002
Average Spent		\$2,350.68
Spending Potential Index		73
Health Care: Total \$		\$40,755,912
Average Spent		\$2,630.03
Spending Potential Index		71
HH Furnishings & Equipment: Total \$		\$19,331,501
Average Spent		\$1,247.49
Spending Potential Index		61
Investments: Total \$		\$15,384,220
Average Spent		\$992.76
Spending Potential Index		57
Retail Goods: Total \$		\$259,858,357
Average Spent		\$16,768.99
Spending Potential Index		67
Shelter: Total \$		\$173,921,922
Average Spent		\$11,223.40
Spending Potential Index		71
TV/Video/Audio: Total \$		\$14,016,126
Average Spent		\$904.48
Spending Potential Index		73
Travel: Total \$		\$19,701,353
Average Spent		\$1,271.35
Spending Potential Index		67
Vehicle Maintenance & Repairs: Total \$		\$10,415,112
Average Spent		\$672.10
Spending Potential Index		71

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

July 24, 2012

Vita

Alena Anderson is a graduate student of Urban and Regional Planning at the University of New Orleans (UNO). Her specialization is in Community and Economic Development and Transportation Planning. She worked as a community development finance intern and planning intern at the Office of Senator Mary Landrieu. Alena holds a bachelor's degree in political economy from Tulane University. She hopes to continue to work policymakers and community stakeholders support healthy, viable and sustainable neighborhoods.