5523 St. Claude Avenue: Bringing Fresh Food to the Lower Ninth Ward

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Kellstadt Graduate School of Business, DePaul University
School of Architecture, Louisiana State University

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2009 Chase Community Development Competition
October 27, 2009

5523 St. Claude Avenue
Bringing Fresh Food to the Lower Ninth Ward

University of New Orleans, Department of Planning & Urban Studies
DePaul University, Kellstadt Graduate School of Business
Louisiana State University, School of Architecture

NonProfit Partner: Lower Ninth Ward Center for Sustainable Engagement and Development
Dear Ms. Gardere and Ms. Terrall:

Attached please find the UNO/LSU/DePaul team’s submission for the JPMorgan Chase Community Development Competition. We are proposing the development of an independently operated grocery store in the Lower Ninth Ward with the cooperation of the Lower Ninth Ward Center for Sustainable Engagement and Development (CSED). This community, a predominantly African American neighborhood with high levels of poverty, suffered catastrophic devastation following Hurricane Katrina. Rates of return to the neighborhood after the storm were initially low, but have increased rapidly in twelve months. Nevertheless, there is not a single grocery store in the neighborhood.

Our proposed grocery store will be located at the corner of St. Claude and Caffin Avenues, a high traffic, public transit accessible location in the heart of the neighborhood. The site is located within a city-designated Housing Opportunity Zone. Further, the City of New Orleans’ 2007 Targeted Area Development Plan recognizes the development of a green grocer on St. Claude Avenue as a critical project in the Lower Ninth Ward. The presence of a fresh food retailer on this commercially zoned site will catalyze further economic development along this corridor, an area already identified by the City and the New Orleans Redevelopment Authority to be targeted for public investment.

The owner of the site, Amenta Enterprises, LLC, fully supports the development of a grocery store. In addition, we have identified a potential operator, Primodio, Inc., a non-profit corporation with experience developing and operating a grocery store in a distressed neighborhood. Through our facilitation, the property owner and the potential operator have met extensively and consulted with representatives of the City to discuss potential funding opportunities. Primodio, Inc. is committed to a carbon neutral operation and has experience in workforce training for local residents who desire employment at their store.

With the assistance of CSED, the existing structure will be adaptively reused as a LEED-Silver certified grocery store that will bring fresh food and employment opportunities to a neighborhood that desperately needs it.

Sincerely,
UNO/LSU/DePaul
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Executive Summary

The Lower Ninth Ward, a neighborhood located east of the Industrial Canal in New Orleans, Louisiana, was almost entirely destroyed by Hurricane Katrina and the subsequent levee breaks. The community was slow to come back, but the last twelve months have seen rapid rates of return. Many non-profit organizations have formed to assist in the recovery. The Center for Sustainable Engagement and Development (CSED), our non-profit partner, was created to ensure the rebuilding of the Lower Ninth Ward is done sustainably and with active community participation.

While residential investment in the neighborhood has taken off, commercial development has lagged. In particular, the neighborhood does not have a grocery store. Residents are thus forced to either pay inflated prices at corner stores where fresh foods are not readily available or to travel long distances to a grocery store. Beyond the financial burden and the inconvenience, the lack of access to healthy and fresh foods has been directly correlated with a variety of health issues, including obesity, diabetes and heart disease.

In order to address the lack of a fresh food retailer in the Lower Ninth Ward, a need that has been repeatedly expressed in a variety of community meetings and plans, we propose the development of a grocery store on the 5523 block of St. Claude Avenue. This site sits in a city-designated Housing Opportunity Zone and is strategically located on a major commercial corridor that is accessible by public transit. It is also at the center of a variety of public and non-profit foundation investments in the neighborhood.

Figure 1: Interior View of the Grocery Store from St. Claude Avenue Entry
The development team we have assembled includes CSED; the property owner, Amenta Enterprises, LLC; and a potential operator, Primodio, Inc. This $4.03M project, with a total cost per square foot of $186.70, will be funded by a variety of sources, including the Fresh Food Retail Initiative, New Markets Tax Credits, equity, and traditional construction loans.

The grocery store at 5523 St. Claude Avenue will be sustainably built and operated. Our adaptive reuse of the existing building to LEED-Silver certification standards will use recycled and sustainable materials, adopt hazard mitigation strategies, and integrate stormwater management techniques. We have also incorporated a pocket park and vegetative buffer to separate the store from the surrounding residential areas.

In sum, our proposal will bring a sustainable grocery store to the Lower Ninth Ward. This fresh food retailer will not only revitalize a dilapidated commercial corridor, it will also provide much needed access to fresh food that residents desperately desire.

The Challenge: Healthy Recovery

The Non-Profit Partner

The Lower Ninth Ward Center for Sustainable Engagement and Development (CSED) was formed in January 2007 as an initiative of the Holy Cross Neighborhood Association, a 501(c)(4) organization. Since its inception, CSED has quickly become an integral part of the community and its future. CSED’s mission is to “stimulate civic engagement and restorative building, repopulate, sustain natural systems, assist community leadership and preserve resources in New Orleans’ Lower Ninth neighborhoods.”

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1 Teagra’s Helping Hands, a 501(c)(3) organization, will serve as the fiscal sponsor for this project. (See attached Fiscal Sponsorship Agreement, Attachment 2).
The Lower Ninth Ward

The Lower Ninth Ward is a community in New Orleans located east of the Industrial Canal consisting of two neighborhoods: Holy Cross and the Lower Ninth. Many of the first residents who settled in the Lower Ninth Ward did so because they could not afford to live elsewhere in the city. Despite poverty and its related issues, there has always been a strong awareness of community and a real sense of pride, which has only been strengthened in the wake of Hurricane Katrina.

The current population of the Lower Ninth Ward is predominately low-income and almost entirely African American. Although the majority of residents are homeowners, the median household income is $25,360, with 31.5% of household incomes below $15,000. Further, 32% of residents have no access to a vehicle. These characteristics, combined with the limited availability of healthy food, pose a real physical health threat to the community.

The Community Need

The Lower Ninth Ward experienced catastrophic devastation following Hurricane Katrina; nearly 63% of properties were determined to be non-salvageable by FEMA. Despite the devastation, over 2,000 households have returned to date, showing residents are committed to rebuilding their community. As residents come back, the need for basic services, like a grocery store, becomes more pressing.

New Orleans does not currently have a grocery store east of the Industrial Canal. As a result, Lower Ninth Ward residents rely on a limited selection of predominantly unhealthy foods available at local convenience stores or travel long distances to do their grocery shopping. This lack of grocery stores is consistent with the findings of a study in the American Journal of Preventive Medicine.
Medicine, which shows that predominately African American neighborhoods have a lower proportion of large grocery stores than white neighborhoods. According to a separate study done by the Journal of Public Health, those living in census tracts with at least one supermarket have healthier diets than those without a grocery store.

Poor diet is a major contributor to obesity, which is identified by the Harvard School of Public Health in April 2009 as contributing to 7 of the top 10 preventable causes of death in the United States. Studies by the Prevention Research Center at Tulane University, the UCLA Center for Health Policy Research, and the National Academies Institute of Medicine have each identified a relationship between the lack of fresh food available to low-income and minority populations and disparately high rates of obesity and its related health issues. The fundamental remedy for communities suffering from obesity and its related health issues is increasing access to healthy and fresh foods.

The Community Plans

The City of New Orleans 2007 Targeted Area Development Plan, which incorporates the goals stated in the Unified New Orleans Plan (UNOP), lists “assistance to developer of green grocer on St. Claude Ave” as a critical project in the Lower Ninth Ward. This demonstrates the City of New Orleans’ clear prioritization of bringing fresh food to the Lower Ninth Ward.

The city has nearly completed a comprehensive Master Plan that will guide future development. During the planning process, numerous citywide and district meetings were held in which residents provided specific feedback about their needs. New Orleanians expressed a clear desire for more fresh food retailers; this sentiment was particularly pronounced in the Lower Ninth Ward. The current draft of the Master Plan, which is pending approval by the City of New Orleans, identifies access to fresh food retail as a public health and economic development priority for the city and recognizes that grocery stores are especially lacking in certain areas, including the Lower Ninth Ward. A stated goal of the Master Plan is to ensure that all residents live within a half-mile of a grocery store. It also recommends zoning ordinance changes that would fast-track permitting for
fresh food retailers, particularly in underserved areas.

The Remedy: Development of a Grocery Store

The Team

Our proposal is to develop a grocery store at the corner of St. Claude Avenue and Caffin Avenue in the Lower Ninth Ward. We have assembled a capable development team consisting of Amenta Enterprises, LLC; Primodio, Inc.; and CSED. Amenta is the owner of the 5523 block of St. Claude Avenue and actively supports establishing a grocery store on the site. Primodio, a non-profit corporation founded to address the problems plaguing inner cities, will be responsible for development and operation of the grocery store. Primodio has direct experience with opening and operating a grocery store in Gary, Indiana, a low-income community. The principals of Amenta, Primodio, and our UNO/LSU/DePaul team members have met extensively to discuss this project and development negotiations for the site have begun. The entire development team has met with City officials to discuss potential public funding opportunities. The student team has presented the project at neighborhood, town hall, and stakeholder meetings. Primodio additionally anticipates meeting with community leaders to ensure the project is in line with the needs of the neighborhood.

The Role of the Non-Profit

To develop a viable grocery store in a depopulated area, strong ties between the developer and local residents are necessary. The partnership with CSED provides this critical link between neighborhood residents, key community stakeholders, and the developer. In addition, the public incentive programs available provide an opportunity for CSED to lend its expertise and assist with the application processes.
As the organization advocating for local sustainability, CSED will also assist with the incorporation of flood mitigation measures and an energy efficient design. Adopting hazard mitigation techniques will help protect against future flooding and allow the store to reopen quickly in the event of a disaster. Energy efficient design is a priority of the emerging identity of the Lower Ninth Ward and will offset the store’s costs over the long-term. Together these requirements will ensure neighborhood cohesiveness and profitability for the development.

<table>
<thead>
<tr>
<th>Use of funds</th>
<th>$25K Budget</th>
<th>$15K Budget</th>
<th>$10K Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Market Study</td>
<td>$7.5K</td>
<td>$7K</td>
<td>$5K</td>
</tr>
<tr>
<td>Green Building Consultant</td>
<td>$6.5K</td>
<td>$4K</td>
<td>$2K</td>
</tr>
<tr>
<td>Workforce Recruitment &amp; Training</td>
<td>$5K</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Local Marketing &amp; Promotion</td>
<td>$2.5K</td>
<td>$1K</td>
<td>-</td>
</tr>
<tr>
<td>Product Mix Focus Groups</td>
<td>$2K</td>
<td>$2K</td>
<td>$2K</td>
</tr>
<tr>
<td>Public Funding Assistance</td>
<td>$1.5K</td>
<td>$1K</td>
<td>$1K</td>
</tr>
</tbody>
</table>

Table 1: Proposed Allocation of Chase Competition Award

The Site

Our proposed site for the grocery store is the 5523-block of St. Claude Avenue between Flood Street and Caffin Avenue, a location that was historically home to a grocery store. The block, wholly owned by Amenta, contains an existing 20,000sqft building that has been gutted and deemed structurally sound. The remainder of the site is vacant land well-suited to accommodate parking needs and loading operations associated with a grocery store.

The entire site is zoned as C-1 general commercial; a permitted use under this designation includes a retail food store. Sign, height, area and bulk requirements for this zoning will be followed.
Off-street parking regulations and the site’s limited dimensions will require a variance to allow fewer parking spots than required in the zoning code. Variances are an incentive often used by local governments to attract food retailers to underserved areas, and New Orleans has a precedent of approving such variances to grocery stores. Beyond the 66 spaces provided in our site plan, our development plan addresses the parking limitations by including a bus stop and bike racks; ample on-street parking supplements these parking alternatives.

The intersection of St. Claude and Caffin Avenues is the most centrally located commercial site in the neighborhood; a grocery store at this location would thus be uniquely positioned to serve the entire Lower Ninth Ward. St. Claude Avenue is the major retail corridor and serves as a thoroughfare for commuters between St. Bernard Parish and Orleans Parish. Caffin Avenue, envisioned as a cultural destination by city leaders, connects N. Claiborne Avenue, the other major thoroughfare, with St. Claude Avenue.

The site is located in a city-designated Housing Opportunity Zone (HOZ), an area of New Orleans that offers special financing options for potential homebuyers. HOZs target financial assistance and incentives that are available for residential investment. This designation increases the likelihood of people moving back into the neighborhood and is also critical to qualify for public funding sources. The HOZ’s attraction of new residents will not only expand the grocery store’s clientele, to increase the need for such a retailer in the neighborhood.

The project will be accessible by many modes of transportation. In addition to being on a major automobile corridor, the store will be located on a New Orleans Regional Transit Authority
(RTA) bus line, allowing it to become a fresh food destination along the public transit route. The current bus stop will be inexpensively converted to a small pocket park with a well-lit seating area near a mature oak tree that provides shade and relief from New Orleans weather. Additionally, the site is one of the flexible route stops of the RTA’s Lil’ Easy bus system. Future plans included in the Lower Ninth Ward’s UNOP District Plan and the city-wide Master Plan both identify St. Claude Avenue as a mixed-use corridor and envision an extension of the streetcar line down the avenue into the Lower Ninth Ward.

The site is within walking distance of much of the Lower Ninth Ward and the City is investing in additional transportation improvements to the St. Claude Avenue corridor. St. Claude Avenue hosts a designated bike lane and has been recently striped accordingly. The Lower Ninth Ward Streetscape improvement project will install new sidewalks and other onsite pedestrian improvements to help connect the site to the street and increase its visibility and attractiveness as a retail destination.

![Figure 8: Proposed Grocery Store Elevations at 5523 St. Claude Avenue Incorporating Proposed Streetscape Improvements: Caffin Avenue to Florida Avenue (Top); St. Claude Avenue to Downtown (Bottom)](image)

The Public Investment

Unprecedented rebuilding is taking place in the Lower Ninth Ward. On-going and planned public, private and non-profit investment will directly contribute to the success of our project by adding to the momentum needed to achieve critical mass. The current improvements and developments will increase the viability and competitiveness of the grocery store.
The Lower Ninth Ward Streetscape improvement project will increase street lighting, plant street trees, construct sidewalks, stripe crosswalks, and create vegetative buffers along the two major east-west corridors, St. Claude and Claiborne Avenues. The $1.9M project is expected to be completed in September 2010. These public improvements will create an inviting commercial corridor for passing commuters and greatly increase the site’s attractiveness as a retail destination.

The Holy Cross Roadway Improvements Project will reconstruct roads damaged by Katrina. The streets to be repaired create a loop with St. Claude and Caffin Avenues, improving access for surrounding residents. The estimated $2.5 million in improvements will stimulate traffic and pedestrian flows past the St. Claude façade of the store. FEMA has also issued money to reconstruct sidewalks and curbs throughout the neighborhood and improve ADA compliance.

Surrounded By Opportunity

Several on-going developments within a ten-minute walking radius of the site promote...
an influx of residents and employees, further increasing the customer base for the grocery store, including:

- The City of New Orleans purchased the former Holy Cross College site and has proposed redeveloping the site into a community health and research center.

- The Louisiana National Guard’s Jackson Barracks redevelopment provides 650 full-time military and civilian jobs and permanent housing for more than 65 military families.

- The Make-it-Right Foundation will complete 150 sustainably constructed energy efficient houses by 2010, consistent with the Lower Nine’s goal of carbon neutrality, and they recently purchased an additional 50 lots to continue this effort.

- The Global Green Foundation, with whom CSED actively collaborates, is developing a culture of environmentally responsible construction practices through demonstration models that educate residents about rebuilding with energy efficiency design. They are also building an 18-unit LEED-Platinum certified apartment building and a community center/disaster safe haven.

- Tipitina’s Foundation plans to develop an iconic cultural center in conjunction with Fats Domino’s house, which is located on Caffin Avenue one block from our site. Initial plans include a community center and historic museum.

In summary, public and foundation improvements are the building blocks of the neighborhood revitalization. These improvements attract private investment from developers, which in turn stimulates further repopulation and heightens the need for a grocery store.

**The Demand: Market Analysis**

According to the Greater New Orleans Community Data Center, the Lower Ninth Ward grew by 703 households between June 2008 and June 2009, bringing the total to 2,078 returned
households. Nearly all of these returned residents spend money for basic essentials, such as fresh meat and produce, outside their neighborhood.

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>June 2005</th>
<th>June 2008</th>
<th>% Recovery June 2008</th>
<th>June 2009</th>
<th>% Recovery June 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holy Cross</td>
<td>2,240</td>
<td>774</td>
<td>35%</td>
<td>1,061</td>
<td>47%</td>
</tr>
<tr>
<td>Lower Ninth Ward</td>
<td>5,363</td>
<td>601</td>
<td>11%</td>
<td>1,017</td>
<td>19%</td>
</tr>
<tr>
<td>Total</td>
<td>7,603</td>
<td>1,375</td>
<td>18%</td>
<td>2,078</td>
<td>27%</td>
</tr>
</tbody>
</table>

Table 2: Population Receiving Mail

A disproportionate percentage of residents in the Lower Ninth Ward are low-income and have limited access to personal vehicles. In 2000, nearly one out of every three households did not have a vehicle available for everyday use. As a result, these residents are heavily dependent on public transit and have limited mobility compared to residents across the city. Nevertheless, low vehicle-ownership suggests higher retention rates for the grocery store within its trade area.

<table>
<thead>
<tr>
<th>Personal Vehicles Available in 2000</th>
<th>Lower Ninth Ward</th>
<th>Orleans Parish</th>
<th>Louisiana</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total occupied housing units</td>
<td>4,820</td>
<td>188,251</td>
<td>1,656,053</td>
<td>105,480,101</td>
</tr>
<tr>
<td>No vehicle available</td>
<td>32.40%</td>
<td>27.30%</td>
<td>11.90%</td>
<td>10.30%</td>
</tr>
<tr>
<td>1 vehicle available</td>
<td>42.30%</td>
<td>42.30%</td>
<td>37.00%</td>
<td>34.20%</td>
</tr>
<tr>
<td>2 vehicles available</td>
<td>18.00%</td>
<td>24.20%</td>
<td>38.00%</td>
<td>38.40%</td>
</tr>
<tr>
<td>3 or more vehicles available</td>
<td>7.30%</td>
<td>6.20%</td>
<td>13.10%</td>
<td>17.10%</td>
</tr>
</tbody>
</table>

Table 3: Vehicles Available (Car Ownership)

Primary Trade Area

A one-mile radius, equal to the average 20-minute walk, defines the primary trade area. ESRI reports that residents within a one-mile radius of the site have a median household income of $25,360. Based on Consumer Expenditure Data, households with similar income levels spend $2,509 on food for consumption at home; applying this number to the returned household rate in the Lower Ninth Ward equates to nearly $5.8M spent on food for home consumption annually. Currently, residents must travel four miles or more to reach a full service grocery store. With the dearth of grocery stores in the area, a new store can assume a high absorption rate due to the lack of competition.
Using an achievable sales per gross square foot of $330, residents within the primary trade area are capable of supporting a 12,962 sqft grocery store, assuming an 83% retail gap factor is captured. Assuming population growth continues, spending potential of the primary trade area will increase.

The secondary trade area, defined as all areas outside the one-mile primary trade area, includes the more than 12,500 vehicles that pass the 5523 block of St. Claude on a daily basis. The St. Claude Avenue Bridge, one of two points of entry into the Lower Ninth Ward, funnels traffic directly past our site. A large percentage of this traffic is traveling to and from St. Bernard Parish, which is also experiencing rapid rates of repopulation. Regardless of the origin, destination, or mode of travel, a highly attractive grocery store with an emphasis on fresh products can capture passers-by and increase its customer base. When added to the projected sales from the primary

### Primary (One-Mile) Trade Area Supportable Square Footage

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2014*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of households in trade area</td>
<td>2,044</td>
<td>3,469</td>
</tr>
<tr>
<td>Median household income</td>
<td>$25,360</td>
<td>$27,065</td>
</tr>
<tr>
<td>Aggregate household income</td>
<td>$51,835,840</td>
<td>$93,888,485</td>
</tr>
<tr>
<td>Percent of income spent on Food at Home</td>
<td>9.89%</td>
<td>9.89%</td>
</tr>
<tr>
<td>Resident household consumer dollars</td>
<td>$5,128,983</td>
<td>$9,289,962</td>
</tr>
<tr>
<td>Percent of “food at home” spending leaked outside trade area</td>
<td>83%</td>
<td>83%</td>
</tr>
<tr>
<td>Grocery retail spending by nonresidents</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Trade area neighborhood grocery spending potential</td>
<td>$4,277,572</td>
<td>$7,747,828</td>
</tr>
<tr>
<td>Estimated grocery sales per gross sqft</td>
<td>$330</td>
<td>$330</td>
</tr>
<tr>
<td>Estimated trade area demand for neighborhood grocery space</td>
<td>12,962</td>
<td>23,478</td>
</tr>
</tbody>
</table>

Sources: ESRI Online Business Analyst, Greater New Orleans Community Data Center, Bureau of Labor Statistics, Consumer Expenditure Data — * When projecting supportable retail space in 2014, the percent of income spent on food at home, existing grocery retail space, and the national average sales per square foot are assumed to remain constant.

### Table 4: Primary Trade Area Supportable Square Footage

### Supportable Square Footage

Using an achievable sales per gross square foot of $330, residents within the primary trade area are capable of supporting a 12,962 sqft grocery store, assuming an 83% retail gap factor is captured. Assuming population growth continues, spending potential of the primary trade area will increase.

The secondary trade area, defined as all areas outside the one-mile primary trade area, includes the more than 12,500 vehicles that pass the 5523 block of St. Claude on a daily basis. The St. Claude Avenue Bridge, one of two points of entry into the Lower Ninth Ward, funnels traffic directly past our site. A large percentage of this traffic is traveling to and from St. Bernard Parish, which is also experiencing rapid rates of repopulation. Regardless of the origin, destination, or mode of travel, a highly attractive grocery store with an emphasis on fresh products can capture passers-by and increase its customer base. When added to the projected sales from the primary
trade area, even low secondary trade area projections demonstrate 15,000 sqft of retail space is supportable.

A 15,000 sqft store is consistent with an emerging market trend. In 2007, the Food Marketing Institute found that for the first time in 20 years the average size of a grocery store in the US had gone down. This is partially attributable to the aggressive entry of British retailer Tesco into the American market, who has an average store size of less than 20,000 sqft. Other retailers are exploring this concept as well, including national chains Wal-Mart, Jewel-Osco, Safeway, and Giant-Eagle, and local operators Canseco’s, Zara’s, and Breaux Mart. The support for this trend comes from consumers’ receptiveness to a grocery shopping experience that is convenient yet full service. Our store will be 15,000 sqft, and the layout will optimize its small footprint, allocating 15% to fresh produce, 45% for dry goods and non-food items, 20% to meat and deli, 15% to dairy and frozen foods, and 5% to the bakery.

**The Design: A Sustainable Solution**

Our architectural approach to the grocery store focuses on integrated sustainability for the site to help reduce its environmental impact. We will reuse the existing structural shell by rehabilitating it with simple modifications to increase accessibility, usability, visibility, and as much as possible, we have embraced the passive design strategies of southern Louisiana.

*Figure 10: Site Plan*
Site Plan

Our re-orientation of the entire block creates a pedestrian plaza, green space adjacent to the store, and parking in the rear. The existing bus stop at the corner of St. Claude Avenue and Flood Street is incorporated into a pocket park underneath a mature oak tree. Shoppers on foot, bike, or bus can enter the site at St. Claude Avenue, and those who park in the lot can enter along the pedestrian plaza. The perimeter of the site will be lined with tree plantings to create a buffer between the commercial setting and the adjacent residential area, as well as to create a passive shading device for the east and south sides of the grocery store.

Building Layout

Our building design introduces storefront windows on the St. Claude Avenue façade to increase visibility into the grocery store and to engage passers-by. Adequate shading devices, such as an interior ecoveil shading system, can address any brightness, glare and solar control problems that may result due
to the building’s southern orientation. Clerestory windows will be inserted on the Flood and Caffin Street façades at a height of nine feet. The narrow height of these awning windows minimizes direct interior solar gain, and when the weather warrants, they can be opened for natural-ventilation purposes. This process of daylighting – strategically introducing natural light into the interior spaces – sources the sunny climate to reduce electrical energy use.

The grocery store will incorporate sustainable operating practices. Cooling loads are a significant cost for a grocery store, as well as a burden on the environment. To manage this burden, we will use energy efficient HVAC systems with fabric ducts, green refrigerant for the coolers, and enclosed refrigeration units to limit cooling loss. In addition, recycling activities will begin in the construction phase and will be incorporated into grocery operations, along with composting. We will incorporate low-flow water fixtures and toilets to reduce potable water use. Rainwater cisterns will also be used for non-potable water needs.

**Hazard Mitigation**

The site is located in a FEMA-designated B flood zone, meaning that elevation of the building is not required; however, the 60 inches of average annual rainfall can cause occasional flooding for structures built at grade. Accordingly, we have incorporated the following mitigation strategies to reduce costly repairs or replacements: the HVAC system and refrigeration units will be placed on the roof; structural components capable of resisting specific flood-related forces will be incorporated; and polished concrete flooring will be used.

In addition to the structural mitigation measures, the site design incorporates stormwater management techniques. We will use pervious paving materials when possible, incorporate grassed bioswales, and increase the native groundcover, planting, and tree ratio on the site. Pervious paving on the walkways and parking spaces will greatly reduce the amount of runoff generated.
by the parking lots. A bioswale handles runoff and removes between 30-80% of pollutants before stormwater is returned to the watershed. Planting native groundcover and shrubs decreases irrigation needs, also augmented by a rainwater collection system. In addition, the pocket park around the oak tree on the southwest corner of the lot will incorporate a rain garden.

**Environmental Considerations**

The majority of the materials selected for this project will be sustainable, such as soy-based spray insulation and recycled shelving units. Whenever possible, the selection of materials and finishes will include products with low-volatile organic compounds (VOC) content, high recycled content, and regionally sourced materials. In addition, paperless drywall, steel studs to prevent termite damage, and polished concrete flooring will help reduce rot due to the moisture associated with the hot and humid climate, thus extending the life of the materials.

Leadership in Energy and Environmental Design (LEED) is an industry-standard sustainable building rating system, developed by the US Green Building Council that certifies buildings through third-party verification. After reviewing the 2008 Pilot LEED Retail project checklist against our...
project objectives, our initial calculation of 38 points indicates that the sustainable strategies in this project could attain, at minimum, LEED-Silver certification (33-38 points needed).

**The Benefits: Expected Community Impacts**

A grocery store will have significant economic impacts, building a stronger tax base, employing residents, and stimulating additional commercial development. Based on first year projections alone, the City of New Orleans will collect $222,750 in sales tax revenue, increasing annually thereafter. Moreover, the grocery store will provide 25-30 temporary construction jobs and 35-40 permanent jobs. In order to take advantage of Enterprise Zone tax benefits, the potential operator will hire residents from the local area and utilize its existing workforce training program specifically tailored to residents from low-income neighborhoods. In addition to the measurable economic benefits of the project, the grocery store will serve as an anchor tenant catalyzing redevelopment of the St. Claude corridor.

Neighborhood residents will also experience an improved quality of life as a result of this store. The store’s central location will reduce travel time for residents to do their grocery shopping. Residents will also see substantial savings on their groceries, as many are currently forced to pay inflated prices at corner stores. Such stores have limited variety in their product mix, and a larger store will provide a greater selection at a lower cost. The availability of fresh foods offered at our store will have a positive impact on residents’ health. The increased access to healthy food may contribute to decreased rates of heart disease, obesity, and diabetes. Further, the site’s convenient location will encourage active living and better health, as it is within walking or biking distance of the majority of the Lower Ninth Ward. In addition, the potential grocery operator offers a shuttle service to residents who lack access to transportation or are not able to walk or bike to the store.

**The Numbers: Financial Analysis**

To conduct this financial analysis, we interviewed a wide variety of industry professionals, most of whom have worked extensively in the New Orleans area. The cross-section of professionals we interviewed included grocery retailers, developers, architects, local government
officials, bankers and other financial industry professionals who have worked on community oriented projects in low-income areas. The following analysis is based on this input.

Development Budget

Total development costs for the project are projected to be $4,032,774. Hard costs for the development total $3,226,600 (80%), which includes building/interior costs of $3,122,650 and exterior costs of $103,950. Soft costs for the development are $806,174 (20%) and include financing fees, interim costs, and development-related fees. We have estimated a design-build cost of $110/sqft, which includes HVAC, electrical, fire, and a new interior. A 10% construction contingency is added to this total to cover any unanticipated expenses. Enhancements to meet LEED-Silver certification total 0.7% of the development costs. Equipment/fixtures and décor costs are $674,400 (16.7%) and include items such as refrigerators, freezers, and shelving, as well as any further interior improvements pursued by the operator. Exterior hard costs include a new permeable parking lot and beautification improvements such as groundcover and trees. Soft costs are either derived from direct quotes with industry professionals or are based on a percentage of the development’s total square footage. Architectural/design costs are $132,000 (3.3%). A developer’s fee of $298,724 has also been worked into the project. An additional 8% contingency has been added to the soft costs to cover unanticipated expenses.

Sources of Financing

Tight underwriting standards in the current economy, as well as the perceived risk in the Lower Ninth Ward neighborhood, make it difficult to obtain traditional bank financing for our proposal. Fortunately, the project’s location, its mission to bring fresh food to an area lacking this necessity, and its partnership with a non-profit entity provides many opportunities to obtain grants, tax credits, and subsidized financing for this project. Furthermore, an owner-operator that is willing to put equity into the project and has experience running a profitable grocery store in a low-income neighborhood will be looked upon favorably by any source of grants or financing. We have put together a financing plan for this project that is composed of four primary sources: a community lender, a city-funded fresh food incentive program, New Markets Tax Credits, and
owner-contributed equity. In the event these financing sources cannot be secured, alternative sources of funding have been identified.

**Community Lender**

The project requires a mid-level loan of $1,552,759 from a community development lender focused on making a positive economic impact through job creation in low-income neighborhoods. For our project, we have assumed standard loan terms from such a lender to be at a 7% interest rate over a 25 year period.

**New Markets Tax Credits**

New Markets Tax Credit (NMTC) financing was introduced by Congress in 2000 as a method of encouraging economic development in low-income census tracts. These tax credits are designed to provide equity to spark much needed development in areas such as the Lower Ninth Ward by providing tax benefits to equity investors. Various financing structures exist in the NMTC program depending on the bank investor’s risk tolerance and appetite for tax credits.

Our target property is located in the Gulf Opportunity (GO) Zone which is an area targeted by the NMTC program. We will work with a Community Development Entity (CDE) that can leverage its economies of scale in order to reduce transactional costs. An alternative option is to work with a non-profit CDE with a community service mandate; such groups do not imbed profit in their transactions, making the costs of using NMTCs more manageable.

The project will utilize its $2,956,037 in debt and equity sources in a NMTC leveraged structure as principal to contribute/loan the CDE. This deal will generate $1,538,196 in NMTCs for the CDE and the development will receive a NMTC A-Note for the contributed $2,956,037 and a NMTC B-Note for $1,076,737. The A-Note is interest only and re-paid after the 7-year compliance period based on the terms of the underlying sources. The terms used for the A-Note are a 1.43% rate (current 7-year Treasury – 150bps\(^2\)) over 25 years. A sinking-fund for the A-Note will be set up and contributed to at 50% of the A-Note value and held in escrow in order to mitigate the tax burden due the business at the end of the 7-year period, at which point the A-Note can be

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\(^2\) A basis point (bps) reflects 1/100 of 1%.
purchased or re-financed. The B-Note portion is considered equity/soft debt and is interest only and forgiven or subject to a purchase option, usually at a deep discount. The terms on the B-Note are generally very generous. We have assumed a 0.5% interest rate over 40 years.

**Fresh Food Retail Initiative**

The City of New Orleans Office of Community Development launched its Fresh Food Retail Initiative (FFRI) in the summer of 2009. The FFRI provides direct financial assistance to retail businesses that increase access to fresh healthy foods in New Orleans. Through the program, forgivable loans up to $500,000 per project, as well as low-interest loans up to $500,000 per project, for a maximum of $1,000,000, will be awarded to supermarkets and other fresh food retail businesses that are located or plan to locate in underserved areas adversely affected by Hurricane Katrina. The intent of the program is to enable operators to open, renovate, or expand retail outlets that sell fresh fruits and vegetables. Eligible uses of the FFRI Program awards include site assembly and improvement, construction and rehabilitation, equipment, staff training, security, and inventory and working capital. Funding for the FFRI is currently available and grant applications for these funds will be accepted in late 2009/early 2010.

Applicants for the loans and grants provided through the FFRI Program must meet eligibility requirements. Our proposal satisfies all the necessary requirements outlined in the initial RFP the City released for an administering agency. Namely, the property will be developed to lease space to a grocery retail tenant; the business will be located in an underserved area of New Orleans; and the proposed design will have significant shelf space dedicated to the sale of fresh fruit and vegetables. Demonstrated community support is one criterion for evaluating eligible applicants; the endorsement of CSED, in addition to the other community-based organizations and community members from which we have assembled Letters of Support, will help to satisfying this requirement.

Our proposal meets the other FFRI criteria, including: the demonstrated capacity for implementing and sustaining the project through a sound financial/business plan and relevant experience in fresh food retail, which are to be provided by the retail tenant; consistency with the New Orleans Strategic Recovery and Redevelopment Plan; and achieving “Green Community”
objectives, which can be satisfied by incorporating sustainable design. Primodio has demonstrated experience opening and successfully operating a grocery store in a neighborhood similar to the Lower Ninth Ward. Our project proposal is consistent with the Strategic Recovery and Redevelopment Plan, which is the principle state recovery-funding vehicle available to local governments for projects aimed at accommodating long-term redevelopment of the community. Finally, our design incorporates sustainable elements and will qualify for LEED-Silver certification.

**Owner-Contributed Equity**

Primodio will provide cash equity of $403,278, satisfying the 10% requirement of the FFRI low-interest loan. Total cash equity contributed by the operator equals 10% of the total capital budget.

**Additional/Alternative Funding Sources**

The New Orleans Redevelopment Authority (NORA) has Disaster Community Development Block Grant (D-CDBG) money that it is using for targeted commercial investment projects. NORA has indicated that an RFP will be issued this year for the St. Claude Avenue corridor on which our site sits. This funding will provide grants and low interest loans for gap financing commercial projects on the corridor.

The 2009 Healthy Food Retail Act, state legislation primarily authored by Lower Ninth Ward State Senator Ann Duplessis, creates a program to stimulate investment in healthy food retail outlets in underserved areas. The program is intended to provide a dedicated source of financing for healthy food retailers operating in underserved communities in Louisiana to increase access to healthy food and to support expanded economic opportunities in low-income communities. The program became effective August 15, 2009, and when fully implemented could serve as an alternate source of funding for this project.

**Operating Budget**

Once financing is obtained for the capital budget, a bank could be used to obtain a revolving line of credit to fill the gap needed for initial inventory and working capital. Discussions with a
banker familiar with the New Orleans market indicated that a line of credit could likely be obtained for a variable rate of approximately 5%.

The grocery store's projected income is based on population and income demographic data provided by ESRI, as well as discussions with grocery developers and operators familiar with the Lower Ninth Ward and similar neighborhoods. We determined a current supportable store size of 15,000sqft and conservative first year projected sales of $330/sqft. We have estimated a conservative growth in sales over the next five years based on projected repopulation of the neighborhood. We believe these estimates to be conservative because the calculations are based on capturing the Food at Home spending that currently exists in the neighborhood. It is not unreasonable to believe that the presence of a grocery store and the availability of fresh food will facilitate an increase in spending on Food at Home as well as attract spending from outside the Lower Ninth Ward community. Additional income will be generated by subleasing 5,000sqft of imbedded retail space to a compatible tenant at an estimated market rate of $10/sqft on a short-term lease. The operator will have the option to terminate the lease at the end of the leasing period if the grocery needs to expand into the entire 20,000sqft of retail space.

Expenses were projected by starting with national benchmarks and adjusting line items to match a smaller, non-national chain grocery store. It is important to note that insurance costs in New Orleans are above national averages, but this cost will be offset by the projected below average energy costs of energy efficient redevelopment. Our projected net operating income margin is consistent with a typical margin achieved by established small grocery store operators. Based on discussions between the owner and potential operator, rent is estimated to be $3/sqft on a long term ground lease. Accordingly, the operator will not own the land or existing structure, but will own the additional improvements to the building and land for the term of the lease. The costs of the renovations, less unallowable costs, have been depreciated based on a 39 year depreciation term. The project is also eligible for a 5-year tax abatement which will cap property taxes at $6,424/yr.

Net operating income (NOI) for the first year of business is projected to be $210,761. While the After Tax Cash Flow (ATCF) is projected to be negative in the first year of operations, the Debt
Service Coverage Ratio (DSCR) is 0.91. In year two of operations the business will generate positive ATCF and increase its DSCR to 1.13. The business is projected to generate ATCF as a percentage of Gross Sales on par with industry standards between years three and five.

Financial Tables

<table>
<thead>
<tr>
<th>USES OF FUNDS</th>
<th>Building: 20,000 SqFt</th>
<th>Per Square Foot</th>
<th>% Source</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Construction/Redevelopment (Building)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design-Build</td>
<td>$2,200,000</td>
<td>$110.00</td>
<td>54.6% MetroStudio, New Orleans</td>
</tr>
<tr>
<td>Construction Contingency (10%)</td>
<td>$220,000</td>
<td>$11.00</td>
<td>5.5% LarsonAllen, LLP / Estimated</td>
</tr>
<tr>
<td>Premium for LEED-Certification (1%)</td>
<td>$22,000</td>
<td>$1.10</td>
<td>0.5% Estimated from GBCI</td>
</tr>
<tr>
<td>LEED-Certification Fees</td>
<td>$6,250</td>
<td>$0.31</td>
<td>0.2% FMI</td>
</tr>
<tr>
<td>Equipment and Fixtures</td>
<td>$634,400</td>
<td>$31.72</td>
<td>15.7%</td>
</tr>
<tr>
<td>Décor</td>
<td>$40,000</td>
<td>$2.00</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$3,122,650</td>
<td>$156.13</td>
<td>77.4%</td>
</tr>
<tr>
<td><strong>Construction/Redevelopment (Site)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Lot (Demolition and Repaving)</td>
<td>$75,000</td>
<td>$3.75</td>
<td>1.9% MetroStudio, New Orleans</td>
</tr>
<tr>
<td>Landscaping (Groundcover, Trees, and Pavers)</td>
<td>$28,950</td>
<td>$1.45</td>
<td>0.7% W. Cooper, Brown+Danos Landdesign, Baton Rouge</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$103,950</td>
<td>$5.20</td>
<td>2.6%</td>
</tr>
<tr>
<td><strong>Financing Fees and Related Costs</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Architectural/Design Services</td>
<td>$132,000</td>
<td>$6.60</td>
<td>3.3% T. O’Brien General Engineering, Inc, Baton Rouge</td>
</tr>
<tr>
<td>Professional Engineering Services</td>
<td>$5,000</td>
<td>$0.25</td>
<td>0.1%</td>
</tr>
<tr>
<td>Construction Bond</td>
<td>$44,000</td>
<td>$2.20</td>
<td>1.1% MetroStudio, New Orleans</td>
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<tr>
<td>Permits/Zoning Fees</td>
<td>$15,000</td>
<td>$0.75</td>
<td>0.4% Estimated</td>
</tr>
<tr>
<td>Legal Fees</td>
<td>$50,000</td>
<td>$2.50</td>
<td>1.2% Estimated</td>
</tr>
<tr>
<td>Environmental (Site Assessment and Asbestos Testing)</td>
<td>$4,100</td>
<td>$0.21</td>
<td>0.1% PSI, New Orleans</td>
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<tr>
<td>Title Policy/Insurance</td>
<td>$7,400</td>
<td>$0.37</td>
<td>0.2% Estimated</td>
</tr>
<tr>
<td>Taxes During Construction</td>
<td>$15,800</td>
<td>$0.79</td>
<td>0.4% Estimated</td>
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<tr>
<td>NMTC Legal (Borrower)</td>
<td>$75,000</td>
<td>$3.75</td>
<td>1.9%</td>
</tr>
<tr>
<td>NMTC Legal (Lender)</td>
<td>$75,000</td>
<td>$3.75</td>
<td>1.9% W.C. Smith+Co, Washington, D.C</td>
</tr>
<tr>
<td>NMTC Accounting/Consulting</td>
<td>$50,000</td>
<td>$2.50</td>
<td>1.2% Estimated</td>
</tr>
<tr>
<td>Interim Interest</td>
<td>$6,200</td>
<td>$0.31</td>
<td>0.2% Estimated</td>
</tr>
<tr>
<td>Soft Cost Contingency (8%)</td>
<td>$27,950</td>
<td>$1.40</td>
<td>0.7% Estimated</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$507,450</td>
<td>$25.37</td>
<td>12.6%</td>
</tr>
<tr>
<td><strong>Project Developer’s Fee (8%)</strong></td>
<td>$298,724</td>
<td>$14.94</td>
<td>7.4%</td>
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<tr>
<td><strong>TOTAL USES OF FUNDS</strong></td>
<td>$4,032,774</td>
<td>$186.70</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**SOURCES OF FUNDS**

<table>
<thead>
<tr>
<th>Debt Sources</th>
<th>Amount</th>
<th>Amortization (Months)</th>
<th>Interest</th>
<th>Payment Term (Months)</th>
<th>Monthly Payment</th>
<th>Annual Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>FFR 1 Low-Interest Loan</td>
<td>$500,000</td>
<td>300</td>
<td>4.00%</td>
<td>84</td>
<td>$2,639</td>
<td>$31,668</td>
</tr>
<tr>
<td>FFR 1 Forgivable Loan</td>
<td>$500,000</td>
<td>60</td>
<td>0.00%</td>
<td>60</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Loan</td>
<td>$1,552,759</td>
<td>300</td>
<td>7.00%</td>
<td>84</td>
<td>$10,975</td>
<td>$131,700</td>
</tr>
<tr>
<td>NMTC B-Note (Soft Debt)</td>
<td>$1,076,737</td>
<td>480</td>
<td>0.50%</td>
<td>84</td>
<td>Interest Only - See Schedule</td>
<td></td>
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<tr>
<td><strong>Total Debt</strong></td>
<td>$3,629,496</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Equity Sources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owner Equity (As required by FFR)</td>
<td>$50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional Owner Equity</td>
<td>$353,278</td>
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<tr>
<td><strong>Total Equity</strong></td>
<td>$403,278</td>
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<tr>
<td><strong>TOTAL SOURCES OF FUNDS</strong></td>
<td>$4,032,774</td>
<td></td>
<td></td>
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</table>

Table 6: Development Budget
### Table 7a: Funding Sources

<table>
<thead>
<tr>
<th>New Markets Tax Credit Calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td>FFRI Low-Interest Loan</td>
</tr>
<tr>
<td>FFRI Forgivable Loan</td>
</tr>
<tr>
<td>Loan</td>
</tr>
<tr>
<td>Owner Equity (As Required by FFRI)</td>
</tr>
<tr>
<td>Additional Owner Equity</td>
</tr>
<tr>
<td>NMTC Equity</td>
</tr>
<tr>
<td>Loan on NMTC</td>
</tr>
<tr>
<td>Qualified Equity Investment (QEI)</td>
</tr>
<tr>
<td>Qualified Equity Investment (QEI) - Allowable per Allocation</td>
</tr>
<tr>
<td>Qualified Low Income Community Investment (QLICI)</td>
</tr>
</tbody>
</table>

| New Markets Tax Credit Percentage  | 39% |
| Total New Markets Tax Credits      | $ 1,538,196 |
| Price Per NMTC Dollar              | $ 0.70  |
| Net New Markets Equity (Before Load) | $ 1,076,737 |
| Net New Markets Equity (After Load) | $ 988,056 |

Check

NMTC A Note (Principal contributed/loaned to CDE) $ 2,956,037
NMTC B Note (Equity/Soft Debt) $ 1,076,737

**Total QEI (Must agree with above calculation)** $ 4,032,774

### NMTC A Note

<table>
<thead>
<tr>
<th>Year</th>
<th>Interest</th>
<th>Principal</th>
<th>Sinking Fund (50%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$41,624</td>
<td>$99,080</td>
<td>$49,540</td>
</tr>
<tr>
<td>Year 2</td>
<td>$40,197</td>
<td>$100,506</td>
<td>$50,253</td>
</tr>
<tr>
<td>Year 3</td>
<td>$38,751</td>
<td>$101,953</td>
<td>$50,977</td>
</tr>
<tr>
<td>Year 4</td>
<td>$37,283</td>
<td>$103,420</td>
<td>$51,710</td>
</tr>
<tr>
<td>Year 5</td>
<td>$35,795</td>
<td>$104,909</td>
<td>$52,455</td>
</tr>
<tr>
<td>Year 6</td>
<td>$34,285</td>
<td>$106,419</td>
<td>$53,210</td>
</tr>
<tr>
<td>Year 7</td>
<td>$32,753</td>
<td>$107,951</td>
<td>$53,976</td>
</tr>
<tr>
<td>Total</td>
<td>$260,688</td>
<td>$724,238</td>
<td>$362,119</td>
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</table>

Remaining Balance $ 2,593,918

### NMTC B Note (Int. only)

<table>
<thead>
<tr>
<th>Year</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$5,328</td>
</tr>
<tr>
<td>Year 2</td>
<td>$5,206</td>
</tr>
<tr>
<td>Year 3</td>
<td>$5,083</td>
</tr>
<tr>
<td>Year 4</td>
<td>$4,960</td>
</tr>
<tr>
<td>Year 5</td>
<td>$4,836</td>
</tr>
<tr>
<td>Year 6</td>
<td>$4,711</td>
</tr>
<tr>
<td>Year 7</td>
<td>$4,586</td>
</tr>
<tr>
<td>Total</td>
<td>$34,710</td>
</tr>
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</table>

### Table 7: Payment Terms

<table>
<thead>
<tr>
<th>A-Note</th>
<th>Amount</th>
<th>Amortization</th>
<th>Interest</th>
<th>Payment Terms</th>
<th>Monthly Payment</th>
<th>Annual Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal contributed/loaned to CDE</td>
<td>$ 2,956,037</td>
<td>300</td>
<td>1.43%</td>
<td>84 See Schedule</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Payments are interest only. Portion allocated to principal is placed into a sinking fund to be used towards principal balance at the time of refinancing.*
Table 8: Operating Budget

<table>
<thead>
<tr>
<th>Year</th>
<th>FFRI Low Interest Loan</th>
<th>Community Loan</th>
<th>ATCF as % of Gross Sales</th>
<th>BTF as % of Gross Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$19,784</td>
<td>$107,941</td>
<td>-0.41%</td>
<td>-0.41%</td>
</tr>
<tr>
<td>2</td>
<td>$19,299</td>
<td>$106,223</td>
<td>0.53%</td>
<td>0.53%</td>
</tr>
<tr>
<td>3</td>
<td>$18,795</td>
<td>$104,382</td>
<td>1.26%</td>
<td>1.26%</td>
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<tr>
<td>4</td>
<td>$18,271</td>
<td>$102,408</td>
<td>1.60%</td>
<td>1.60%</td>
</tr>
<tr>
<td>5</td>
<td>$17,725</td>
<td>$100,290</td>
<td>1.83%</td>
<td>1.83%</td>
</tr>
<tr>
<td>6</td>
<td>$17,157</td>
<td>$98,020</td>
<td>2.30%</td>
<td>2.30%</td>
</tr>
<tr>
<td>7</td>
<td>$16,565</td>
<td>$95,586</td>
<td>2.63%</td>
<td>2.63%</td>
</tr>
<tr>
<td>Total</td>
<td>$127,596</td>
<td>$714,850</td>
<td>2.76%</td>
<td>2.76%</td>
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<tr>
<td>Remaining Balance</td>
<td>$50,905.00</td>
<td>$207,015</td>
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<td></td>
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</tbody>
</table>

**Income**

<table>
<thead>
<tr>
<th>Percentage of Sales</th>
<th>Year 0</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Revenue</td>
<td>$4,950,000</td>
<td>$5,689,950</td>
<td>$6,429,900</td>
<td>$7,169,850</td>
<td>$7,914,900</td>
<td>$8,649,900</td>
<td>$9,609,900</td>
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<tr>
<td>Cost of Goods Sold</td>
<td>$3,564,000</td>
<td>$4,096,764</td>
<td>$4,629,528</td>
<td>$5,162,392</td>
<td>$5,698,728</td>
<td>$6,227,928</td>
<td>$6,744,765</td>
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<tr>
<td>Gross Profit</td>
<td>$1,386,000</td>
<td>$1,593,186</td>
<td>$1,800,372</td>
<td>$2,007,558</td>
<td>$2,216,172</td>
<td>$2,421,972</td>
<td>$2,494,631</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$1,225,239</td>
<td>$1,382,768</td>
<td>$1,540,298</td>
<td>$1,697,827</td>
<td>$1,856,442</td>
<td>$2,017,739</td>
<td>$2,073,321</td>
</tr>
<tr>
<td>Net Operating Income</td>
<td>$210,761</td>
<td>$260,418</td>
<td>$310,074</td>
<td>$359,731</td>
<td>$409,730</td>
<td>$454,233</td>
<td>$471,310</td>
</tr>
<tr>
<td>NOI as % of Gross Sales</td>
<td>4.26%</td>
<td>4.58%</td>
<td>4.82%</td>
<td>5.02%</td>
<td>5.18%</td>
<td>5.25%</td>
<td>5.29%</td>
</tr>
</tbody>
</table>

**Expenses**

<table>
<thead>
<tr>
<th>Percentage of Sales</th>
<th>Year 0</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll</td>
<td>7.00%</td>
<td>$346,300</td>
<td>$398,297</td>
<td>$430,093</td>
<td>$431,890</td>
<td>$434,043</td>
<td>$465,493</td>
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<tr>
<td>Payroll Benefits</td>
<td>2.00%</td>
<td>$99,000</td>
<td>$113,799</td>
<td>$128,598</td>
<td>$143,397</td>
<td>$158,298</td>
<td>$172,998</td>
</tr>
<tr>
<td>Utilities</td>
<td>2.40%</td>
<td>$118,800</td>
<td>$130,559</td>
<td>$154,318</td>
<td>$172,076</td>
<td>$189,958</td>
<td>$207,598</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>1.00%</td>
<td>$49,500</td>
<td>$56,900</td>
<td>$64,299</td>
<td>$71,699</td>
<td>$79,149</td>
<td>$86,499</td>
</tr>
<tr>
<td>Licenses</td>
<td>0.37%</td>
<td>$28,215</td>
<td>$32,433</td>
<td>$36,650</td>
<td>$40,868</td>
<td>$45,115</td>
<td>$49,304</td>
</tr>
<tr>
<td>Property Taxes (based for 3 years)</td>
<td>0.13%</td>
<td>$6,424</td>
<td>$6,424</td>
<td>$6,424</td>
<td>$6,424</td>
<td>$6,424</td>
<td>$7,124</td>
</tr>
<tr>
<td>Advertising</td>
<td>1.40%</td>
<td>$69,300</td>
<td>$79,659</td>
<td>$90,019</td>
<td>$100,378</td>
<td>$110,809</td>
<td>$121,099</td>
</tr>
<tr>
<td>Insurance</td>
<td>0.61%</td>
<td>$30,000</td>
<td>$34,485</td>
<td>$38,969</td>
<td>$43,454</td>
<td>$47,969</td>
<td>$52,424</td>
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<tr>
<td>Security</td>
<td>1.31%</td>
<td>$65,000</td>
<td>$74,717</td>
<td>$84,433</td>
<td>$94,150</td>
<td>$103,933</td>
<td>$113,585</td>
</tr>
<tr>
<td>Office Expense</td>
<td>0.10%</td>
<td>$4,950</td>
<td>$5,690</td>
<td>$6,430</td>
<td>$7,170</td>
<td>$7,913</td>
<td>$8,650</td>
</tr>
<tr>
<td>Supplies</td>
<td>0.80%</td>
<td>$39,500</td>
<td>$45,250</td>
<td>$51,429</td>
<td>$57,359</td>
<td>$63,319</td>
<td>$69,199</td>
</tr>
<tr>
<td>Laundry and Cleaning</td>
<td>0.10%</td>
<td>$4,950</td>
<td>$5,690</td>
<td>$6,430</td>
<td>$7,170</td>
<td>$7,913</td>
<td>$8,650</td>
</tr>
<tr>
<td>Bank Service Charges</td>
<td>0.10%</td>
<td>$4,950</td>
<td>$5,690</td>
<td>$6,430</td>
<td>$7,170</td>
<td>$7,913</td>
<td>$8,650</td>
</tr>
<tr>
<td>Legal/Professional</td>
<td>0.38%</td>
<td>$14,950</td>
<td>$17,011</td>
<td>$19,289</td>
<td>$21,310</td>
<td>$23,743</td>
<td>$25,950</td>
</tr>
<tr>
<td>Outside Labor</td>
<td>0.10%</td>
<td>$4,950</td>
<td>$5,690</td>
<td>$6,430</td>
<td>$7,170</td>
<td>$7,913</td>
<td>$8,650</td>
</tr>
<tr>
<td>Other</td>
<td>3.30%</td>
<td>$13,250</td>
<td>$14,148</td>
<td>$15,037</td>
<td>$16,031</td>
<td>$17,027</td>
<td>$18,023</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>$1,225,239</td>
<td>$1,382,768</td>
<td>$1,540,298</td>
<td>$1,697,827</td>
<td>$1,856,442</td>
<td>$2,017,739</td>
<td>$2,073,321</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of Sales</th>
<th>Year 0</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Margin</td>
<td>29.01%</td>
<td>28.88%</td>
<td>28.78%</td>
<td>28.70%</td>
<td>28.63%</td>
<td>28.58%</td>
<td>28.56%</td>
</tr>
</tbody>
</table>

Table 7b: Funding Sources, continued
Attachment 1: Letters of Support

Amenta Enterprises, LLC
Primodio, Inc.
City of New Orleans Office of Community Development
Holy Cross Neighborhood Association
Lower 9th Ward Health Clinic
Prevention Research Center at Tulane University
Make It Right
Global Green
Environmental Defense Fund
Sierra Club – Delta Chapter
Louisiana Green Corps
Center for Bioenvironmental Research at Tulane and Xavier Universities
Center for Hazards Assessment Response and Technology at University of New Orleans
BNIM Architects
Marks Associates, Inc.
Common Ground
New Life Intra Coastal Community Development Corporation
Signatures of Community Residents
Amenta Enterprises, L.L.C.
10 Derby Ct,
Marrero, La.
Email MaxAmenta@aol.com
Cell: 504-473-7372

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

October 26, 2009

Dear Ms. Gardere:

Amenta Enterprises, L.L.C. strongly supports the work done by the UNO, DePaul, and LSU team to evaluate and propose a grocery store at the 5523 St. Claude Avenue location. Amenta Enterprises has direct control over the site and as a landowner is committed to the rebuilding of the Lower Ninth Ward. Over the past year, we have been able to assemble ownership over the entire block, have all non-repairable buildings demolished, and been able to put the site up for lease. The block currently houses a 20,000-sqft building-shell surrounded by cleared site awaiting the right tenant.

The work done by the students for this competition has facilitated discussions with possible grocery operators and provided valuable pre-development services. For these reasons, Amenta Enterprises, L.L.C. fully supports the partnership with the Center for Sustainable Engagement and Development and the UNO, DePaul, LSU Chase Community Development Competition proposal.

Sincerely,

Max Amenta
Amenta Enterprises, L.L.C.
November 26, 2009

Ashleigh G. Gardere,  
VP, Community Relations  
JPMorgan Chase, North America  
201 St. Charles Avenue, 28th Floor  
New Orleans, LA 70170

Dear Ms. Gardere:

Primodio Foods, Inc. strongly supports the Chase Community Development Competition proposal submitted by the team of students from the University of New Orleans, DePaul University, and Louisiana State University. Their competition proposal recognizes bringing a grocery store into the Lower Ninth Ward addresses the well-documented need for better access to healthy and fresh foods in underserved neighborhoods. We believe that providing this community access to healthy and fresh foods can be a profitable enterprise and a driver of economic growth for the entire community.

The creators of Jimbo’s Market believe that the time is now for a response to the demand for a state-of-the-art grocery store to be located in the inner city. Jimbo’s Market has assembled a team of professionals who have the expertise to connect with the community much quicker than those who have avoided doing business within the inner city. Additionally, we will utilize local resources and re-establish a sense of community pride amongst citizens. Jimbo’s realizes the importance of being a good neighbor as well as a community-friendly business.

Our mission is to introduce high-quality, sustainable, green grocery stores in urban markets. Jimbo’s Market will feature state-of-the-art amenities designed to bolster community spirit while offering fresh high-quality products to meet the demands of our guests.

Our vision is to become a premier supermarket group, offering better shopping experiences throughout underserved urban markets. Jimbo’s Market will feature products that coincide with the demographics of the community in which it serves. We will succeed by providing solutions for the underserved citizens of the lower ninth ward.

A fresh food retailer located at this key location will increase the potential for Lower Ninth Ward residents to live a longer, healthier life. In addition to health benefits, a well-designed attractive store will provide a community focal point, spur surrounding economic development, and provide local jobs to Lower Ninth Ward residents. These benefits will increase the vitality of the neighborhood and promote the repopulation of the Lower Ninth Ward. For the above reasons, Primodio Foods, Inc. wholeheartedly supports the grocery store proposal to redevelop the existing building at 5523 St. Claude Avenue.

Sincerely,

James L Hatchett  
Jim Hatchett  
Primodio Foods, Inc.
October 26, 2009

Lizette Terral  
President, New Orleans Region  
JPMorgan Chase, North America  
201 St. Charles Avenue, 27th Floor  
New Orleans, LA 70170

RE: Proposed Grocery Store at 5523 St. Claude Avenue

Dear Ms. Terral:

As someone who understands the importance of economic development in Louisiana, I strongly support the proposal to build a grocery store at 5523 St. Claude Avenue. A grocery store at 5523 St. Claude Avenue will improve overall community health, create desperately needed jobs; attract new and former residents to the neighborhood; and potentially spur additional local economic development.

The Office of Community Development is committed to working at establishing a grocery in the lower ninth ward by providing the technical assistance and resources needed in order to develop the subject project here in New Orleans. Our existing incentives – including sales tax rebates and employee tax credits – coupled with the federal incentives should provide a welcoming economic environment for any investment in that area.

In this spirit, the UNO, DePaul and LSU team has documented the real need that exists for better access to fresh and healthy food in New Orleans’ Lower 9th Ward. They have also shown that developing a fresh food retailer, as an investment venture, can be a profitable enterprise and a driver of economic growth. Developing a grocery store at 5523 St. Claude Avenue will greatly aid the recovery process for the Lower 9th Ward community and provide residents an opportunity to live longer and healthier lives, and for these reasons I offer my support.

Sincerely,

Ernest Gethers  
Director  
Business Services  
Office of Community Development
Holy Cross Neighborhood Association

October 26, 2009

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

Dear Ms. Gardere:

The Holy Cross Neighborhood Association (HCNA) strongly supports the proposal to build a grocery store on the corner of St. Claude and Caffin Avenues in the Lower Ninth Ward. The Lower Ninth Ward suffered catastrophic devastation in Hurricane Katrina, yet its residents are returning and rebuilding their community. Hundreds more are eager to do the same, provided certain basic services become available. A grocery store is one such needed service.

Nearly a year and a half after Katrina, HCNA established the Lower 9th Ward Center for Sustainable Engagement and Development (CSED) in order to help residents of the Lower 9th chart a path toward an energy efficient, sustainable recovery of the community. Presently, HCNA is still working now with a fully functioning and independent CSED to further realize this recovery vision. And, a fresh food retailer stocked with the freshest of food in terms of fruit, vegetables, wholesome meats, and all other necessities and amenities found in such store would squarely set the Lower 9th on path to achieving a full sustainable recovery.

A fresh food retailer would also provide much needed jobs to Lower Ninth Ward residents; increase the potential for these residents live a longer and healthier life; attract new and former residents to the neighborhood; and potentially spur additional local economic development. The importance of a community’s access to healthy food has been confirmed many times over, by scientific study and political action. The lack of a grocery store in the Lower Ninth Ward is thus detrimental to the health of both the residents and the community as a whole.

The UNO/LSU/DePaul proposal for a grocery store in the Lower Ninth Ward documents the real need that exists for better access to fresh and healthy foods in this neighborhood. We believe that providing this community access to healthy and fresh foods can be a profitable enterprise and a driver of economic growth for the entire community. The neighborhood is already witnessing unprecedented rebuilding and recovery; a fresh food retailer will provide much-needed access to
fresh food and basic necessities for all of the residents who have returned, and will spur others to follow suit.

For these reasons, HCNA wholeheartedly supports the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

[Signature]

Charles E. Allen, III, MSPH
HCNA Board Chair
October 23, 2009

Lizette Terral
President, New Orleans Region
JP Morgan Chase, North America
201 St. Charles Avenue, 27th Floor
New Orleans, LA 70170

Dear Ms. Terral:

It gives me great pleasure to offer a letter of support for the 2009 Chase Community Development Project created by the Center of Sustainable Engagement and Development and its academic partners for a supermarket located at 5523 St. Claude Avenue. As a former resident of the Lower 9th Ward, health care professional and executive director of the Lower 9th Ward Health Clinic, I can personally attest to the importance of healthy food options for residents who lack the resources to travel outside of their community to shop for nutritious foods. Currently, there isn’t one supermarket in the lower ninth ward. It is critical to find creative ways to connect members of the lower ninth ward with fresh foods and especially fresh produce. The St. Claude Avenue Supermarket will be a stabilizing force in the overall plan of providing this vulnerable community with healthy food choices. We believe the St. Claude Avenue Supermarket will help address some of the root causes of various illnesses that are prevalent in our community. Diseases such as cardiovascular disease, obesity, and type 2 diabetes, are associated with poor dietary lifestyle habits. It is imperative that we intervene and give healthy food choices to our residents and especially the children in their formative years if we are to have a lasting impact on their dietary habits throughout adult life.

Our clinic counts itself as a partner in our neighborhood collective of organizations which are rooted in community engagement, empowerment, and justice and since its inception has worked integrally with these organizations to improve the quality of life for residents living in the lower ninth ward. We are committed to the effort of transforming the lower ninth ward into a healthy neighborhood and will continue to collaborate and support the efforts of all entities which share our mission and vision of a healthy and sustainable community.

We emphatically and without any reservations support this project. If I can be of further assistance, do not hesitate to contact me.

"Of all the forms of inequality, injustice in healthcare is the most shocking and inhumane."
Dr. Martin Luther King, Jr.
With warmest regards,

Alice Craft-Kerney, RN, BSN
Executive Director
Lower 9th Ward Health Clinic

"Of all the forms of inequality, injustice in healthcare is the most shocking and inhumane."
Dr. Martin Luther King, Jr.
October 23, 2009

Lizette Terral
President, New Orleans Region
JPMorgan Chase, North America
201 St. Charles Avenue, 27th Floor
New Orleans, LA 70170

RE: 2009 Chase Community Development Competition – Letter of Support for UNO/ DePaul/ LSU Proposal

The Prevention Research Center at Tulane University supports activities which increase access to healthy food in underserved neighborhoods of New Orleans. Bringing a grocery store into an underserved neighborhood makes fresh produce and other healthy food more accessible, thereby contributing to improved diets and health of neighborhood residents. A quality grocery store creates jobs, improves quality of life, and can catalyze additional investment and redevelopment in the neighborhood.

We particularly support efforts to bring a full-service grocery store to the Lower Ninth Ward, which was devastated by Katrina, and underserved even before it. The team from the University of New Orleans, DePaul University and Louisiana State University, with their partner the Center for Sustainable Engagement and Development, proposes to develop a grocery store at 5523 St. Claude Avenue. The team has actively sought input from public and private sector stakeholders in New Orleans, as well as from national experts, on how to build a grocery store in the Lower Ninth Ward that is both a vital community asset and a viable business enterprise. We encourage such efforts.

The mission of the Prevention Research Center at Tulane University is to address the physical and social environmental factors influencing the obesity epidemic and its behavioral determinants of diet and physical activity. Our work emphasizes participatory research, communication, and collaboration with community partners and policy-makers. In particular, our work with the New Orleans Food Policy Advisory Committee can provide a helpful resource and contacts for the proposed development of a grocery store in the Lower Ninth Ward.

Sincerely,

[Signature]

Diego Rose, PhD MPH
Director, Prevention Research Center
Associate Professor, Department of Community Health Sciences
September 14, 2009

To Whom It May Concern:

The Make It Right Foundation is in strong support of the proposal to build a grocery store on the corner of St. Claude and Caffin Avenues in the Lower Ninth Ward. As an organization committed to helping bring back families to this neighborhood, we know first-hand from former residents that the lack of a grocery store is a major impediment to their return. A grocery story is essential to improving the quality of life for Make It Right homeowners and other Lower 9th ward residents, encouraging other residents to return and spurring further investment and redevelopment in the neighborhood.

According to the Great New Orleans Data Center, the Lower 9th Ward is the neighborhood with the lowest rate of recovery. As of August 2009, only 19 percent of the community’s pre-Katrina population had returned. One major reason former residents give for not returning is the lack of a grocery store along with other still-absent amenities – schools, hospitals and other services.

At Make It Right, we are committed to building at least 150 homes in the Lower 9th Ward for families who lost their homes in the storm. We are also investing in the larger community and its infrastructure. We are working with the Louisiana Disaster Recovery Foundation (LDRF) to plant rain gardens designed to reduce street flooding and manage storm water throughout the neighborhood. We also will be working on a Pilot Streets Project with the City of New Orleans to experiment with street designs and materials that could be used to reduce flooding.

Our goal is help the neighborhood heal and become whole again – and it will take affordable housing, improved infrastructure AND commercial development to make that happen. Having a grocery store is vital to the recovery of the Lower 9th Ward and the success of Make It Right, and we endorse the project wholeheartedly. Your support of the project would be greatly appreciated.

Sincerely,

Tom Darden
Executive Director
October 21, 2009

Lizette Terral  
President, New Orleans Region  
JPMorgan Chase, North America  
201 St. Charles Avenue, 27th Floor  
New Orleans, LA 70170

RE: Chase Urban Development Competition Proposal  
UNO/LSU/DePaul -- 5523 St. Claude Avenue

Global Green is in strong support of the proposed grocery store development at the corner of St. Claude and Caffin Avenues. The Lower Ninth Ward is a neighborhood with the lowest return rates in New Orleans. The lack of basic amenities in the area, especially that of a grocery store, remain one element hampering the neighborhood’s larger recovery. The Holy Cross community, within the Lower Ninth Ward, has exhibited the majority of the returning residents, and something as basic as a grocery store with fresh produce within a short walk of just a few minutes drive, could help make the return that much smoother.

Global Green USA is the only national environmental non-profit headquartered in Southern California with offices in New Orleans, Washington DC, and New York, and is one of 31 national GCI affiliates throughout the world. Global Green is working to address some of the greatest challenges facing humanity. In the United States our work is primarily focused on stemming global climate change by creating green buildings and cities.

Global Green was one of the first environmental organizations to open a New Orleans office shortly after Hurricane Katrina devastated the Gulf Coast and is collaborating with environmentalists, community developers, political leaders, schools, urban organizations and others to create the building blocks for a climate friendly, model sustainable city for the 21st century. Global Green in New Orleans has initiated several programs: the Holy Cross Project, a sustainable neighborhood in the Lower Ninth Ward, with three complete LEED-platinum homes; Build It Back Green, a resource to make it easier for Louisiana residents to learn how to find and install simple, cost-effective green products into their homes; Green Schools Initiative, which grants thousands of dollars to five New Orleans schools in order for them to be updated with the latest in water and energy conservation technology; and the Green Building Resource Center in downtown New Orleans, as well as a visitor’s center at the Holy Cross project.

The basic community service a grocery store provides is unquestionable. That the competition proposal incorporates a variety of sustainable building methods and technologies, starting with reusing an existing structure, deserves consideration as a truly beneficial community service.

Sincerely,

Beth Galante  
Director  
Global Green USA  
841 Carondelet Street  
New Orleans, LA 70130
Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

October 25, 2009

Dear Ms. Gardere:

Environmental Defense Fund strongly supports the proposal to build a grocery store on the corner of St. Claude and Caffin Avenues in the Lower Ninth Ward. The Lower Ninth Ward suffered catastrophic devastation in Hurricane Katrina, and now its residents are returning and rebuilding their community. A grocery store is an important step towards the recovery of this resilient community.

Environmental Defense Fund is a leading national nonprofit organization representing more than 700,000 members. Since 1967, we have linked science, economics and law to create innovative, equitable and cost-effective solutions to society’s most urgent environmental problems. For the last two years EDF has partnered with the Lower Ninth Ward Center for Sustainable Engagement and Development and two other communities in South Louisiana through a project called “How Safe, How Soon?” to address flood risk and long term community resilience in a region highly influenced by water related risks and opportunity.

A fresh food retailer would provide much needed jobs to Lower Ninth Ward residents; increase the potential for these residents live a longer and healthier life; attract new and former residents to the neighborhood; innovate flood protection measures; and potentially spur additional local economic development. The importance of a community’s access to healthy food is well known. The lack of a grocery store in the Lower Ninth Ward is detrimental to the health of both the residents and the community as a whole.

The UNO/LSU/DePaul proposal for a grocery store in the Lower Ninth Ward documents the real need that exists for better access to fresh and healthy foods in this neighborhood. We believe that providing this community access to healthy and fresh foods can be a profitable enterprise and a driver of economic growth for the entire community. The neighborhood is already witnessing unprecedented rebuilding and recovery; a fresh food retailer will provide much-needed access to fresh food and basic necessities for all of the residents who have returned, and will spur others to follow suit.

Environmental Defense Fund wholeheartedly supports the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

Brian Jackson
Community Resilience Specialist
Environmental Defense Fund
October 20, 2009

Lizette Terral
President, New Orleans Region
JPMorgan Chase, North America
201 St. Charles Avenue, 27th Floor
New Orleans, LA 70170

RE: Chase Urban Development Competition Proposal
UNO/LSU/DePaul -- 5523 St. Claude Avenue

The Sierra Club - Delta Chapter strongly supports the proposed grocery store development at the corner of St. Claude and Caffin Avenues. Working actively in the ninth ward area, especially in wetlands and ecosystem restoration, the low return rates to the neighborhood are very apparent. And, the lack of stores in the area, especially that of a grocery store, are a problem for those who have chosen to return.

The Delta Chapter is the Sierra Club in Louisiana, and it is comprised of 3,000 neighbors supporting the work of the Sierra Club in Louisiana. We advance the cause of protecting Louisiana's environment in a variety of ways, including lobbying the state legislature in Baton Rouge, sponsoring a Mercury Public Education Campaign, raising public awareness about climate change, and working to keep the Atchafalaya Basin, America's greatest river swamp, wet and wild. In addition, we encourage our members to get outside and enjoy our beautiful planet. With a membership totaling over 1.3 million, the Club is America's oldest, largest and most influential grassroots environmental organization.

Awareness about climate change is a key working area for the Delta Chapter. A project such as the planned grocery store on the corner of St. Claude and Caffin Avenues seeks to limit the impact the development could potentially have on the environment, by, first and foremost, reusing the existing structure. The group's intention to utilize energy efficient design guidelines will also help reduce the environmental impact. This proposed grocery store would tremendously benefit the Ninth Ward and surrounding areas, and the Sierra Club supports this project.

Sincerely,

[Signature]

Haywood Martin, Chair
Sierra Club Delta Chapter
October 17, 2009

Lizette Terral
President, New Orleans Region
JPMorgan Chase, North America
201 St. Charles Avenue, 27th Floor
New Orleans, LA 70170

RE: Chase Urban Development Competition Proposal
UNO/LSU/DePaul -- 5523 St. Claude Avenue

The Louisiana Green Corps offers this letter in support of the proposed grocery store development at the corner of St. Claude and Caffin Avenues. As an organization working actively to rebuild greater New Orleans, we know that one part of recovery is in bringing people back to their homes. The other part is opening amenities and services, which are so vital to solidifying neighborhood recovery.

The LA Green Corps was seeded through funding from a National Emergency Grant (NEG) in May 2008 to provide green job training to unemployed, under-employed, court involved or otherwise disadvantaged New Orleans youth. We are a collaborative partnership comprised of three 501(c)(3) organizations including the Alliance for Affordable Energy, the Old City Building Center (OCBC), and the Arc of Greater New Orleans (Arc of GNO). Youth are trained in green job skills, and receive higher education and life skills instruction, while being given the opportunity and assistance to overcome most social obstacles and barriers to employment.

The central idea of the proposed grocery project – to rehabilitate the existing structure that over 50-years ago housed a local grocery – is in line with the LA Green Corps training. The project scope includes an energy efficient HVAC systems and delivery. There are several other sustainable elements that will provide benefits to the greater community: planting of numerous shade trees along the sidewalks and parking area; sourcing pervious paving to reduce the amount of stormwater runoff; and creation of a pedestrian plaza for produce sales, farmer’s markets, socializing by neighbors, as well as acting as a shade device for the building.

Sincerely,

Suzy Mason

LA Green Corps Program Director

(504)382-9941

suzy@lagreencorps.org
October 23, 2009

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

Dear Ms. Gardere:

The Tulane/Xavier Center for Bioenvironmental Research (CBR) strongly supports the proposal to build a grocery store on the corner of St. Claude and Caffin Avenues in the Lower Ninth Ward. The Lower Ninth Ward suffered catastrophic devastation in Hurricane Katrina, yet its residents are returning and rebuilding their community. Hundreds more are eager to do the same, provided certain basic services become available. A grocery store is one such needed service.

The CBR has for years now maintained a very extensive arm of education and outreach into the New Orleans community. Post-Katrina that community extension has increased tremendously. As it relates to the Lower 9th, the CBR serves a convening node for coordinating and facilitating numerous academic and other non-profit partners that have come to help the Lower 9th chart a vision for a sustainable recovery of the community. This focus on sustainable recovery cuts across all aspects of life. It touches education, health, building of homes, restoration of the Bayou Bienvenue ecosystem among many others. Our center also dedicates numerous hours of our associate director Charles Allen as well as faculty and staff to assist the Lower 9th further in its recovery efforts. With the help of grant funding through the Louisiana Department of Natural Resources we worked with the Holy Cross Neighborhood Association and numerous other partners to help develop a recovery plan for the community called Sustainable Restoration: Holy Cross Historic District and Lower 9th Ward

A fresh food retailer would provide much needed jobs to Lower Ninth Ward residents; increase the potential for these residents live a longer and healthier life; attract new and former residents to the neighborhood; and potentially spur additional local economic development. The importance of a community’s access to healthy food has been confirmed many times over, by scientific study and political action. The lack of a grocery store in the Lower Ninth Ward is thus detrimental to the health of both the residents and the community as a whole.

The UNO/LSU/DePaul proposal for a grocery store in the Lower Ninth Ward documents the real need that exists for better access to fresh and healthy foods in this neighborhood. We
believe that providing this community access to healthy and fresh foods can be a profitable enterprise and a driver of economic growth for the entire community. The neighborhood is already witnessing unprecedented rebuilding and recovery; a fresh food retailer will provide much-needed access to fresh food and basic necessities for all of the residents who have returned, and will spur others to follow suit.

For these reasons, the CBR wholeheartedly supports the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

John A. McLachlan, PhD
Professor and Director
October 23, 2009

Ashleigh G. Gardere, Vice President
Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

Ms. Gardere:

The Center for Hazards Assessment Response & Technology at The University of New Orleans (UNO-CHART) strongly supports the proposal to build a grocery store on the corner of St. Claude and Caffin Avenues in the Lower Ninth Ward. The Lower Ninth Ward suffered catastrophic devastation in Hurricane Katrina, yet its residents are returning and rebuilding their community. Hundreds more are eager to do the same, provided certain basic services become available. A grocery store is one such service.

UNO-CHART is an applied social science hazards research center that collaborates with Louisiana communities in efforts to support community sustainability in light of natural, technological, and environmental risks to which the state is vulnerable. The Center undertakes applied social science research to understand ways in which Louisiana communities respond to these risks, assists in the development of best practices for reducing risks and helps in implementing these practices to achieve comprehensive community sustainability.

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For these reasons, UNO-CHART wholeheartedly supports the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

Monica Teets Farris, Ph.D., Acting Director
UNO-CHART

2000 Lakeshore Drive
New Orleans, La 70148
www.chart.uno.edu
20 October 2009

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

Dear Ms. Gardere:

BNIM Architects strongly supports the proposal to build a grocery store on the corner of St. Claude and Caffin Avenues in the Lower Ninth Ward. The Lower Ninth Ward suffered catastrophic devastation in Hurricane Katrina, yet its residents are returning and rebuilding their community. Hundreds more are eager to do the same, provided certain basic services become available. A grocery store is one such service.

BNIM Architects is a multidisciplinary architecture and design firm headquartered in Kansas City, Missouri. We have a long record of sustainable practice in architecture, planning, urban design and landscape architecture. Our firm has been involved in the rebuilding of the Lower Ninth Ward in both a volunteer and professional capacity since Hurricane Katrina as part of the Plan for the Sustainable Restoration of the Holy Cross District and Lower 9th Ward, the UNOP planning team, the development of the Make it Right development, the Global Green development and the planning of the reuse of the Holy Cross School site.

A fresh food retailer would provide much needed jobs to Lower Ninth Ward residents; increase the potential for these residents live a longer and healthier life; attract new and former residents to the neighborhood; and potentially spur additional local economic development. The importance of a community’s access to healthy food has been confirmed many times over, by scientific study and political action. The lack of a grocery store in the Lower Ninth Ward is thus detrimental to the health of both the residents and the community as a whole.

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The neighborhood is already witnessing unprecedented rebuilding and recovery; a fresh food retailer will provide much-needed access to fresh food and basic necessities for all of the residents who have returned, and will spur others to follow suit. For these reasons, BNIM wholeheartedly supports the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

Mark Shapiro, AIA LEED AP
Principal
October 26, 2009

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

Dear Ms. Gardere:

Marks Associates Inc. strongly supports the proposal to build a grocery store on the corner of St. Claude and Caffin Avenues in the Lower Ninth Ward. The Lower Ninth Ward suffered catastrophic devastation in Hurricane Katrina, yet its residents are returning and rebuilding their community. Hundreds more are eager to do the same, provided certain basic services become available. A grocery store is one such service.

Marks Associates Inc. is a diversified consulting firm founded in New Orleans in 1974 specializing in land use and development planning. The firm served as the local urban planner on the Unified New Orleans Plan (UNOP) for District 7, which is in the upper ninth ward west of the industrial canal, but along the St. Claude commercial spine. The product of this post-Katrina effort outlined a recovery plan for the entire district which includes the upper ninth ward neighborhoods of Marigny and Bywater, and Saint Roch and Saint Claude, all of which border the underutilized St. Claude Avenue business corridor. The focus of the plan and follow up work is the economic development of the St. Claude Avenue business corridor which serves the adjacent neighborhoods. In that context, issues of housing, open space, public safety, employment and transportation continue to be addressed in the context of sound urban planning principles. The relationship between the dense mixed-use urban neighborhoods and the St. Claude business corridor is a symbiotic relationship that is critical to the recovery and
sustainability of those historic neighborhoods. Since the completion of the UNOP plan, Marks Associates Inc. has continued to provide on-going technical assistance to the Bywater Neighborhood Association with the goal of creating the long-term capacity among the neighborhood organizations to address the complex issues facing their community.

A fresh food retailer would provide much needed jobs to Lower Ninth Ward residents; increase the potential for these residents live a longer and healthier life; attract new and former residents to the neighborhood; and potentially spur additional local economic development. The importance of a community's access to healthy food has been confirmed many times over, by scientific study and political action. The lack of a grocery store in the Lower Ninth Ward is thus detrimental to the health of both the residents and the community as a whole.

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For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

Barry Marks
Marks Associates Inc.
October 26, 2009

Ms. Ashleigh Gardere
Vice President, Community Relations
JPMorgan/Chase North America
201 St. Charles Avenue, 28th floor
New Orleans, Louisiana 70170

Dear Ms Gardere:

Common Ground Relief, Inc. wants to endorse the creation of the grocery store at the corner of Caffin Avenue and St. Claude in the Lower Ninth Ward.

The members of the Lower Ninth Ward Stakeholders Coalition have been briefed on the project by the UNO/LSU/DePaul students and Common Ground Relief, Inc. believes that this development is what is most needed in the area as our organization moves forward with constructing new homes for residents returning to the Ninth Ward.

For more information on our organization please visit our website...”www.commongroundrelief.org.

Sincerely,

COMMON GROUND RELIEF, INC.

Thom Pepper
Operations Director
Dear Ms. Gardere:

The New Life Intra Coastal Community Development Corporation strongly supports the proposal to build a grocery store on the corner of St. Claude and Caffin Avenues in the Lower Ninth Ward. The Lower Ninth Ward suffered catastrophic devastation in Hurricane Katrina, yet its residents are returning and rebuilding their community. Hundreds more are eager to do the same, provided certain basic services become available. A grocery store is one such service.

New Life Intra Coastal Community Development Corporation was formed in 1993 to empower the community through leadership, advocacy and support.

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For these reasons, New Life Intra Coastal Community Development Corporation wholeheartedly supports the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

Willie L. Calhoun Jr.
Vice-President of New Life Intra Coastal Community Development Corporation
LETTER OF SUPPORT FOR A GROCERY STORE AT ST. CLAUDE AND CAFFIN

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

October 2009

Dear Ms. Gardere:

As a resident of the Lower Ninth Ward, I strongly support the proposal to build a grocery store on the corner of St. Claude and Caffin Avenues. We are returning and rebuilding our community and I believe that a grocery store will be an economic driver and an important mechanism to encourage other residents to return home to the Lower Ninth Ward.

I support a grocery store in our neighborhood because it would provide my neighborhood access to fresh food, provide jobs to residents, increase our overall health and provide an opportunity to shop locally.

Our community is already witnessing unprecedented rebuilding and recovery; a fresh food retailer will provide much-needed access to fresh food and basic necessities for all of the residents who have returned, and will spur others to follow suit. UNO/LSU/DePaul students have done a great job and documented the real need that exists for better access to fresh and healthy foods in the Lower Ninth Ward/Holy Cross community.

For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

[Signatures]
LETTER OF SUPPORT FOR A GROCERY STORE AT ST. CLAUDE AND CAFFIN

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

October 2009

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For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

Lori Kelly
Pamela Scott
Maril Foy
K.S. Kelly
John Scott
Duwayne Hamilton
Ernie Duke
Audrey Joseph
Helen Scott

Henry Joseph
Mr. H. Jackson
Debra Simmons
Nola Wallace
Mable Norwalk

Breece Harris
Alita Harris
Matthews Bundlin
Pastefi Story
LETTER OF SUPPORT FOR A GROCERY STORE AT ST. CLAUDE AND CAFFIN

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

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For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

[Signatures]

ADDRESS

New Orleans resident

New Orleans resident

Mangy resident

Mangy resident

4904 Royal St.

701 Deslondes St. 70117

700 Deslondes St. 70117

700 Deslondes St. 70117

4904 Royal St. 70117
LETTER OF SUPPORT FOR A GROCERY STORE AT ST.
CLAUDE AND CAFFIN

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

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For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

Mary Patryk Stroy
Evelyn Stanley
Willie B. War
John Koeferl
Marta Davd
Renee Jr.
Rebekah Howard
Frankie Lee
Judy Washington

504-912-3331 mstory@cox.net
504-433-5323
504-460-2619 (WPAW @ WPWAitors) jassec.com
504-655-7266 judickeoef@cox.net
504-715-9990 Natescan@cox.net
504-715-9893
4719 N. 605-941-5889
832-213-9699
292-1849
LETTER OF SUPPORT FOR A GROCERY STORE AT ST. CLAUDE AND CAFFIN

Ashleigh G. Gardere,
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JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

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Sincerely,

[Signatures]

[Handwritten Signatures]

[Names]
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Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

October 2009

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For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

[Signature]

Dawn Melh-Vill
Simon Hand
Tracy Nelson
Frederick Bolling
Derrick Morrison
J.T. Smith

[Signature]

[Phone number and address]

[Signature]

Allison Raymond
LETTER OF SUPPORT FOR A GROCERY STORE AT ST.
CLAUDE AND CAFFIN

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

October 2009

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For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

Gina Phillips

Heleena J. Johnson
Kentrell Butler
Jeremy Williams
Jamaa Williams
Wayne I. Williams
Evelyn Bray
Terrica Bray
Brandi Benard
Jeannette Slack

Terry Claverie

Jeff & Miranda

Elijah Reynolds

Brandon LeBlanc

Christian LeBlanc

Jonathan Saul

Nedia J. Williams
LETTER OF SUPPORT FOR A GROCERY STORE AT ST. CLAUDE AND CAFFIN

Ashleigh G. Gardere,
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JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
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Sincerely,

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JPMorgan Chase, North America  
201 St. Charles Avenue, 28th Floor  
New Orleans, LA 70170

October 2009

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[Signatures]
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JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

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For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

Floyd C. Coubarous
Denise C. Stevenson
Jashara M. Coubarous
Patrice C. Sweeting
Karon C. Lucas
Tom D. Johnson
Jennifer DeCuir
Ganiese DeCuir
Toby White

Debra Leimon,
Carla Leimon
Beryl Reynolds
Leroy M. Lewis
Charles Lewis
Gary Reynolds, Jr.
Josephine V. Leimon
Rene Young
LETTER OF SUPPORT FOR A GROCERY STORE AT ST.
CLAUDE AND CAFFIN

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

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For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

[Signatures]

Eve Brooks
Barbara Rideau
Eugene Johnson
Helen D. Johnson
Charles W. Johnson
Laura Matthews
Ile Matthews
Audry L. Williams
Kimberly Muck
Bertha Redwin
Juliet Muck
Carole Brown
Haden Brown
Pam Bynum
Gwendolyn
Barbee Brown
Gerry Munford
Rebecca Greer
Dawn Dancy
Bregett Davis
Christian Davis
Marie Holleyworth
Ann D. Washington
Carolyn L. Parker
Larry Oliver
Gary Sloan
Gary Shack
Deutsch Ames
Rawn Oxley
Mom Hallo
Trina Fulton
Vera Frye
Irvin Fulton
Irvin Fulton, Jr.
Michael Gordon
Sian Johnson
Ashley Guerenger
Henry Guerenger
Darell Marchand
Lillian Oree
Dwayne Konigton
Pascal Porse
Wilbert Porse
LETTER OF SUPPORT FOR A GROCERY STORE AT ST. CLAUDE AND CAFFIN

Ashleigh G. Gardere,
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JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

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Sincerely,

Christine Decuir

464-5804
709 Reynes St. 491-0471
506 Flood St
715 Flood St
5020 Flood St
518 Rampart St
516 Rampart St
Sherry Lee/Time
Jürgen Gottschlich
Kevin Hewitt
David Whaley
Nicole Beare
Ken Foster
James Brown Sr.
Janice P. Brown
Michael S. McCreary
Bonnie Thompkins
Deanna Pierre
Shanita Cornett

N. Endashia Jr.
Markus Wolfgramm
Lisa Briloux
Monique Champagne

John F. Washington
Martha Knight
Heather Ultimate
Omar June Falcon
Larry Hardy

721 Fontaine
712 Forstall
714 Forstall
5000 Dauphine St.
5009 Royal St.
5112 Dauphine
5118 Burgundy NOLA TO117
138 Forstall St. 70117
5031 Royal 70117
526 Caffin Ave 70117
1827 Lizardi St. 70117
462 Flood St 70117
462 Flood St 70117

1001 Charbonnet St. 70117
500 Caffin Ave 70117
500 Caffin Ave 70117
502 Caffin Ave 70117

527 Flood St. 70117
5014 Dauphine 70117
5109 Dauphine 70117
500 Lizardi 70117
5317 Douglas St. 70117
LETTER OF SUPPORT FOR A GROCERY STORE AT ST. CLAUDE AND CAFFIN

Ashleigh G. Gardere,
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JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

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I support a grocery store in our neighborhood because it would provide my neighborhood access to fresh food, provide jobs to residents, increase our overall health and provide an opportunity to shop locally.

Our community is already witnessing unprecedented rebuilding and recovery; a fresh food retailer will provide much-needed access to fresh food and basic necessities for all of the residents who have returned, and will spur others to follow suit. UNO/LSU/DePaul students have done a great job and documented the real need that exists for better access to fresh and healthy foods in the Lower Ninth Ward/Holy Cross community.

For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

Valerie Sendley
John E. Kennedy
Jewel Dunn-Scott
Darnell Stilson
Brandon Camley
Asahik Simms
Morgan Valere
Patricia B. Reed
Ellis D. Boyd

ADDRESS
1630 Revere St.
527 Whitnall Ave.
P.O. Box 872122 No. LA 70187
639 N. Claiborne Ave.
New Orleans Resident
New Orleans Resident
2712 Bouvier St. No. 1A
2336 St. Maurice Ave.
LETTER OF SUPPORT FOR A GROCERY STORE AT ST. CLAUDE AND CAFFIN

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

October 2009

Dear Ms. Gardere:

As a resident of the Lower Ninth Ward, I strongly support the proposal to build a grocery store on the corner of St. Claude and Caffin Avenues. We are returning and rebuilding our community and I believe that a grocery store will be an economic driver and an important mechanism to encourage other residents to return home to the Lower Ninth Ward.

I support a grocery store in our neighborhood because it would provide my neighborhood access to fresh food, provide jobs to residents, increase our overall health and provide an opportunity to shop locally.

Our community is already witnessing unprecedented rebuilding and recovery; a fresh food retailer will provide much-needed access to fresh food and basic necessities for all of the residents who have returned, and will spur others to follow suit. UNO/LSU/DePaul students have done a great job and documented the real need that exists for better access to fresh and healthy foods in the Lower Ninth Ward/Holy Cross community.

For these reasons, I wholeheartedly support the project proposal for a grocery store on St. Claude and Caffin Avenues.

Sincerely,

________________________________________________________________________
Joseph P. Savarino

________________________________________________________________________
Glenndele Thomas

________________________________________________________________________
Linda McField

________________________________________________________________________
Harold Williams

________________________________________________________________________
Henry Leon

________________________________________________________________________
Attachment 2: Fiscal Sponsorship Letter
October 23, 2009

Ashleigh G. Gardere,
VP, Community Relations
JPMorgan Chase, North America
201 St. Charles Avenue, 28th Floor
New Orleans, LA 70170

Dear Ms. Gardere,

We are writing to state our intent to become the fiscal agent for the Lower Ninth Ward Center for Sustainable Engagement and Development (CSED), should they place in the Chase Community Development Competition. We wholeheartedly support the development of a grocery store at 5523 St. Claude Avenue and would be happy to serve in the capacity of fiscal agent for CSED so that they may continue to assist in making this project happen.

Teagra’s Helping Hand, a certified 501(c)(3) organization, was founded in 2005 to assist residents in New Orleans with true affordable housing. Due to the catastrophic devastation to the housing stock due to Hurricane Katrina and the levee breaks, the Lower Ninth Ward’s housing market and rebuilding efforts have suffered acutely. We believe a reasonably priced fresh food retailer goes hand in hand with affordable housing development, and are thus partnering with CSED.

We congratulate CSED again on their wonderful carbon neutral stance and the spirit and effort their entire neighborhood has shown during the rebuilding of the Lower Ninth Ward.

Sincerely,

Reverend Gilbert Scie
Attachment 3: Project Team Members

The University of New Orleans
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Acknowledgement
The student team would like to extend special thanks to Barry Marks and
Stephen Bell for their guidance and feedback throughout the project.

Non-Profit Partner
Lower Ninth Ward
Center for Sustainable Engagement and Development
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