

Developing a Successful Choice Neighborhoods Housing Plan

Choice Neighborhoods Planning Grant Convening
June 6-7, 2018

Core Goals of Choice Neighborhoods (CN)



Before and After in New Orleans, LA

- CN has 3 core goals:
 - **People:** Improve outcomes of residents related to employment, income, health and education
 - **Neighborhood:** Catalyze investments that improve safety, education, commercial services, and other amenities
 - **Housing:** Replace distressed public or HUD-assisted housing with high-quality mixed-income housing

Choice Planning Grants: Transformation Plan

"Develop & implement a comprehensive neighborhood revitalization strategy or "Transformation Plan" that becomes the guiding document for the revitalization of the public and/or assisted housing units, while simultaneously directing the transformation of the surrounding neighborhood"



Objectives of Session

- ❖ Review broad CN housing expectations
- ❖ Examine common elements of a Housing Plan
- ❖ See how HANO developed the Housing Plan for the Iberville CN project



CN Housing Goal

**MAKE DISTRESSED HOUSING
GREAT AGAIN!**



A Closer Look: CN Housing Goals & Objectives

Goal:

- ❖ Replace distressed public and assisted housing with high quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood

Objectives:

- ❖ Financially Viable and Well-Managed
- ❖ Energy Efficient, Sustainable, Accessible, Healthy, Free From Discrimination
- ❖ Mixed-Income



Mixed-Income Housing: What is it?



Mixed-Income Housing includes units which are affordable to families and individuals with a broad range of incomes, including low-income, moderate-income, and market rate/unrestricted housing units.

Mixed-Income Housing: Why?

- Housing opportunities for all
- Diversity = Strong Neighborhoods
- Deconcentrates Poverty
- Provides “room to grow”
- Supports neighborhood economic development
- Provides work force housing
- Supports resident “right to return”
- Caveat: one-for-one replacement



Market Rate/Unrestricted Housing: Why?

- Units for people with choices
- Pushes good design & amenities
- Pushes good property management
- Doesn't lock in the future
- Supports project feasibility
- Supports future homeownership



Mixed-Income Housing: Making it Successful

- Plan in Advance
- Emphasize the benefits to partners
- Consider the appropriate mix
- Focus on property management
- Engage residents early



Resident Engagement: Develop a Strategy

- Do early & often
- Include housing & neighborhood residents
- Include all ages
- Be meaningful
- Build capacity
- Include participation at all levels
- Explore strategies
- Recruit residents



Resident Engagement: Why?

- Critical to project success
- Builds understanding
- Builds support
- Builds trust
- Prevents delays
- Source of information



Housing Plans: What to Consider



People: Who Will Live There?



Who?

- Target residents
- New residents
- Income mix
- Age mix
- What are your objectives
- What is your current market
- What is your future market

Why?

- What you build must reflect who will live there



Neighborhood Context



What?

- Physical Characteristics
- Social Characteristics
- Use Amenities
- Support Transformation Plan

Why?

- Housing impacts neighborhood and vice versa

Composition: What will it look like?

What?

- Type of buildings
- Number of units
- Size of units
- Livability/Furnishability
- Indistinguishable/Floating
- Amenities
- Accessibility
- Mixed-use elements



Why?

- Must provide what people want
- Must comply with government regs



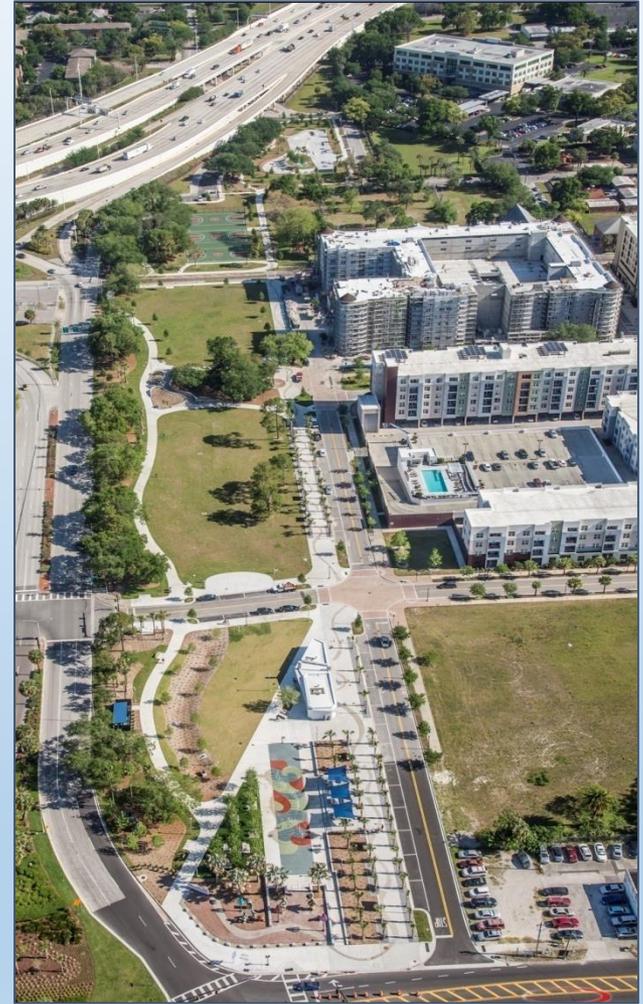
Design: Make It Beautiful

What?

- Complement the neighborhood
- Respect local architecture
- Include landscaping/green space
- Assure connectivity & livability
- Promote safety (CPTED)
- Incorporate sustainability & livability principles
- Promote energy efficiency & green building standards
- Apply inner city design principles [eyes on the street; defensible space]

Why?

- Must support neighborhood transformation



Financing: How do you pay for it?

BE CREATIVE

- Multiple sources of financing in multiple phases

Public	PRIVATE	PRIVATE
Choice	Low Income Housing Tax Credits	State Housing Trust Fund
PH Capital Funds	Historic Tax Credits	Philanthropy
CDBG	Federal Home Loan Bank - AHF	Bank Loan
HOME	Local Institutions	NMTC
TIF	Developer Equity	
RAD		



How it's done in the "Real World"

Grant: Iberville-Treme Choice Neighborhoods Grant (2010)

Grantees: Housing Authority of the New Orleans (HANO) &
City of New Orleans

April Kennedy: Project Manager (Jack of All Trades)

Glenda Graves: Former Iberville Resident (Success Story)



Iberville/Tremé Choice Neighborhoods

**Developing a Successful Housing Plan
Choice Neighborhoods
Planning Grantee Convening**



CITY OF NEW ORLEANS



**URBAN
STRATEGIES**

**MCCORMACK
BARON
SALAZAR**

I.

The Iberville/Tremé Choice Neighborhood

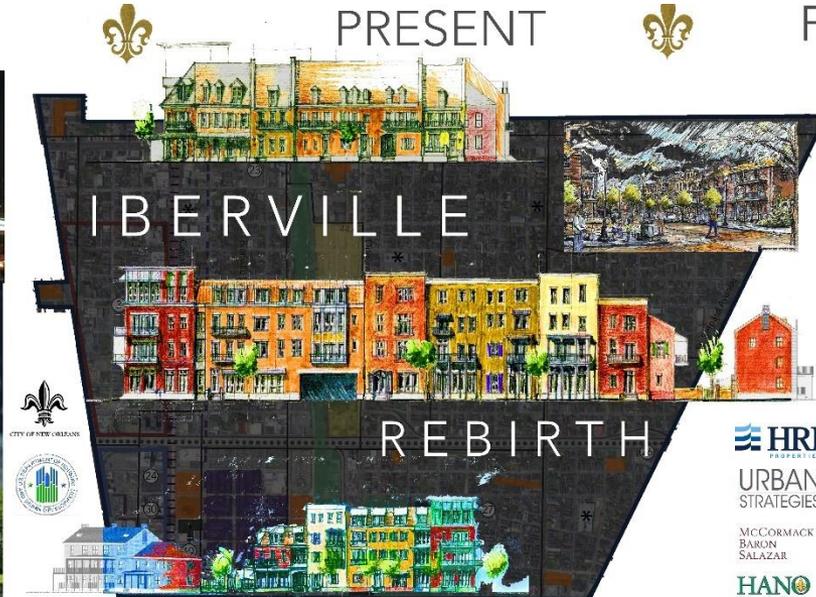
PAST



PRESENT



FUTURE



NEW ORLEANS



Iberville/ Tremé Choice Neighborhood Overview

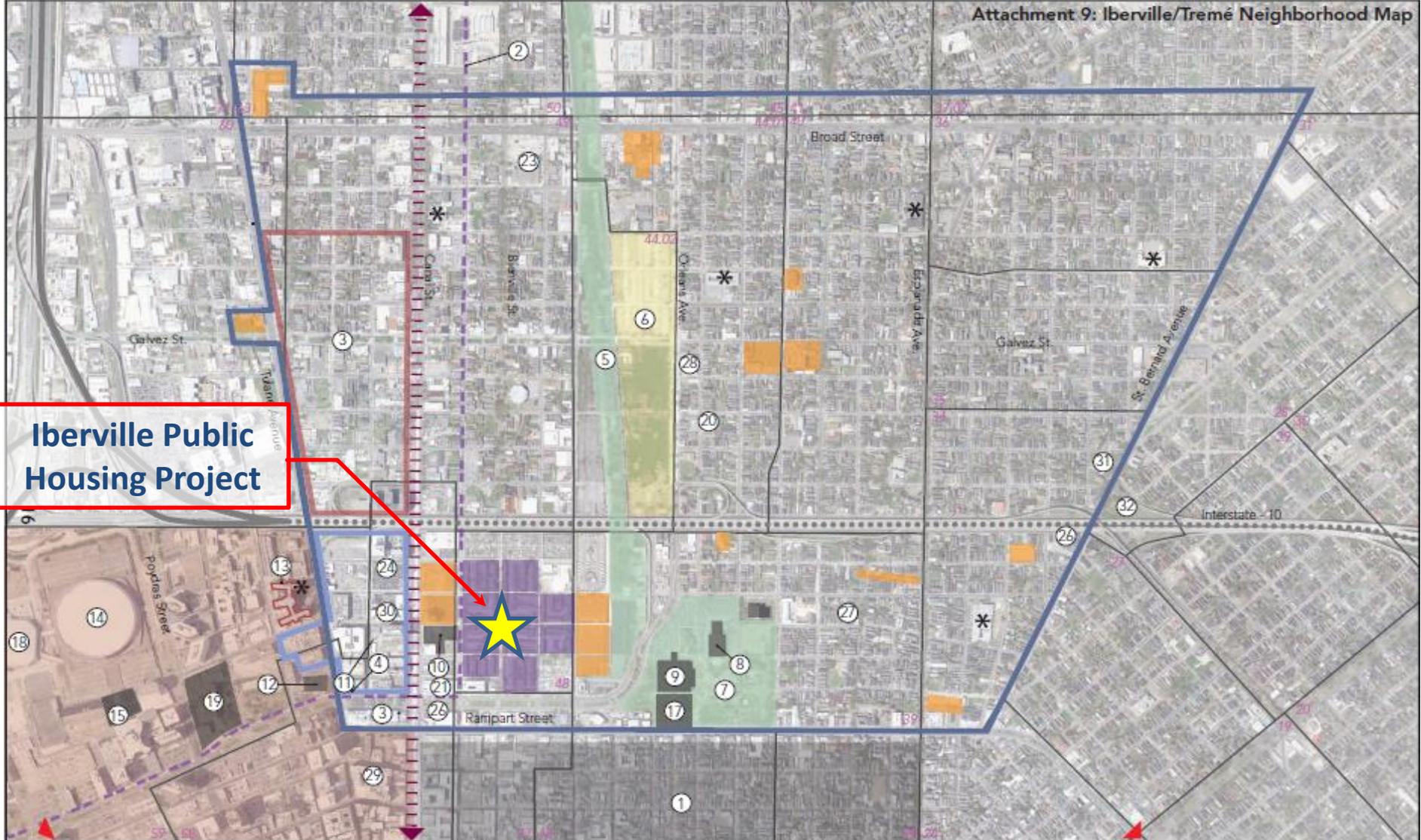


- HANO & the City (Co-grantee)
 - Applied in 2010 Round 1 CNI NOFA
 - Awarded \$30.5 Million CNI Implementation Grant in 2011
- HRI Properties, McCormack Baron Salazar, and Urban Strategies are Implementation Partners
- Focused on three major components
 - HOUSING (both onsite and offsite)
 - PEOPLE
 - NEIGHBORHOOD



Iberville/Tremé Choice Neighborhood Boundaries

Attachment 9: Iberville/Tremé Neighborhood Map



Iberville Public Housing Project

The Iberville/Tremé Neighborhood

The "Trapezoid" - 1.75 Square Miles

City of New Orleans



**Iberville/Tremé Choice
Neighborhood**

**Iberville Public
Housing Project**

Lake Pontchartrain

Interstate 10

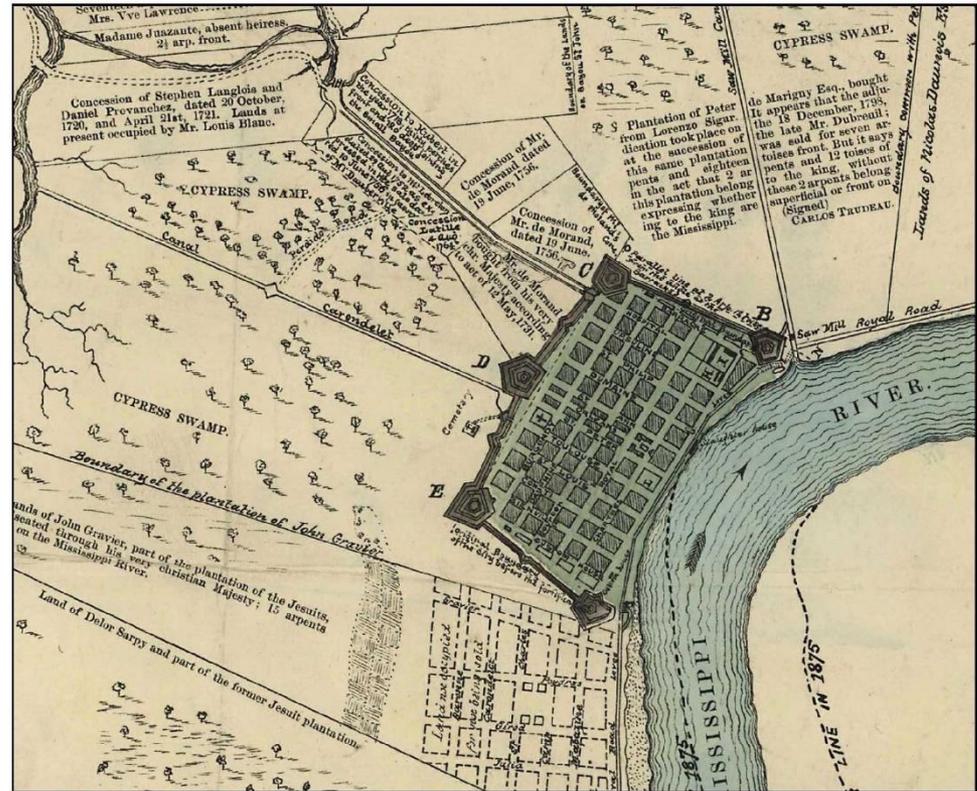
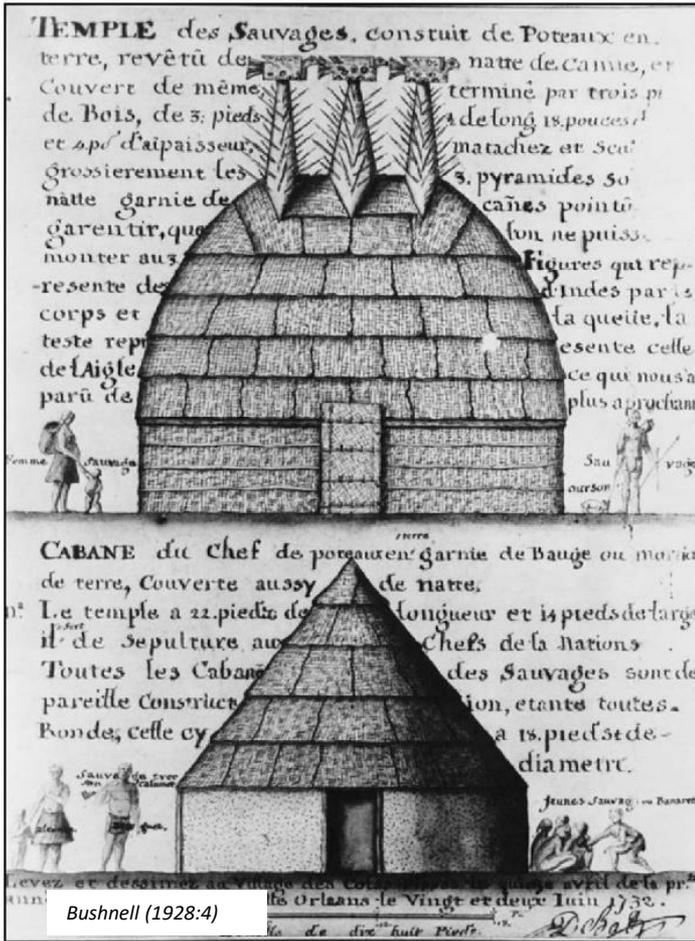
**NEW ORLEANS
CITY CENTER**

French Quarter

CBD

Mississippi River

Center of the New Orleans History



French & Spanish Settlement

The Lower Mississippi Valley: Indigenous Americans

As would be the case in cities across the country, the Iberville/Tremé CNI story is predated, yet still influenced, by several centuries of history specific to this neighborhood

Tremé



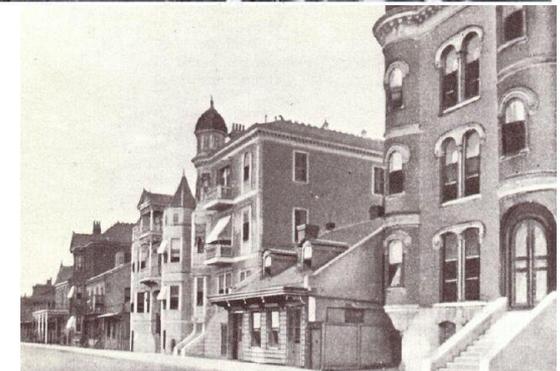
A true “Melting Pot” of cultures, the story of Tremé played important roles in American, New Orleans, Civil Rights, and Music History

The Storyville District

Storyville – Some argue to be the birthplace of jazz, but also infamous for prostitution and violence.



From The Historic New Orleans Collection



“Let them all go to the outskirts of town, raise hell, raise a ruckus, and let them do what they want to do.”

[Danny Barker in Craig and Harris 1997]

Iberville Housing Project



“Where gaudy Storyville’s tawdry bordellos once housed revelry and sin, the new Iberville housing project is now arising.”



Iberville Housing Project



NOPL 1952



NOPL 1952



Architectural Character



French Quarter



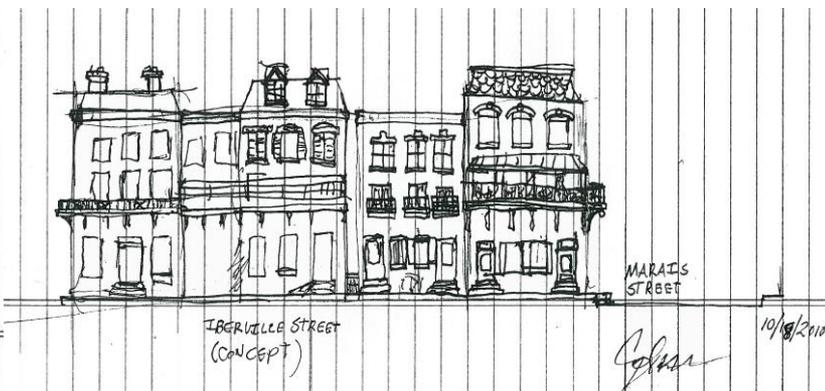
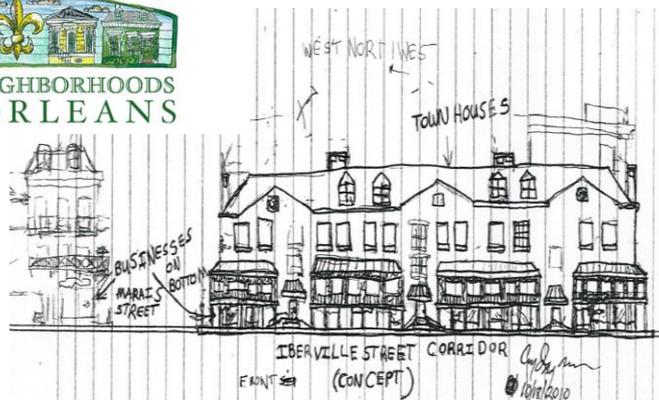
Iberville Historic Buildings



Tremé

II.

Resident Participation and Community Engagement

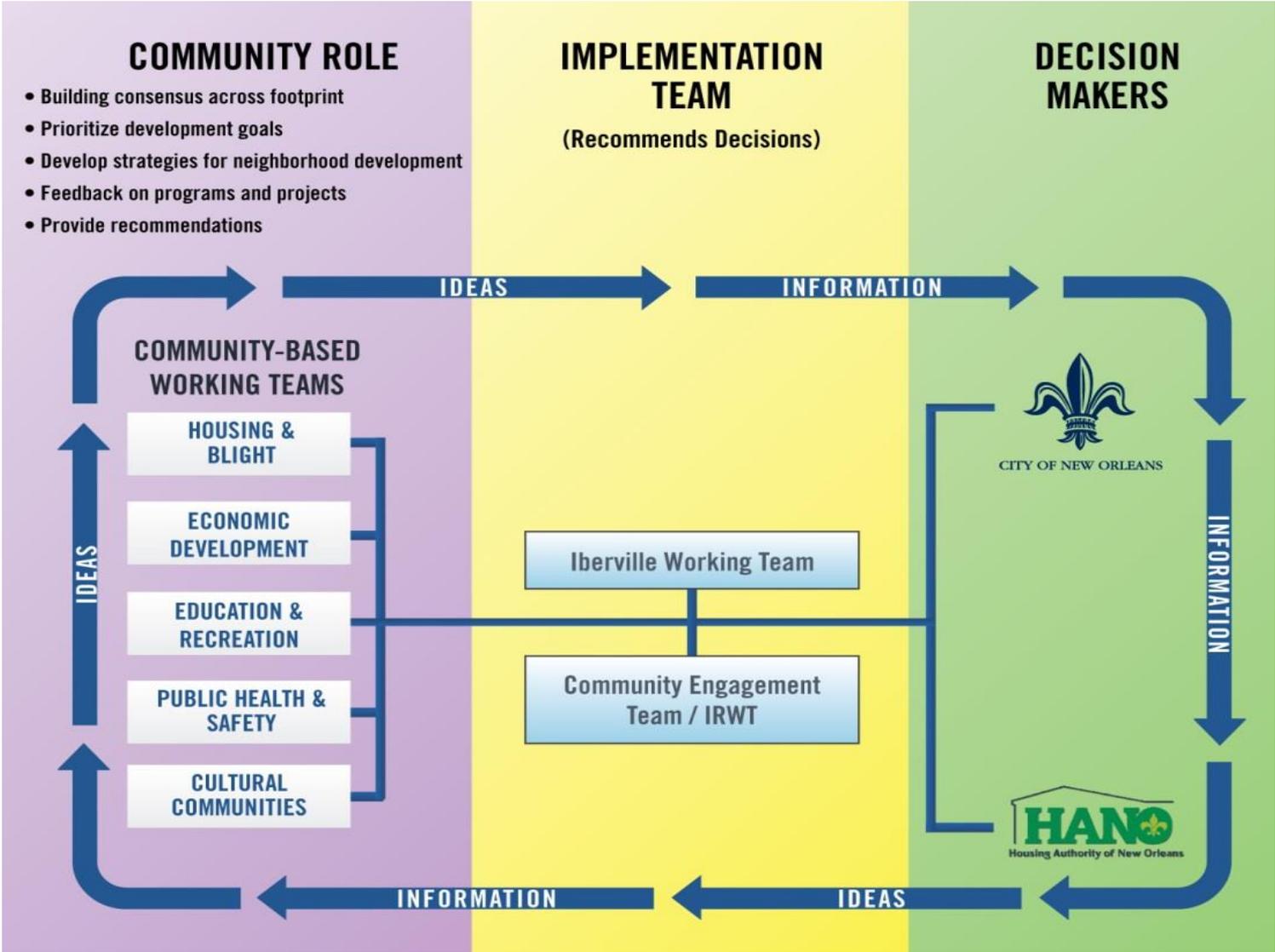


Essential Role of Iberville Residents



- Hosted multiple town hall style meetings with Iberville Residents to engage the community starting early during preparation of the CNI Application and through Grant Implementation
- Residents elected a seven member group as the Iberville Resident Working Team (IRWT)
- IRWT Members were paid to work daily with the application team on all aspects of the grant submission
- IRWT participation on design work and other Implementation aspects became the basis for ongoing involvement

Community Engagement Process



Establishing Stakeholder Planning Principles

- Mixed-income with true market rate, at least 300 public housing replacement units, and also workforce housing
- Re-establish the historic street grid and provide connectivity to adjacent assets (Canal St, Lafitte Greenway, French Quarter)
- Create traditional blocks lined with buildings providing secure perimeters and private parking in the center of blocks
- Have a meaningful placed-based approach to historic preservation
- Diversity of building types: historic buildings, townhomes, and multifamily buildings (4-story height limit)
- Create a network of open/green space that respects the existing oak trees



III.

Redevelopment of the Iberville Housing Project

THE WALL STREET JOURNAL.

Wednesday, March 05, 2014

DEAL OF THE WEEK | By Donna Kardos Yesalavich



The Iberville public-housing project is key to the redevelopment of one of New Orleans' poorest areas.

Hardest Job in the Big Easy

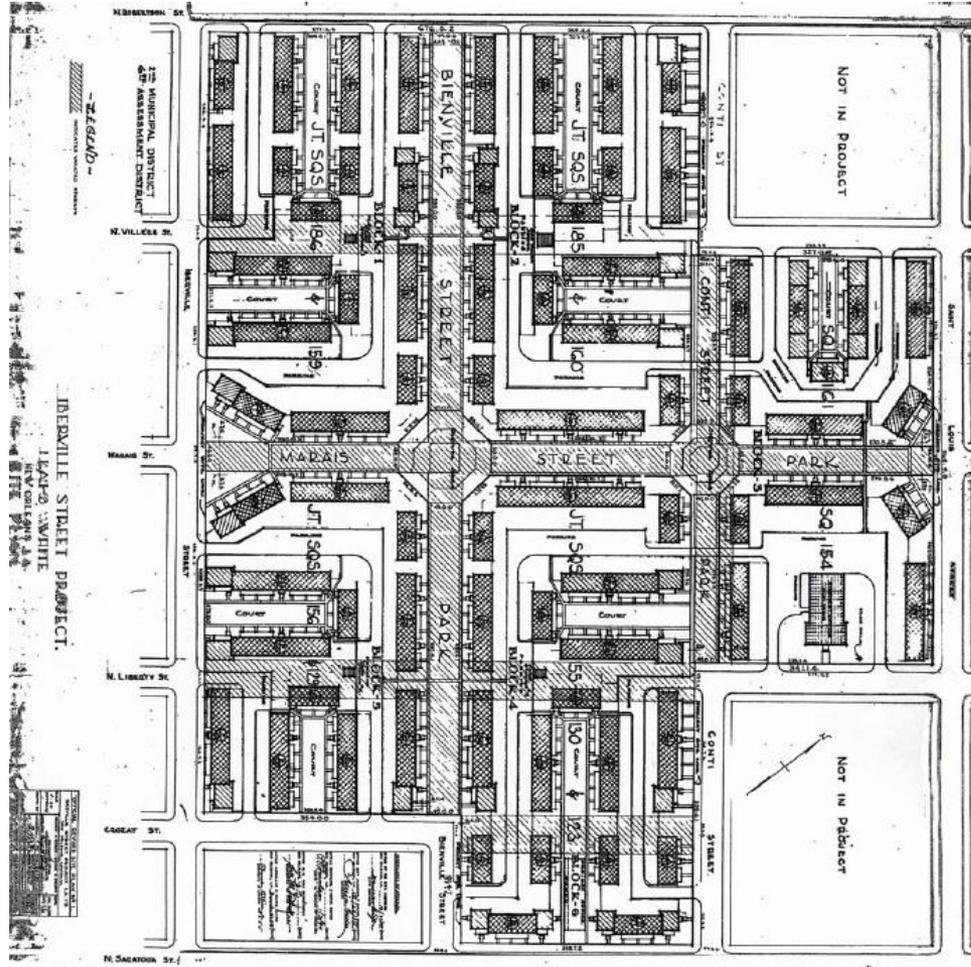
Warming Architects

Aerial: Iberville Housing Project - October 2013



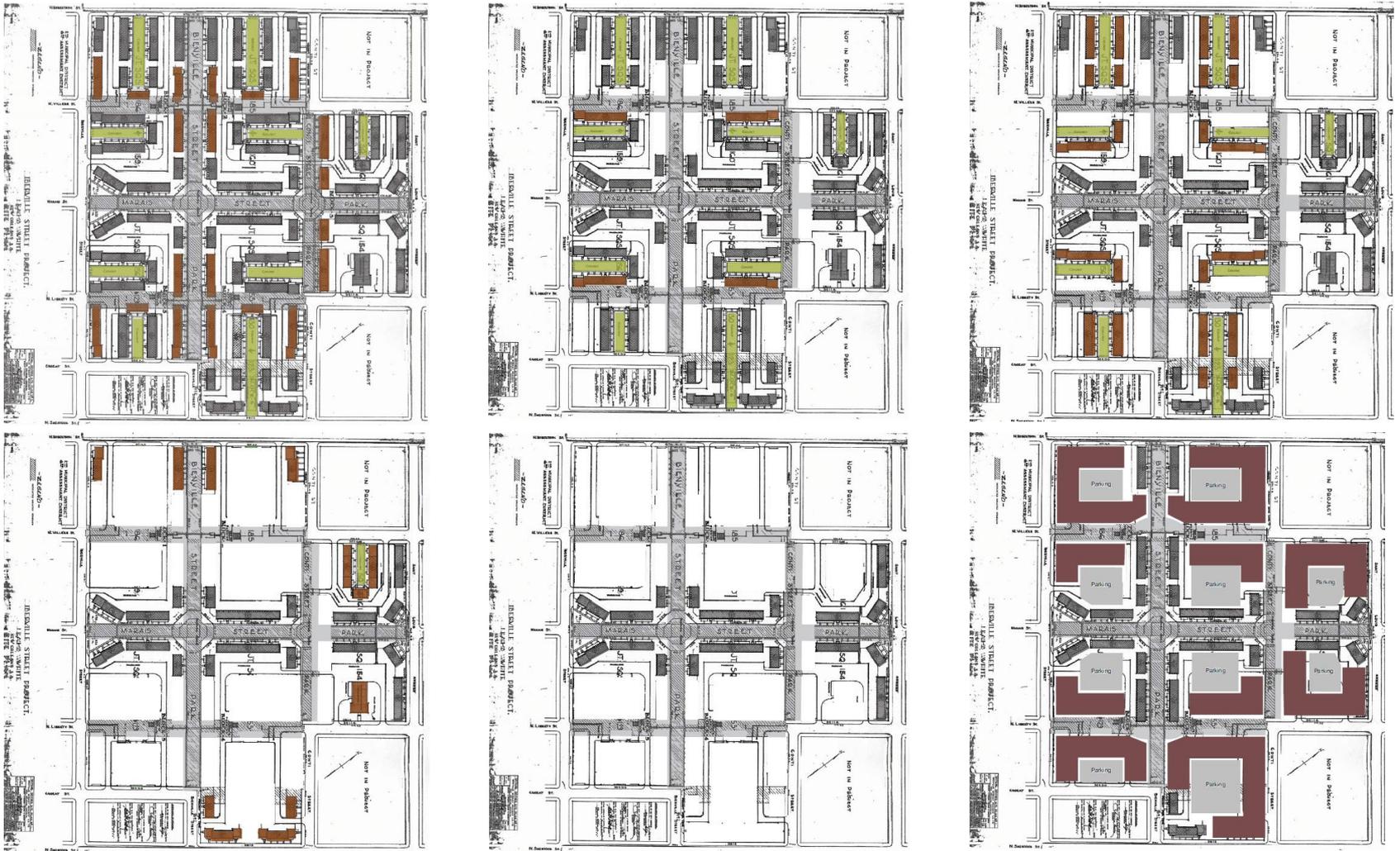
- 23-acre site: Included 821 public housing units that were approximately 50% occupied and 100% “substandard”
- Adjacent to but isolated from the vitality of the CBD, French Quarter, and Biomedical District
- Last original public housing site remaining in New Orleans

Reintroduction of the Historic Street Grid



New Streets

Planning for Preservation



Adaptable planning allowed for the preservation of 16 historic Iberville buildings while adhering to the Planning Principles

This preservation plan retained more historic buildings than all previous New Orleans public housing redevelopments combined and would eventually make way for the creation of the Iberville Public Housing National Register District

Building Type Diversity/Height/Density



Building Type

- mixed-use
- multi-family
- townhouse over flats
- townhouse
- historic



Building Height

- 4 story
- 3 story
- 2 story

Process involved constant trade-offs between unit density and appropriate building scale/height given limited site area

Choice Neighborhood Master Plan



Unit Density & Mixed Income

Meaningful Preservation

Reintroduce Street Grid

Traditional Blocks

Existing Oaks & Green Space



Iberville Onsite Aerial Perspective



Townhouse Elevation



Multi-Family Elevation

Building Diversity

Discovery of Intact Cemetery Condition



St. Louis Cemetery #1 historic boundaries extended approximately 2 square blocks beyond its current perimeter walls

Intact burials associated with this condition remain today defining the parcels as cemeteries under State law

Master Plan Modifications Following Cemetery Discovery



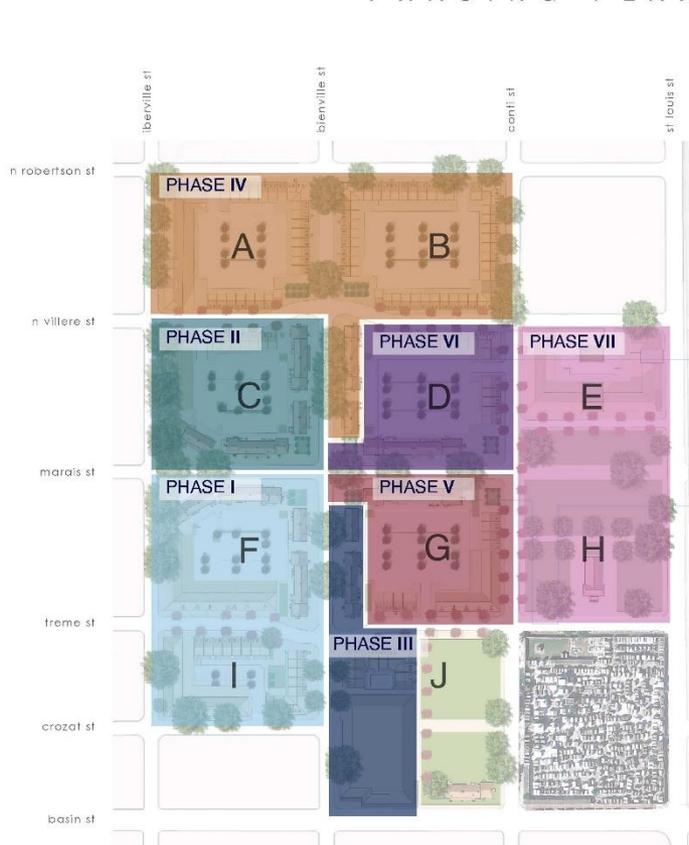
Before Discovery



After Discovery

Phasing and Building Typology

PHASING PLAN



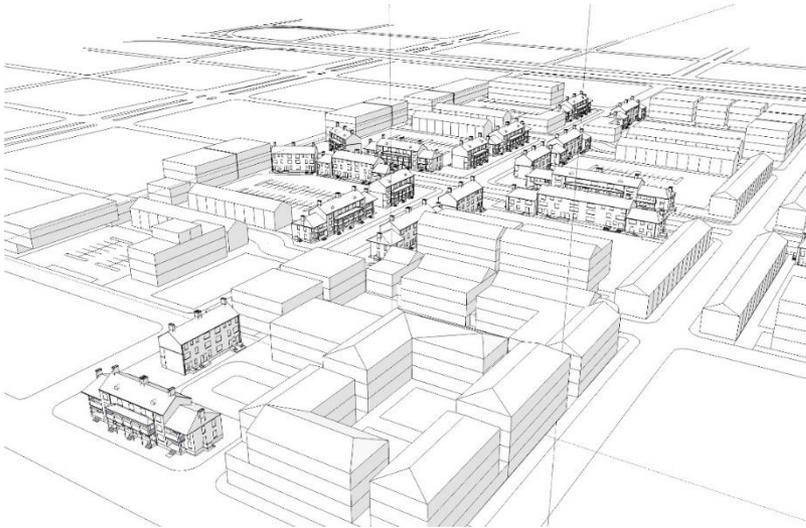
PHASING LEGEND



BUILDING LEGEND



Advancing Designs



FIELD COLOR STUDY
French Quarter and Marigny

Architecture

- SW 6150 Unfinished Oak
- SW 6630 Quaking Grass
- CC-64 Pure White
- SW 6204 Power Pink

Baqué Huffman · STUDIO
Architecture | Urban Design | Town Planning
New Orleans, LA | Tallahassee, FL

FIELD COLOR STUDY
French Quarter and Marigny

Architecture

- 2136-10 Black Knight
- SW 6188 Modern White
- SW 6239 Persimmon
- SW 7017 Dorian Gray
- SW 6704 Hay Green

MANNING ARCHITECTS
ARCHITECTURE | INTERIORS | PLANNING

FIELD COLOR STUDY
French Quarter and Marigny

Architecture

- SW 6267 Cyprianthemum
- SW 7068 Orzle Gray
- 2143-70 Cotton Balle
- SW 6946 Terra Blue
- SW 6467 Evergreens

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New Orleans, LA | Tallahassee, FL

FIELD COLOR STUDY
French Quarter and Marigny

Architecture

- SW 7002 Denvy
- SW 6207 Fine White
- SW 6716 Jasper
- SW 7008 Euka White

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Color's "harvested" from surrounding neighborhoods

Aerial: Iberville Housing Project - September 2017



A Revitalized Community: Bienville Basin



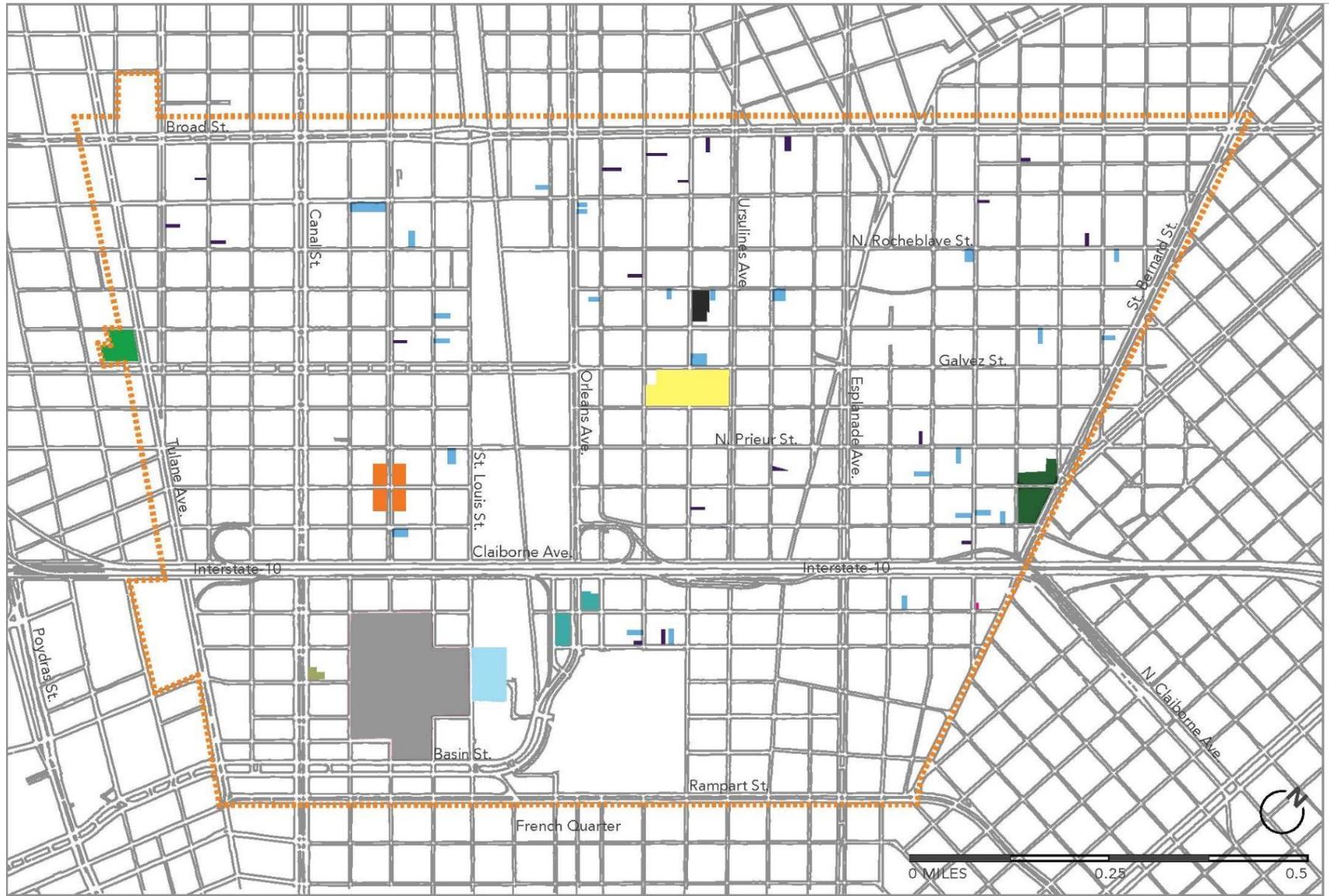
IV.

Off-Site Developments



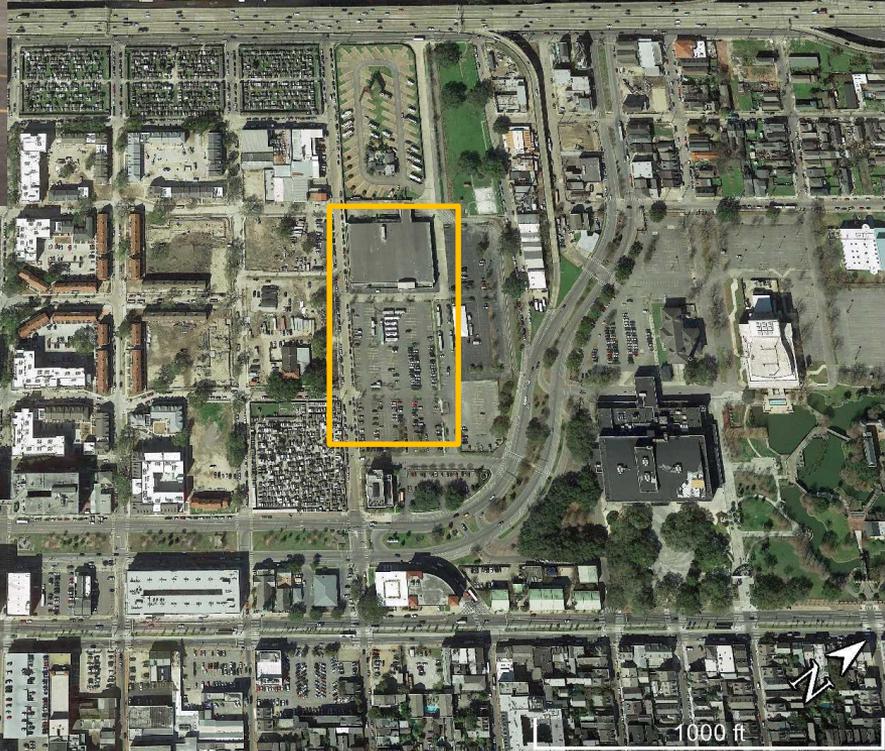
CHOICE NEIGHBORHOODS
NEW ORLEANS

Diversity of Development Locations



Strategically spreading Off-Site developments throughout the Iberville/Tremé neighborhood avoids the concentration of units and widely broadcasts reinvestment momentum

Eastern Adjacent: Winn Dixie Site



Engaging Local Developers and Non-Profits



Bienville/N. Roman Homes: 31 Units; 9 R.U.
G.O. Mondy: 35 Units; 32 R.U.



Sacred Heart at St. Bernard: 53 Units; 13 R.U.



Bell Artspace Campus: 79 Units; 19 R.U.



Iberville Off-Site Phase I & II: 46 Units; 40 R.U.
Iberville Off-Site Phase III: 30 Units; 28 R.U.

The availability of noncompetitive project based vouchers has attracted housing developers by offering incentive to focus on the Iberville/Tremé Choice Neighborhood

Eliminating Blight & Preservation of Neighborhood History

Historic Rehabilitations - Completed:

BEFORE



G.O. Mondy School
35 Units

AFTER



Rosa F. Keller (2222 Tulane)
60 Units



Eliminating Blight & Preservation of Neighborhood History

Historic Rehabilitations - Completed:

BEFORE



AFTER



1508 & 1601 Orleans

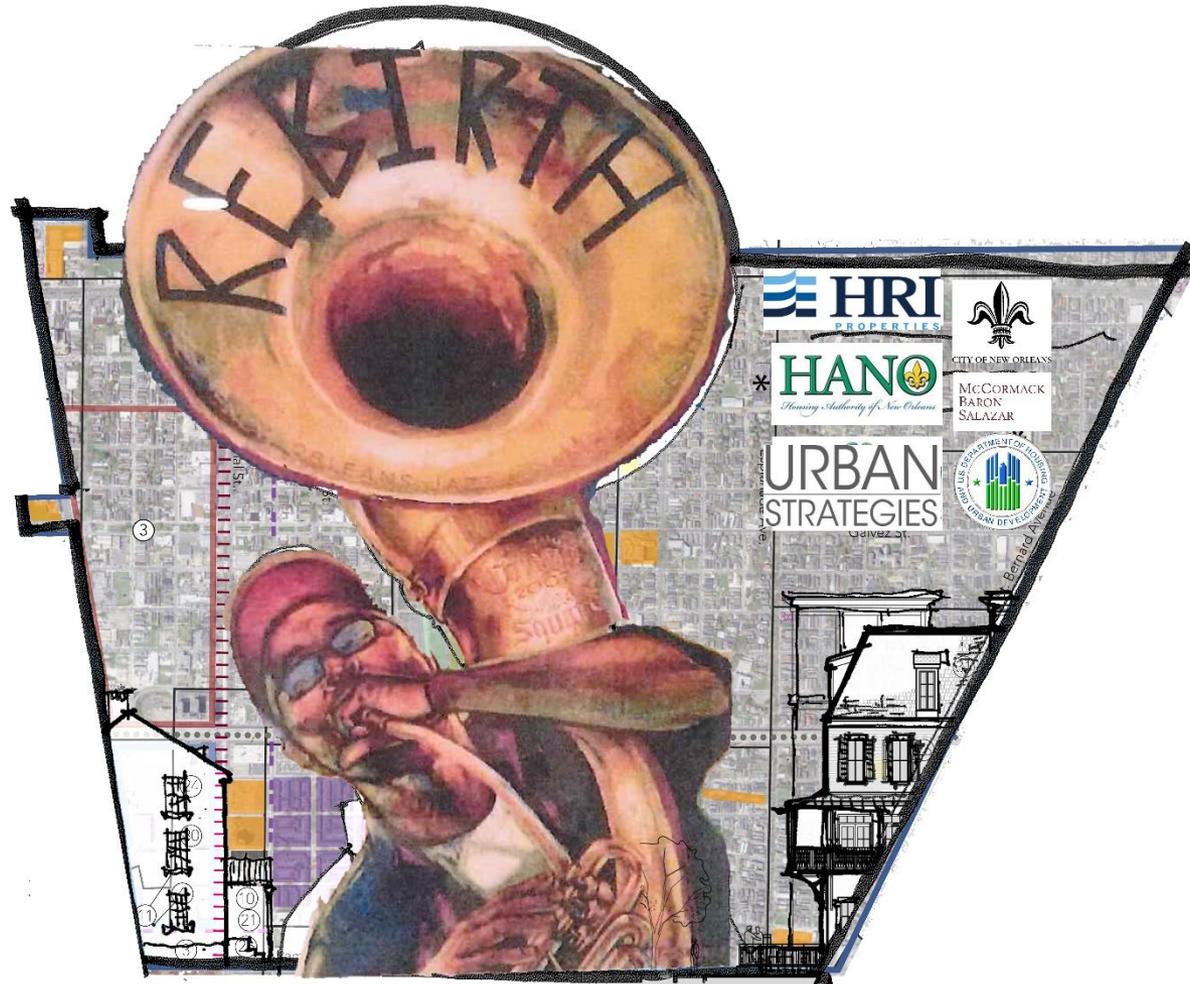
68 Units

Bell Artspace Campus

79 Units

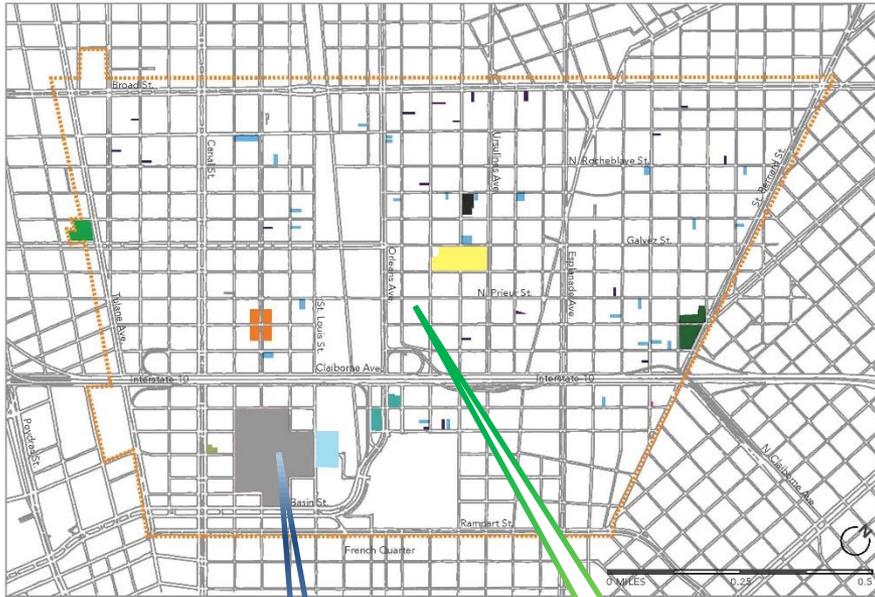
V.

Iberville/Tremé: Choice Neighborhood Today



Housing Plan: Progress to date

CNI Iberville/Tremé - Unit Summary



Legend:
 CNI Planning Area Boundary
 Iberville Site

Iberville Revitalization Company, L.L.C | Concordia, LLC

	Total HUs	Total RHUs
Onsite		
■ Iberville Development	682	278
Offsite		
Canal Street Corridor		
■ Marais Apartments	112	112
Lafitte Greenway Corridor		
■ Winn Dixie	76	30
■ 1508 + 1601 Orleans Ave.	68	64
The Tremé		
■ Sacred Heart at St. Bernard	53	13
■ Iberville/N. Roman Homes	31	9
■ St. Ann Square	59	59
■ St. Bernard Project (SBP)	50	12
■ Lafitte 2017	25	20
School Sites		
■ Bell School	79	19
■ George O'Monroy School	35	32
Tulane Avenue Corridor		
■ 2222 Tulane Apartments	60	15
Scattered Infill Development		
■ Redmellon Properties (Offsite Phases I and II)	46	40
■ Redmellon Properties (Offsite Phase III) *	30	28
Total Offsite	724	453
Grand Total	1,406	731

821
 Required
 Replacement
 Units

Current Iberville/Tremé
 Unit Totals

Iberville Housing Project Redeveloped Unit Mix

Replacement Units:	278
LIHTC Units:	197
Market Rate Units:	<u>207</u>
Total:	682

Iberville/Tremé Off-Site Unit Mix

Replacement Units:	453
LIHTC Units:	195
Market Rate Units:	<u>76</u>
Total:	724

Replacement Units: **731**

Total Units: **1,406**

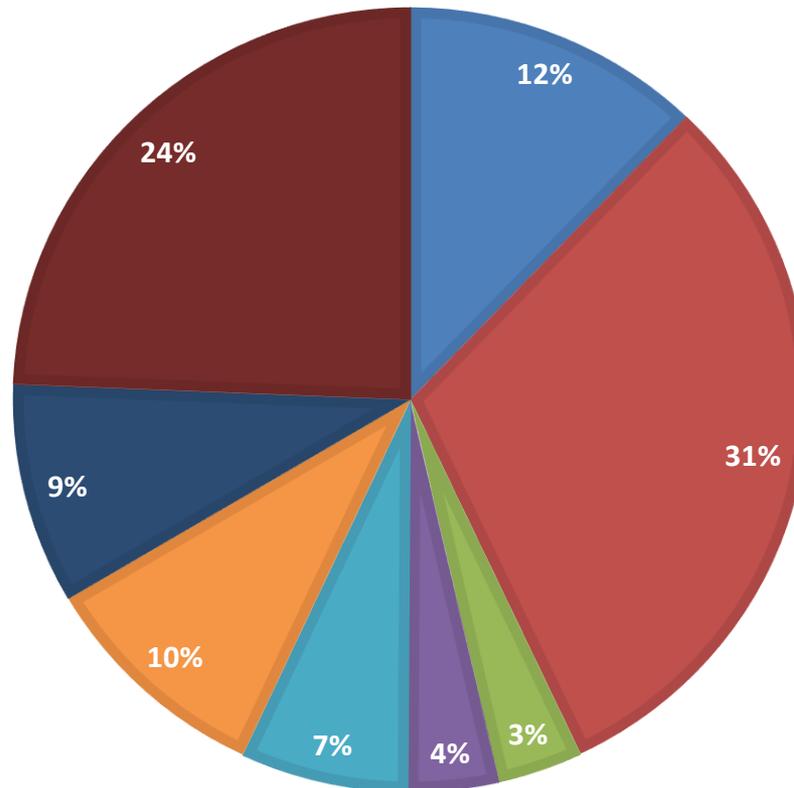
Leveraging Assets and Energy



Project Financing

IBERVILLE ONSITE REDEVELOPMENT APPROXIMATELY \$215,800,000*

- Private 1st. Mortgage
- LIHTC Equity
- Fed. HTC Equity
- State HTC Proceeds
- City Home/CDBG
- State CDBG/TCAP
- CNI Loan
- HANO RHF/P.I. Loan



In addition to the above permanent sources, \$80,000,000 in private construction lending was made available for the Onsite housing development.

Completed Projects **\$500,100,000**



Under Construction
\$256,000,000



California Building \$24M
(not shown – 1111 Tulane)

Projects in Development
\$66,250,000



≈ **\$822,350,000**

VI.

Lessons Learned



Challenges and Obstacles

1. Defining the Choice Neighborhood Boundaries
 - Producing 821 Replacement Units within mixed-income developments requires a large neighborhood with ample opportunities for reinvestment and development
 - A larger neighborhood requires consideration and accommodation of additional stakeholders, interests, and community needs
2. Balancing Historic Rehabilitation vs. New Construction
 - Promoting preservation and all of its corresponding community benefits while acknowledging the real concerns of cost containment, required unit density, and schedule sensitivity
3. Addressing large dilapidated properties to mitigate their negative impact
 - Elimination of community burdens and impediments to growth often justifies the absorption of increased costs, longer schedules, and added project complexity
4. Maximizing progress on the housing plan through facilitating developer participation
 - Capitalize on common interests and development efforts to collectively implement the housing plan
5. Assuming the need for adaptability in both planning and implementation
 - Acknowledge that the unexpected will arise but when exposed, whether the impact be detrimental or positive to current direction, they can be made into opportunities if the plan allows for adjustment
6. Pursuing and fostering public/private partnerships to accomplish ambitious goals
 - The obvious scarcity of funding and other types of assistance necessitates constant attention to attracting and maintaining partnerships and investments
 - Thoughtful planning provides for the repeated demonstration of successes needed to ensure long-term partnerships

Conclusion

Sustained by reciprocal influence and common benefit, the interplay between Neighborhood and CN planning is inherently circular in nature. This relationship, if supported by a balanced exchange of interests and mutual pursuit of consensus, is both the cause and effect of community transformation.

