



# New Orleans Citywide Commercial Corridor Revitalization Strategy

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Prepared for Broad Community Connections and  
Corridor Strategy Community Advisory Committee

**KARL F. SEIDMAN** | CONSULTING  
SERVICES



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Image 1 | Renovated Building and Facade on St. Claude Avenue





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### Introduction

Commercial corridors have played a vital role in New Orleans' historic development, serving as shopping districts, business and cultural centers and shaping the image for the city and individual neighborhoods. Many commercial corridors experienced decline with the city's population loss, disinvestment and suburbanization in the later decades of the twentieth century. This trajectory has been reversed with the post-Katrina rebuilding of New Orleans, stronger city and civic leadership and the emergence of Main Street organizations and other community-based corridor revitalization initiatives. Despite the new organizing to improve commercial corridors and the growth in programs to support and fund small business and real estate development, New Orleans does not have a clear and coordinated citywide strategy for supporting commercial corridor revitalization and linking corridor development to key city planning and policy goals.

Broad Community Connections, recognizing the need for a city commercial strategy, convened stakeholders into a Community Advisory Committee (CAC) and engaged Karl Seidman Consulting Services to collaborate on formulating this strategy. From January to September 2017, the consultant worked with BCC and the Community Advisory Committee to complete critical tasks to formulate a comprehensive strategy that aligns with New Orleans' development vision and goals and builds on the city's existing resources and initiatives. The analysis and planning used to develop the strategy and summarized in this report included:

- Reviewing the New Orleans Master Plan and detailed sector plans to understand the city's future development vision and goals, and how commercial corridors relate to these plans;
- Creating a framework to define the critical inputs and components of corridor revitalization;
- Reviewing the planning goals, framework, and strategy development process with the CAC;
- Reviewing the experience, successes and challenges of multiple corridor revitalization initiatives in New Orleans;
- Analyzing the existing city "ecosystem" to support corridor revitalization and identifying key system gaps;
- Researching corridor revitalization programs in other cities and recent studies on urban corridor revitalization practice;
- Preparing a preliminary strategy and reviewing it with the CAC; and
- Revising and preparing the final strategy based on CAC and stakeholder feedback.

This report first summarizes findings from the research and analytical tasks and then details the goals and proposed elements of a comprehensive Citywide Commercial Corridor Revitalization Strategy for New Orleans.

Figure 1 | Map of New Orleans' Commercial Corridors



### Commercial Corridors and New Orleans' Future Development: Advancing Equity, Strong Neighborhoods and a Resilient City

Commercial corridors are central in New Orleans' future development and in achieving the city's vision for a livable, equitable and sustainable city. In the New Orleans Master Plan and subsequent housing, economic development, and resiliency plans, strong commercial corridors are both aligned with city goals and provide a key means toward achieving them.

New Orleans' Master Plan envisions a city with walkable, mixed-use commercial corridors that provide access to retail goods and services across all neighborhoods and serve as centers for preserving and celebrating the city's culture and history:

*The city's [existing] "main streets"...will be joined by new, walkable main streets in...other parts of the city. The animated farmers markets, arts festivals, and performance venues [in] these streets...will draw people to enjoy each other's neighborhoods. St. Claude, North and South Rampart, and O.C. Haley will form a network of main streets that draws thousands of people on weekends to explore the city's cultural diversity.*

Beyond this guiding vision, commercial corridors have leading and supporting roles for key Master Plan goals across different aspects of New Orleans:

- **Neighborhood and Housing:** revitalize commercial districts as a core strategy for providing access to retail goods and services and for locating civic and cultural anchors;
- **Environment:** promote smart growth patterns with mixed-used walkable and bike-friendly neighborhoods;
- **Health and Human Services:** improve access to healthy food by establishing more grocery stores and other outlets supplying fresh produce for all residents;
- **Historic Preservation:** part of a neighborhood-based strategy to preserve historic housing, commercial buildings and cultural attractions; and
- **Prosperity and Opportunity:** provide the physical and market opportunities for a vibrant small business base that generates shared wealth and expands equitable economic opportunities.

### Commercial Corridors and Specialized Plans

As city government, civic leaders, and residents drilled down to create detailed plans to address critical issues, they have repeatedly framed important roles for commercial corridors. In Prosperity NOLA, Housing NOLA and Resilient New Orleans, corridors are central locations for strategic plan investments and provide platforms for advancing plan goals. Consequently, creating strong commercial corridors is interwoven into strategies to guide and improve many aspects of future development in New Orleans.

#### Resilience New Orleans Plan

- Commercial corridors provide the sites and support for property owner risk reduction investments and water infrastructure projects.
- Corridors promote equity in housing access and health outcomes by expanding healthy food access and increasing affordable housing supply.
- Corridors are linked to building stronger city systems for transportation, business and neighborhood preparedness to address future shocks and risks.



### Prosperity NOLA

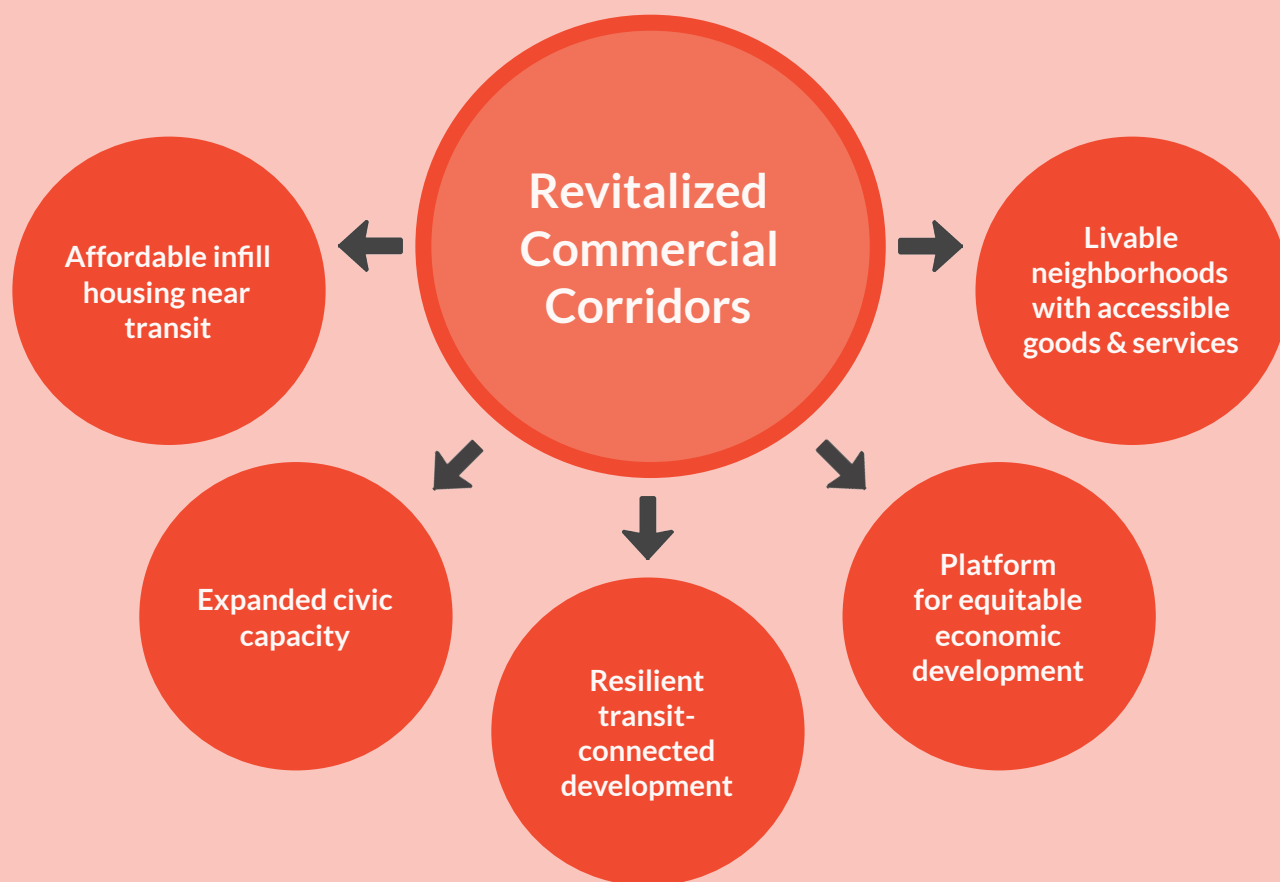
- Commercial corridors provide viable business locations and expand the entrepreneurship and small business ecosystem, especially for small firms that advance greater economic equity.
- Vibrant corridors help reposition New Orleans' brand as a city with livable, safe, and culturally rich neighborhoods.

### Housing NOLA

- Commercial corridors are central to the goal of neighborhoods with equal access to amenities.
- Corridors are key locations for building increased infill housing and affordable housing near high-frequency transit.

As these different plans demonstrate, crosscutting strategic benefits result from investing in strong commercial corridors. Intentional citywide policies and a robust ecosystem to strengthen commercial corridors will bring multiple returns to the city and its residents through stronger neighborhoods, greater racial and social equity, and a more resilient and sustainable city. Revitalized commercial corridors throughout New Orleans ensure that future development reflects and advances the common vision for a livable, equitable, and resilient city where the benefits of development and growth are shared among all residents and across all city neighborhoods.

**Figure 2 | The Multiple Returns from Investing in Revitalized Commercial Corridors**



### *Why a Citywide Corridor Strategy is Needed*

A focused citywide strategy for commercial corridor revitalization is essential to engage all key stakeholders and resources in achieving revitalization and to be intentional about leveraging stronger and growing corridors to advance multiple city goals and plans. A clear strategy with buy-in from city government, philanthropy, community-based groups and economic development organizations serves to coordinate and align the action and resources across these different sectors to support and accelerate corridor revitalization initiatives. Furthermore, by addressing gaps in the current ecosystem, a strategy ensures that the appropriate resources and tools are in place to support and promote successful revitalization efforts and link them to additional city planning and policy priorities. A sound and well-articulated strategy also creates a clear pathway that neighborhood stakeholders can follow when they seek to organize and launch a new revitalization initiative.

These combined benefits from a citywide corridor strategy position New Orleans to realize the full economic and community development potential of its commercial corridors.

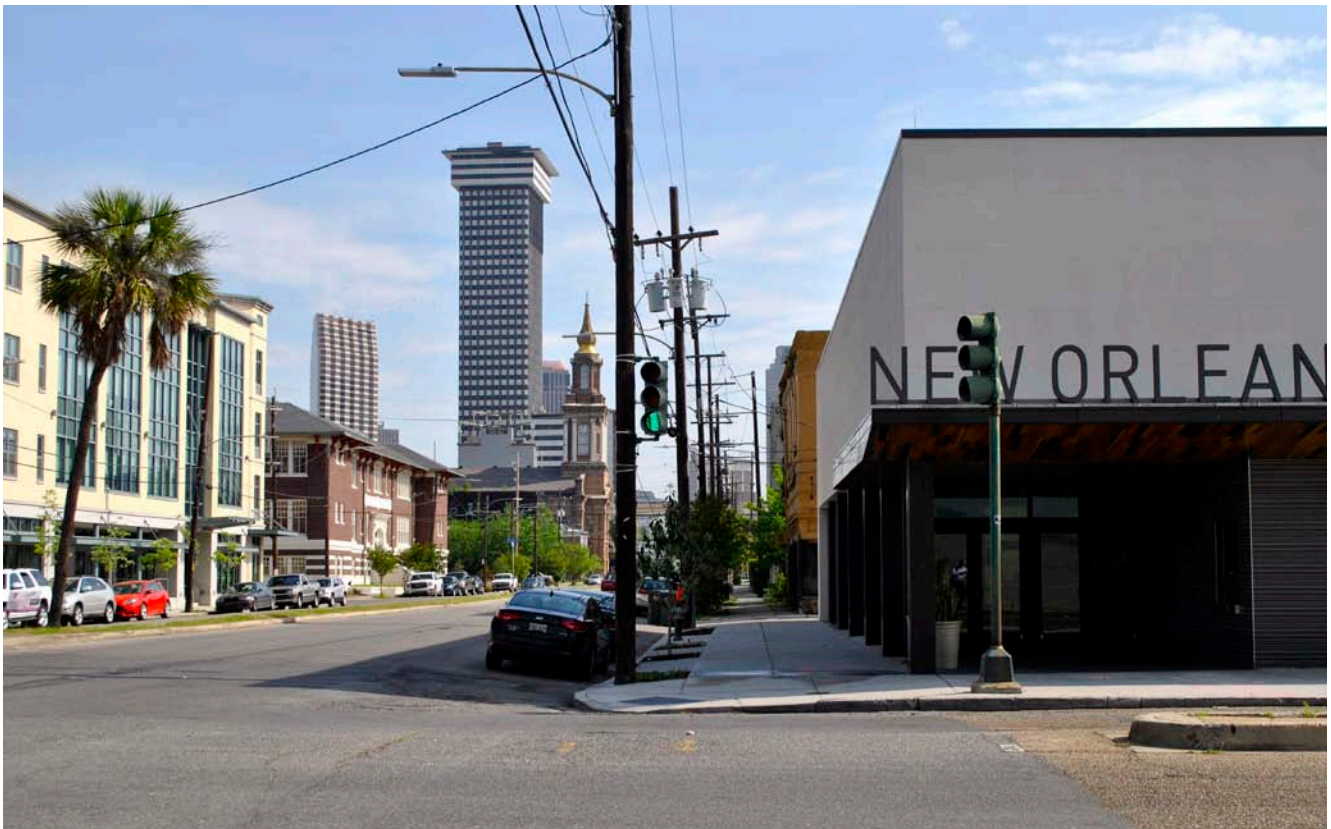
**Image 2 | Supporting Businesses and Creating a Destination on St. Claude Avenue: The New Orleans Healing Center**



Image 3 | Renovated Franz Building on Oretha Castle Haley Boulevard



Image 4 | New Investments Revitalized Properties along Oretha Castle Haley Boulevard, including the New Orleans Jazz Market





### Creating a Corridor Revitalization Ecosystem

Despite their historic development and straightforward design, commercial corridors are complex places. Varied components must work in tandem for a corridor to be a platform for economic opportunity, deliver goods and services to address neighborhood needs, serve as a community and cultural center, expand housing options and foster a resilient environment and economy. An effective corridor revitalization ecosystem needs to address the different inputs necessary for vibrant commercial corridors that advance New Orleans' future vision and development goals. To assess the current ecosystem of resources and policies to support commercial corridors, a five-point framework was used that addresses the key inputs into successful and vibrant commercial corridors. This five-point framework, represented in [Figure 3](#), includes:

1. **District Planning, Management and Evaluation** provides the capacity for local stakeholders to create a vision and goals for their corridor, shape and coordinate efforts by different parties to realize this vision, and directly undertake projects, programs and activities to advance their local vision and improve economic outcomes for local residents and businesses. Through evaluation, local stakeholders and funders assess the impact and effectiveness of this work and gain insights on how to better realize the desired goals and impacts from corridor revitalization initiatives.
2. **Business Development** supports locally-owned small businesses that supply local goods and services, generate private investment and provide economic opportunity for residents through business ownership and jobs. Small business development seeks to start, grow and retain locally owned businesses by expanding access to the key resources for business success that are less available in low-income, minority and immigrant communities. Key business development tools are: (a) training and technical assistance to help aspiring and existing business owners gain the information, knowledge and skills to succeed; (b) supplying financing that is not available from private capital markets due to perceived risk, small loan size, or other factors; and (c) market development initiatives to expand markets for targeted businesses.
3. **Real Estate Development** provides the space for businesses and community facilities (health clinics, child care centers, performance and cultural centers, etc.) that create complete neighborhoods and more vibrant community life. Real estate projects are vital to transform blighted, vacant or outdated properties that often contribute to disinvestment and crime into more appropriate, attractive and green development to attract new businesses and customers, and further investment. Local business and non-profit real estate ownership reduces the risk of displacement from rising rents and helps generate shared wealth.
4. **Public Realm Improvements and Infrastructure** create the foundation to support business activity and investment in an area, promote efficient land-use and transportation, and enhance an area's attractiveness, safety and access. These investments impact corridors by (a) creating sidewalks and streetscapes that are walkable, safe and attractive for pedestrians; (b) designing and building public spaces that maximize public safety; (c) providing public amenities (e.g., public art, plazas, outdoor performance venues, green space) and program activities that enhance the corridor's role as a cultural and commercial center; (d) creating appropriate bike and auto parking; and (e) offering public transit service that supports retail and commercial uses, resident access to employment and a pedestrian friendly environment.

**Figure 3 | Framework for Commercial Corridor Ecosystem**



5. **Safety and Services** include government, property owner and business services that create a safe, welcoming and attractive environment so that area residents, customers and visitors feel comfortable and want to spend time in the corridor and businesses can effectively operate their enterprises.

### *New Orleans Existing Corridor Revitalization Ecosystem and Gaps*

A thorough review of New Orleans’ current resources that constitute the “support ecosystem” for corridor revitalization was undertaken through examining existing policies and programs, understanding the history, activities and funding of corridor revitalization initiatives across the city, and interviews with informed practitioners that included corridor revitalization staff, city agency staff, economic development organizations, CDFIs and business development organizations. [Table 1](#) summarizes the resources identified from this analysis for each component of the ecosystem framework, along with resource gaps and issues that emerged. A more detailed summary of these resources is provided in the [Appendix One](#).

Major findings on the strengths and gaps in New Orleans commercial corridor ecosystem are:

- No sustained core funding for community-driven corridor revitalization initiatives exists with the loss of Louisiana Main Streets operating support and a lack of consistent foundation funding;
- Coordination across city agencies for programs, infrastructure investments and services in support of corridor revitalization is weak despite some successes (e.g., O.C. Haley) and the emerging focus on the Claiborne Corridor;



## CREATING AN ECOSYSTEM

- Intentional strategies with supporting city policies are needed to ensure that corridor revitalization advances social and racial equity while mitigating gentrification and displacement impacts that often accompany revitalization;
- New Orleans' many business development organizations and CDFI lenders are not targeting outreach and services to commercial corridors;
- Increased financing resources and development capacity are needed to address the real estate component of corridor revitalization, particularly for smaller commercial properties and their owners;
- Financing gaps exist for: (1) the supply of NMTCs for larger real estate projects; (2) leasehold improvement loans for businesses to occupy vacant commercial space; and (3) flexible debt for business owner property acquisition to avoid displacement and provide long-term stability and wealth building opportunities;
- More effective tools and better use of the existing Economic Development District option are needed to provide sustained funding for district management, improvements and services; and
- New Orleans' universities are an under-utilized resource to expand neighborhood capacity and expertise in support of corridor revitalization and as local partners for nearby revitalization initiatives.

New Orleans' corridor revitalization strategy seeks to capitalize on the resources and commitment across the city's government, non-profit, philanthropic and business sectors to address these gaps and create a more complete and effective ecosystem to revitalize and leverage the impact of strong commercial corridors.

**Table 1 | New Orleans Commercial Corridor Revitalization Ecosystem Resources and Gaps**

Existing Resources	Resource/System Gaps and Issues
<b>Planning, Management &amp; Evaluation</b>	
<ul style="list-style-type: none"> <li>- LA Main Street Program training, networking and technical assistance</li> <li>- National foundation grants</li> <li>- Corporate/business sponsorships</li> <li>- University planning, design and evaluation assistance</li> <li>- Universities are potential partners for nearby commercial corridors</li> <li>- State Business Improvement District (BID) law (requires 100% property owner support)</li> </ul>	<ul style="list-style-type: none"> <li>- LA Main Street Program no longer provides operating grants</li> <li>- No reliable source of core operating funds for corridor management organizations</li> <li>- Declining national foundation funding with funding often tied to specific programs or initiatives</li> <li>- Few local foundation grants to support corridor revitalization organizations</li> <li>- Limited formal arrangements and sustained assistance from universities</li> <li>- A special state law is effectively needed to create a new BID</li> <li>- More professional development training needed to enhance capacity</li> </ul>
<b>Real Estate Development</b>	
<ul style="list-style-type: none"> <li>- Incentives through Restoration Tax Abatements, IDB-PILOTS and TIF</li> <li>- NORA Commercial Gap Financing Program</li> <li>- NORA façade grants</li> <li>- LA OCD Project-Based Recovery Opportunity Program (PROP)</li> <li>- Crescent City Land Trust Debt (Futures Fund) and equity</li> </ul>	<ul style="list-style-type: none"> <li>- Two-thirds of incentive subsidies go to Hotels and Housing development</li> <li>- 75% of incentive projects are located in the French Quarter/- CBD, Midtown, Garden District and Central City</li> <li>- NORA funds are targeted to several corridors with flexible repayment terms</li> </ul>

Existing Resources	Resource/System Gaps and Issues
<b>Real Estate Development, continued</b>	
<ul style="list-style-type: none"> <li>- Developer equity</li> <li>- Private bank senior debt</li> <li>- New Market and Historic Tax Credits</li> <li>- UNO PLUS Professional Development Certificate in Community Development</li> <li>- Finance to be launched</li> <li>- Foundation for Louisiana (FFL) led One Table to coordinate community development investing and programs</li> </ul>	<ul style="list-style-type: none"> <li>- Bank debt serves experienced developers and stronger credit projects</li> <li>- Absence of major CDFI real estate lender</li> <li>- Acquisition financing a key gap</li> <li>- Predevelopment financing a gap for some projects</li> <li>- New Orleans must compete for NMTCs supplied by national and multi-state Community Development Entities (CDEs) with allocations</li> <li>- NMTCs only work for large projects over \$10 million so little flexible gap financing for small commercial properties</li> <li>- UNO Plus Program targeted to Claiborne Corridor property owners</li> </ul>
<b>Business Development</b>	
<ul style="list-style-type: none"> <li>- Multiple training and technical assistance providers (Good Work Network, Small Business Development Center, Delgado/10K Small businesses, others)</li> <li>- Multiple CDFIs focused on small business lending (Hope Credit Union, New Corp, TruFund, Lift Fund, others)</li> <li>- Enterprise Zone/Quality Job Tax Credits and Rebates</li> <li>- LA OCD Project-Based Recovery Opportunity Program (PROP)</li> <li>- NOLA-BA –led table to strengthen small business ecosystem</li> <li>- NOLA-BA and The Network anchor procurement initiative</li> <li>- Stay Local marketing and promotion of local independent businesses</li> <li>- Several growth-oriented incubators and organizations (Idea Village, Propeller, others)</li> </ul>	<ul style="list-style-type: none"> <li>- Most providers and programs do not target commercial corridors</li> <li>- Some interest in corridor-focused partnerships by several providers</li> <li>- Gaps in financing for business leasehold improvements and business purchase of property</li> <li>- Concern that bank and some CDFI underwriting is too strident and not accessible to many small businesses</li> <li>- Business financial capacity to secure loans is a challenge</li> <li>- Need for more diversity in new businesses and those locating on corridors</li> <li>- More attention is needed to stabilize and retain existing businesses on corridors</li> <li>- Limited business use and value from Enterprise Zone and Quality Job incentives</li> </ul>
<b>Public Realm &amp; Infrastructure</b>	
<ul style="list-style-type: none"> <li>- NORA Place-making grants</li> <li>- City street and streetscape improvement investments</li> <li>- Corporate sponsors for festivals and events</li> <li>- New Orleans Arts Council funding</li> <li>- Public transportation services support increased housing and commercial development for some corridors</li> </ul>	<ul style="list-style-type: none"> <li>- More funding needed for enhanced and incremental projects</li> <li>- Change state approach to urban state roads</li> <li>- More consistent city coordination among agencies and with local organization on maintenance and improvements along corridors</li> <li>- Regional Transportation Authority (RTA) investments and service priorities are not linked to corridor initiatives</li> </ul>
<b>Safety &amp; Services</b>	
<ul style="list-style-type: none"> <li>- Core safety, sanitation and infrastructure provided by city departments</li> <li>- Vehicle for added services via Business Improvement Districts (BID) and Economic Development Districts (EDD)</li> </ul>	<ul style="list-style-type: none"> <li>- BIDS and assessment-based service districts hard to create under existing state law</li> <li>- Some districts lack the sales and property based to use BIDs and EDDs to fund services and improvements</li> </ul>

### Learning from Other Cities and Revitalization Practice

Over the past two decades, an increasing number of cities have established citywide programs to support commercial corridor revitalization. New Orleans can learn from the design and experience of these city programs to shape its own corridor revitalization strategy. Any adaptation of approaches from other cities needs to consider the city's unique circumstances, including the variety of neighborhoods and types of corridors, the strengths and weaknesses of the existing ecosystem and city government organization, and the city's planning and policy goals related to racial and social equity, resiliency, cultural and historic preservation and affordable housing.

To understand the approaches and lessons from citywide corridor revitalization programs, information was collected on initiatives in eleven cities (see Figure A) and relevant scholarly and practitioner literature was reviewed.

Across these eleven cities, corridor revitalization programs fall into three broad categories that vary by the level of centralization of decision-making on resource allocation and revitalization priorities:

1. **Main Street programs** in which the city program designates corridors as Main Street districts and provides operating grants and other support to community-based nonprofit corporations that oversee revitalization efforts. The number of designated and supported districts ranges from as few as two in Somerville, Massachusetts to twenty in Boston. Cities with this program model include Baltimore, Boston, District of Columbia, Orlando and Somerville (MA). Cities with past but now inactive Main Street programs include Milwaukee and Portland (OR). The Only In Seattle program uses a similar approach but without formal designated Main Street districts. Seattle city staff work with stakeholders in commercial districts to create a shared vision, organize capacity to manage and improve the district and provide annual grants customized to support implementation of each district's vision and activities.
2. **Multiple city programs** that supply grants, loans, investment incentives, and other support for corridor revitalization and management. Each program has its own goals, funding parameters, and eligible recipients with investment incentives and loan financing oriented to businesses and developers, and grants for district improvements, management, security, and other use that are often targeted to community-based non-profits. Philadelphia and San Francisco use this approach to corridor revitalization. Philadelphia has a comprehensive set of programs, some of which serve 50 eligible corridors that include a Storefront Improvement Program; Streetscape and Corridor Beautification; Commercial



**Figure 4 | City Corridor Revitalization Programs Researched**

Baltimore, Maryland  
Birmingham, Alabama  
Boston, Massachusetts  
District of Columbia  
Milwaukee, Wisconsin  
Orlando, Florida  
Philadelphia, Pennsylvania  
Portland, Oregon  
San Francisco, California  
Seattle, Washington  
Somerville, Massachusetts

Corridor Management; Instore Loan Program; Neighborhood Economic Development Grants Program for real estate projects, Business Security Camera Grant Program; and Kiva Zip Microloan Program.

3. **Centralized management and assistance** in which a citywide economic development organization supports corridor revitalization with its own staff district managers, small business loans and training, incentives and direct real estate development. Birmingham, Alabama uses a citywide economic development organization, RevBirmingham, to support neighborhood commercial district revitalization. Three district managers employed by RevBirmingham each manage two commercial areas working with local merchant associations or other groups. RevBirmingham also provides small business training, technical assistance, loans and investment incentives citywide to support corridor revitalization, and has developed some real estate projects.

**Figure 5 | City Program Types by Level of Centralization**



### *Ecosystem Approaches across Cities*

Beyond their overall program approach, the eleven cities deploy diverse tools, policies and practices to advance corridor revitalization. These practices provide a basis for comparing how New Orleans' corridor support ecosystem compares to other cities and suggest tools for New Orleans to use to strengthen its ecosystem. The use of tools, policies and practices across the five-point framework categories is summarized below followed by a concluding discussion of the implications for New Orleans' Corridor Revitalization Strategy. Table 2 summarizes these tools with a more detailed matrix of city-by-city programs, policies and tools is provided in Appendix Two.

### **District Management, Planning and Evaluation**

Many cities, particularly those with Main Street programs, provide **annual operating grants** to fund staff and core activities. Grants typically range from \$60,000 to \$75,000 although Portland provided a smaller grant of \$30,000. Seattle customizes operating support to individual district needs and work plans with 70% of districts receiving annual grants that vary from \$25,000 to \$170,000.

Several cities provide **training and technical assistance** to the staff and volunteers leading corridor revitalization initiatives using different approaches:

- Cities with formal programs connected to Main Street America (formerly the National Main Street Center) host “Main Street 101” trainings and periodic program assessments conducted by a visiting team of practitioners;
- Staff at city corridor programs advise corridor organizations on various issues and facilitate peer learning and information sharing by hosting regular practitioner meetings;
- Boston contracts with a consultant to conduct market analysis for local districts and has a small annual fund for specialized technical assistance needs that arise;
- Milwaukee had a large (\$300,000) technical assistance fund that was not well used;
- RevBirmingham staff assists local volunteers in planning projects and allows them to attend Alabama Main Street conferences and training under its state network membership;
- Philadelphia and Seattle provide assistance around BID formation;
- San Francisco enlists the Bay Area Local Initiatives Support Corporation (LISC) to provide assistance and training on capacity building (e.g., meeting facilitation; visioning and mission formulation, establishing legal and governance structures, etc.); and
- Seattle provides training to districts on addressing discrimination and racial inclusionary practices as part of a program focused on advancing racial equity.

### Real Estate Development

Most cities **supply financing** to support real estate development but these programs are not typically targeted to commercial corridors. Real estate financing tools used by cities include:

- Senior and subordinate debt using HUD 108 loans;
- Subordinate or deferred loans made with CDBG funds;
- Tax increment financing;
- Tax incentives;
- Philadelphia and San Francisco provide direct grants to fund real estate projects; and
- Some cities, including Boston, Seattle and San Francisco, use business loan programs to help finance real estate projects with small business tenants.

CDFIs, banks and state government agencies are important capital sources for real estate projects, with CDFIs and banks critical in delivering New Market Tax Credit subsidies. RevBirmingham has **directly undertaken real estate projects** (one for co-working space and a second with artists’ workspace) to promote revitalization in the Woodlawn commercial district.

### Small Business Development

Almost every city provides **funding for facade improvements or signs**. Facade grants with a minimum dollar-for-dollar match are most common; the maximum single storefront grant is typically \$7,500 or \$10,000. Some cities provide larger grants to higher impact projects with multiple storefronts or at corner locations, or tailor the grant amount to each project. Orlando provides a zero-interest rate deferred loan rather than a grant. RevBirmingham lacks a facade program. Seattle’s program depends on the availability of NMTC funds (due to a constitutional restriction on government financial assistance to businesses) and is not available every year.



All cities provide or fund **small business training and technical assistance** as part of their corridor revitalization toolkit. Many also utilize city or CDFI loan programs to supply business credit. Delivery of business training and technical assistance is usually by city staff or through arrangements with non-profit providers. Some cities include dedicated outreach or unique service models as part of their corridor business development assistance. Examples include:

- Baltimore operates a Small Business Resource Center that provides training, one-on-one counseling and information services, and works with CDFIs to provide microloans and energy efficiency retrofits;
- Boston and Somerville contract with a private retailing consultant to provide assessments and recommendations on store interior designs/displays, customer service and marketing;
- Orlando has a multi-agency Business Assistance Team to help businesses resolve issues involving city government services and processes;
- Portland provides grants to business associations to expand their capacity to provide technical assistance;
- RevBirmingham offers regular citywide start-up training courses: Biz1.0 Start-Up for pre-start-ups and a ten-week course for entrepreneurs ready to launch their business;
- Philadelphia provides grants to non-profit organizations to provide small business technical assistance, works with Kiva to provide microloans in commercial corridors, and offers forgivable loans to retail, food and creative businesses opening or expanding a store in a commercial corridor;
- San Francisco city staff conduct outreach and provide assistance to small businesses and are piloting a program for intensive technical assistance to pre-selected businesses in six commercial districts. The city contracts with a CDFI to manage its citywide revolving loan fund that provides microloans and larger loans (\$25,000 to \$250,000) to “emerging” businesses; and
- Seattle funds outreach targeted to immigrant and minority businesses and has a mobile consulting service that provides several days of onsite one-on-one assistance to enterprises in Only In Seattle commercial districts.

**Table 2 | Programs and Practices in Researched Cities by Ecosystem Category**

<i>Business Development</i>	<i>Planning/Management</i>	<i>Real Estate Development</i>
<ul style="list-style-type: none"> <li>- Facade improvements grants</li> <li>- Contracts with consultant</li> <li>- Grants for TA by non-profits</li> <li>- Training courses</li> <li>- Mobile and inter-agency teams</li> <li>- City and CDFI loan funds</li> </ul>	<ul style="list-style-type: none"> <li>- Operating grants: \$30-75K</li> <li>- Program staff advice and peer learning networks</li> <li>- Training/TA to staff/volunteers               <ul style="list-style-type: none"> <li>• Main Street 101 training</li> <li>• Market analysis</li> <li>• BID formation</li> <li>• Capacity building</li> <li>• Racial inclusion</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Financing programs common via HUD 108 loans, CDBG loan funds, TIF and incentives</li> <li>- Philly and SF have grant programs</li> <li>- CDFIs and state programs important</li> <li>- RevBirmingham developed two projects</li> </ul>
<i>Public Realm/Infrastructure</i>	<i>Other</i>	<i>Safety and Services</i>
<ul style="list-style-type: none"> <li>- Philly and SF have annual RFPs to fund improvement projects</li> <li>- Seattle funds design of projects built by city transportation dept.</li> <li>- Portland provided districts \$20K for projects</li> </ul>	<ul style="list-style-type: none"> <li>- Promotions and marketing events</li> <li>- Aligned foundation funding               <ul style="list-style-type: none"> <li>• Boston Main Street Foundation</li> <li>• Baltimore Community Foundation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Few cities have targeted programs</li> <li>- Addressed through city services and BIDs</li> <li>- Philly provides grants for store to install video camera and litter removal</li> </ul>

### Public Realm and Infrastructure

Formal programs and integrated approaches to public improvements are not common among the eleven city corridor revitalization programs. City governments clearly make investments and improvements in these areas and plan one-time streetscape, park or other projects to improve commercial districts. However, most cities lack ongoing programs to fund locally driven projects or coordinate city capital improvements with corridor revitalization work. Nonetheless, examples of program elements or one-time initiatives to connect public improvements with corridor revitalization include:

- Boston conducted a Main Street Makeover initiative in 2015 with \$1 million in city funds. A multi-agency “walk through” each district was conducted with the local Main Street organization to identify (and later implement) projects and service improvements;
- Portland provided \$20,000 grants to each Main Street district for a range of projects that could include public improvements. These are now rolled into a Prosperity Improvement Program that also addresses facade improvements;
- Philadelphia and San Francisco have annual RFPs to award public improvement project funds to commercial corridors. Philadelphia’s annual funding has been as high as \$10 million and San Francisco awarded \$1.6 million in FY16;
- San Francisco’s Plaza Program provides funds to identify and transform public spaces into activated public plazas; and
- Seattle provides funding to commercial districts to design and cost-out new infrastructure and amenities in public right-of-ways and parks that are built by the city’s Department of Transportation when capital funds are allocated.

### Public Safety and Services

Few cities have specific safety or other public service components within their commercial corridor programs. However, these needs may be addressed by community policing, Business Improvement District services, or other initiatives. Philadelphia has programs targeted to cleanliness and public safety with a matching grant program for businesses to install video cameras and grants to community organizations to do litter removal in commercial districts.

### Marketing and Other Aligned Initiatives

Citywide marketing and promotion activities are used in many cities to encourage shopping and dining in neighborhood commercial corridors. Websites and business directories that promote neighborhood commercial districts are common. Several cities, including Baltimore, Boston, Portland and Seattle, run holiday promotions to encourage city residents to buy holiday gifts in neighborhood commercial corridors. Other city-sponsored initiatives include:

- Boston holds new store opening events with visits by the Mayor;
- Orlando created Main Street Restaurant Week, first held in August 2015, to promote dining at culinary Main Street businesses;
- Portland runs five different promotions during the year to encourage shopping at locally owned stores and in Main Street districts, and ran a “#NeighborhoodLove” partnership with Uber that provided free rides to four commercial districts over a three-month period;
- Seattle ran a Sunday shopping promotion in 2014 with specials sales and promotions in commercial districts and has a neighborhood web page on the Visit Seattle web site.

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Philanthropic and other initiatives augment city programs in several cities:

- Boston's Main Streets Program helped create the **Boston Main Streets Foundation** which raises private sector funds to provide grants for projects and programs in Boston's twenty Main Street districts;
- The Baltimore Community Foundation Neighborhood Grants Program has made multiple grants to support revitalization projects in Main Street districts, including community gardens, healthy food projects, beautification projects, and public safety initiatives.
- Somerville's Arts Council runs the Nibble Entrepreneurship Program to help immigrant chefs and entrepreneurs establish food-related businesses, and it operates a culinary incubator in the Union Square Main Street district.

### *Overview and Findings from Best Practice Research*

A review of research and studies on urban corridor revitalization practice (listed in Appendix Three) provided several important themes to inform the design and implementation of New Orleans' Corridor Strategy. Two studies addressed the attributes that contribute to successful commercial corridors:

- A 2011 study of Philadelphia's commercial districts found that corridors with higher store density (the number of stores per square mile), a mix of stores that addressed varied customer needs and more parking spaces per store outperformed other districts in retail sales and property values. Parking availability was less important to success for pedestrian-oriented commercial districts next to dense residential neighborhoods.
- A study of small-scale and destination retail streets prepared for the DC Planning Office identified eleven shared attributes of vibrant retail corridors that include: managed by a non-profit or business association; are safe, walkable, and well served by transit or accessible parking; have enough traffic to be visible without impairing accessibility; and show signs of investment by the private and/or public sector. In terms of uses, vibrant retail streets have a retail mix that reflects market demand; have a majority of either locally-owned stores or national chains; are anchored by a civic or cultural use; and have a common unifying theme or character.

Other research focused on effective interventions and best practices to revitalize and strengthen commercial districts. Some studies emphasized the importance of well-established planning and community development practices such as asset mapping, community participation and diverse stakeholder engagement, and using partnership to expand capacity and implement projects. Several findings that are particularly relevant to New Orleans' citywide strategy include:

- The importance of sustained district management by an effective organization. Key contributing factors for sustained quality management were the skills of and continuity in the management organization's staff and having a sustained funding source, often through a business improvement or assessment district;
- Revitalization requires addressing the multiple components of the corridor's environment inclusive of business development, physical improvements, public safety and real estate development;
- Hispanic and African-American populations are often underrepresented among cities' business base, and special attention and efforts are needed to create, support and grow minority businesses;

- Cities have different types of commercial corridors and varied approaches and priorities are needed to revitalize and improve various types of corridors. Auto-oriented suburban style corridors require focusing on key nodes to create more density and walkable areas with infill housing desirable in between these nodes. Large-scale real estate projects are needed for more disinvested districts with high vacancies. Corridors serving low-income and moderate-income neighborhoods in transition to higher-income households and/or to increased residential density need to address business retention and upgrades; and
- City government Main Street programs played an effective role in connecting and coordinating different city departments to address the relevant and pressing needs of their neighborhood Main Street districts.

### *Conclusions and Implications for New Orleans*

A moderately decentralized corridor revitalization program is the best approach for New Orleans for several reasons. It reflects the strong neighborhood identity and historic role of neighborhood associations in New Orleans by supporting community-driven revitalization efforts. Additionally, it allows for varied visions, priorities and activities across corridors with different design, size and character. For example, a corridor revitalization initiative in New Orleans East is likely to focus on different priorities and challenges than one in Algiers or Mid-City. A degree of centralization through city designation of corridors and a single corridor program provides a focal point to better coordinate city support, ensure corridor initiatives advance other city priorities around equity, housing and resiliency and provide a basis for evaluation and accountability for local initiatives. While some organizations may want to use the Main Street approach in their revitalization work, given the statewide Main Street program and several successful neighborhood Main Street organizations in New Orleans, this should not be a required part of the city program. Instead, each community-based organizations should be able to deploy the best set of revitalization tools and approaches that align with their goals and conditions.

As indicated in the best practice literature, the citywide strategy should build strong corridor management organizations to engage and coordinate all corridor stakeholders and align their efforts around a shared vision and goals. Furthermore, tools for sustained funding, beyond city and foundation grant, are needed to support these organizations and ongoing corridor improvements and services. A corridor strategy also needs to attend to all components of the revitalization framework with a strong emphasis on connecting corridor revitalization with business development to advance minority business development, reverse historic disparities in business ownership and wealth, and achieve a strong business mix that serves residents and customer needs. As a citywide corridor strategy is implemented, city agencies and other stakeholders will benefit from applying and adapting many of the effective practices used in other cities.

**Image 5 | Broad Community Connections Worked to Retain Historic Facade with New Store**



**Image 6 | Growing Local and Minority-Owned Businesses is Central to the Corridor Revitalization Strategy**





### New Orleans Commercial Corridor Strategy

New Orleans has a special opportunity to build on the extensive planning, community initiatives and rebuilding over the past decade to create a strong citywide ecosystem to nurture vibrant commercial corridors that advance its shared vision for livable, equitable and resilient neighborhoods. This section presents a comprehensive strategy to leverage resources from the government, nonprofit and for-profit sectors toward a coordinated plan of action to create this citywide ecosystem.

Figure 6 | Partner Organizations



### Strategy Goals

The citywide strategy is directed at achieving two core goals:

- Strengthening commercial corridors as community and commercial centers while leveraging their potential to advance key city policy and planning goals including improved resiliency, resident access to goods and services, and an increased supply of affordable housing; and
- Ensuring that expanded economic and racial equity is central to corridor revitalization initiatives and that these initiatives address corridors across the entire city.

### The Opportunity

Several conditions create a promising time to implement this focused commercial corridor strategy. The emergence of multiple community-based efforts to improve commercial corridors combined with repopulation and reinvestment in many New Orleans neighborhoods provide the foundation for more vibrant commercial corridors. Furthermore, critical resources needed for an effective commercial corridor strategy exist with New Orleans' focus on equitable development and business growth, a well-

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developed and expanding small business development ecosystem, and growing NORA and CDFI resources supporting commercial development. This strategy builds on these capacities to create a more complete, effective, and aligned set of policies and resources to advance beneficial and equitable commercial corridor revitalization.

### *Ecosystem Needs and Gaps to Address*

Despite the importance of commercial corridors to city priorities and the improved environment for revitalization, New Orleans has not yet established an explicit and coordinated strategy to support commercial corridor revitalization. Supportive programs and resources exist but they are neither targeted to corridors nor coordinated to achieve the greatest impact. Moreover, important gaps exist in the support ecosystem for commercial corridors that a citywide strategy can address. Key gaps and needs that this strategy addresses are:

- Sustained funding for community-driven corridor revitalization initiatives;
- Persistent and integrated efforts to ensure equitable racial and economic outcomes from corridor revitalization;
- Focused efforts to address corridors throughout New Orleans beyond the oldest corridors near the CBD and in neighborhoods along the Mississippi River;
- Dedicated staff with a mission to coordinate city resources and support for corridor revitalization;
- Business outreach and development services targeted to commercial corridors;
- Accessible financing and real estate expertise to undertake smaller commercial real estate property acquisition, renovation and development;
- Expanded tools and financing to address business leasehold improvements, small business property acquisition, and NMTCs, for larger commercial real estate projects;
- Supportive city and state policies for creating improvement districts that can fund corridor revitalization needs across a diverse range of neighborhoods; and
- Additional city policies to link the benefits of large-scale development to city neighborhoods and mitigate their potential negative impacts investment; and
- Sustained leveraging of New Orleans rich university resources for corridor revitalization.

### *Strategy Components*

An eight-part comprehensive commercial corridor revitalization strategy is proposed to address these ecosystem gaps and position New Orleans to gain the full impact from corridor revitalization partnerships. A central part of this strategy is a multifaceted city government program to support community revitalization initiatives, coordinate city government actions and foster strong linkages to small business, housing and equity initiatives. Several additional components leverage city, CDFI and private banking resources to address financing gaps and increase the capacity for commercial development and promote small businesses retention, growth, and wealth creation. Policies are also proposed to expand district-level funding tools and ensure that all communities, particularly historically low-income and racially excluded ones, benefit from new large-scale development. Finally, a formal university partnership is envisioned to provide sustained university engagement and resources in support of corridor revitalization. Each strategy element is elaborated below and Table 3 indicates how each strategy contributes to the different ingredients for a strong corridor revitalization ecosystem.

**Table 3 | Alignment of Strategy Component with Corridor Ecosystem Framework**

<i>Business Development</i>	<i>Planning/Management/ Evaluation</i>	<i>Real Estate Development</i>
<ul style="list-style-type: none"> <li>- Core City Corridor Program</li> <li>- Corridor Business Growth &amp; Stabilization Fund</li> <li>- Community Benefits Policy</li> </ul>	<ul style="list-style-type: none"> <li>- Core City Corridor Program</li> <li>- Corridor Housing Plans</li> <li>- Economic Development Districts &amp; New State Tools</li> <li>- University Partnership</li> </ul>	<ul style="list-style-type: none"> <li>- NMTC Initiative</li> <li>- Support for Small Commercial Properties</li> <li>- Corridor Business Growth &amp; Stabilization Fund</li> <li>- University Partnership</li> <li>- Community Benefits Policy</li> </ul>
<i>Public Realm/Infrastructure</i>		<i>Safety and Services</i>
<ul style="list-style-type: none"> <li>- Core City Corridor Program</li> <li>- University Partnership</li> <li>- Economic Development Districts &amp; New State Tools</li> </ul>		<ul style="list-style-type: none"> <li>- Core City Corridor Program</li> <li>- Economic Development Districts &amp; New State Tools</li> </ul>

### 1. **City Support Program for Community-Based Corridor Initiatives and Partnerships**

This program provides the foundation for the citywide strategy by designating targeted corridors for coordinated revitalization investment and attention, deploying financial and technical resources to support community-driven work in targeted corridors, and coordinating city government services and investment for targeted corridors. Another aspect of the city program would be setting goals and standards, and evaluating neighborhood outcomes to ensure the local corridor's accountability to program goals.

This citywide program would incorporate these complimentary components:

- **Provide core operating grants for designated corridor revitalization partnerships.** These grants of \$50,000 per year would be made to non-profit organizations focusing on the revitalization of a designated corridor that meet program standards for organizational status, board leadership and composition, staffing, plans and activities, and proposed work plan. Each grantee would need to form a partnership with a business development organization committed to provide outreach, technical and training to corridor businesses and have a defined strategy to address racial and economic equity as part of its revitalization work. The estimated cost is \$200,000 to \$250,000 per to provide grants to four to five corridors; targeted corridors should be equitably distributed to support corridors across New Orleans and to neighborhoods with varied types of corridors and socioeconomic conditions.

- **Include a full-time dedicated staff person to oversee the program.** This Program Manager, in addition to administering the program, would provide advice, guidance and knowledge to local partnerships, serve as a liaison to city departments for local partnerships and facilitate the coordination across departments of city services, investments and policies to support corridor revitalization. The estimated annual cost for this staff position is \$75,000 in salary and benefits.
- **Provide grants to business development organizations for outreach and expanded services to support the stabilization, retention and growth of existing businesses and new business start-ups along designated commercial corridors.** These grants help fund additional costs that small business partners will likely incur to increase outreach and adapt services to better address the needs of businesses and entrepreneurs in targeted corridors. A \$15,000 annual grant per corridor is proposed to fund these expanded services at an estimated annual cost of \$60,000 to \$75,000.
- **Equity and inclusion strategy.** A focused strategy to address racial and economic equity would be required to apply for and receive designation and funding under the city program. This strategy would identify key equity goals, how the corridor revitalization initiative would address and advance these goals and the specific projects, activities and approaches that the corridor revitalization partnership will deploy to implement the strategy, including key partners for the strategy. A \$50,000 annual fund would be created to support implementation and capacity building for equity and inclusion strategies.
- **A flexible technical assistance and project fund to support specialized district and project planning and project implementation.** This fund could be used to support early predevelopment planning for real estate projects, complete small area plans for corridor nodes or sub-districts, organize and implement joint marketing efforts, implement high impact public realm projects, or establish a high impact new activity in the district, e.g., a farmers market. The estimated annual cost for the fund is \$50,000.

**A program implementation team** would be established to support coordination among city agencies and **a governance structure** created to ensure accountability to neighborhood residents and other corridor stakeholder, and advance alignment with non-city ecosystem partners. The recommended program implementation team includes the Mayor's Office of Economic Development; the New Orleans Redevelopment Authority; NOLA Business Alliance, the New Orleans Office of Community Development, and Regional Transportation Authority. Within the implementation team, the Mayor's Office of Economic Development is recommended as the lead program implementation office and employing the corridor revitalization Program Manager. Housing the program in the Mayor's Office of Economic Development allows for stronger mayoral leadership for corridor revitalization and better communication with city agencies, as the program will be viewed as "sibling" city program. The Program Implementation Team would jointly review applications and recommend corridors for designation and funding and meet regularly, perhaps monthly, to share information, coordinate activities and work out key issues and problems that emerge for targeted corridors. A larger community advisory would convene local community stakeholders (residents, businesses, property-owners, etc.) and corridor ecosystem partners, such as small business development organizations, CDFIs, universities and foundations to advise on program policies, evaluate program implementation and outcomes, and promote greater alignment between corridor revitalization and efforts to advance social and racial equity.

**City Support Program Total Annual Cost: \$435,000 to \$500,000.**

### 2. Corridor Business Growth and Stabilization Fund

This fund would address several ecosystem financing gaps by targeting business and properties on designated corridors for three purposes: (1) financing leasehold improvements to bring a new business into a vacant ground floor space; (2) helping existing businesses purchase their property; and (3) supplying loans to develop smaller commercial properties. The fund would be administered by a CDFI with city participation via providing capital funds or providing a partial guarantee and the partner CDFI contributing and/or raising capital for the fund. An initial capitalization goal of \$2 million is proposed which would be sufficient to make 20 to 30 loans in the \$50,000 to \$150,000 range over a three to four year period.

**Estimated city cost: \$250,000 to \$500,000 for guarantee reserves or a capital contribution. Philanthropic, bank and CDFI funding: \$1.5 to \$2 million with risk reduction through a city guarantee fund or subordinate capital contribution.**

### 3. Support for Development and Ownership of Small Commercial Properties

This part of the strategy expands the financing tools and expertise needed for small property acquisition and development and helps leverage this asset for equitable wealth building through successful local ownership. Three recommended action steps are: (1) expanding NORA's Façade Program to include a "Façade Plus" option to support interior and façade improvements for reuse and development of small commercial properties; (2) advocating for continued state gap financing for commercial projects when the current PROP funds are fully deployed; and (3) implementing the UNO Plus Professional Development Certificate program in Community Development Finance and expand it in future years to serve property owners and businesses outside the Claiborne Corridor.

### 4. Corridor Housing Development Plans

Given the importance of "rooftops" to successful commercial corridors, the city's vital need for affordable housing and the role of affordable housing in achieving equitable revitalization without displacement, housing development needs to be explicitly incorporated into corridor revitalization work. To advance this integration, a housing development plan should be formulated for each city designated corridor and its surrounding neighborhoods. These plans would combine information on available sites and vacant properties, community priorities and city plans to establish a focused housing plan that would be used to guide developers and inform city, state, and philanthropic funding decisions. The Big Picture Plan prepared for the new Central Corridor transit line in Minneapolis-St. Paul is a good example of a corridor housing plan. Moreover, since LIHTC allocations are critical to building and preserving affordable housing, city officials and Housing NOLA may want to work with the Louisiana Housing Finance Authority and Office of Community Development to incorporate the city's priority commercial corridors in the scoring of proposals under the state's LINTC Qualified Allocation Plan.

**Estimated city, philanthropic or other funder cost: \$100,000 for five plans at \$25,000 each.**

### 5. University Partnership for Commercial Corridor Revitalization

New Orleans' colleges and universities are a rich source of expertise, talent and human resources to enhance corridor planning, staff capacity and project design and implementation capacity. All of the city's seven colleges and universities have internship and work study programs and many have



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action research and service learning programs that connect studies to addressing local community needs. Across these institutions, there are specialized studies and centers for outreach and applied research in architecture, business management, community engagement, entrepreneurship, economic development, planning, public health, real estate development, survey research, and many other fields (See Appendix One for a summary of relevant university resources). A formal partnership with New Orleans Universities around corridor revitalization will expand and institutionalize the connection of university resources to corridor revitalization initiatives. This partnership would work with all seven of the city's colleges and universities to apply their resources to support corridor revitalization in several ways:

- An internship program to place students in architecture, business, law, planning, real estate and other disciplines with corridor revitalization organizations to add to their capacity and provide valuable student learning opportunities;
- Regular applied service learning projects and “practicum” courses to prepare plans, conduct design or feasibility studies and provide other needed project work; and
- Active board membership and support for revitalization initiatives in designated corridors near their institution.

Ideally, this university partnership would involve multiple schools including Delgado, Dillard, Loyola, SUNO, Tulane, UNO, Tulane, Xavier in a single program (as is done with the Rapport Fellows program in Boston) that serves as a central platform for connecting internships and service learning projects and course with corridor organizations. If this approach is not feasible, then partnerships with individual schools should be established. A corporate or real estate firm sponsorship or private donor would be solicited to fund this as a named program with either a multiyear commitment or endowed gift.

**Estimated philanthropic or donor cost: \$50,000 annually for five student interns and one or two practicum courses per year.**

## **6. Create Sustainable Corridor Revitalization Funding with Economic Development Districts and New State Authorized Tools**

Commercial corridors need ongoing funding for improvement projects, services that enhance safety and the public realm and promote the corridor, and to support the corridor revitalization organizations. A sound way to provide such funding is by drawing on the economic activity and value of a commercial corridor through taxes or special assessments: these mechanism capture added economic value that is generated by shared corridor-wide revitalization activities. New Orleans' current authority to establish Economic Development Districts, which allow part of the district's local sales tax revenue to be retained and used for specified purposes, is a valuable tool to create this type of sustainable commercial corridor funding. The new city commercial corridor program and other economic development organizations should encourage and assist appropriate commercial corridors to use this tool to fund improvement projects, services and their corridor management organizations.

Since Economic Development Districts rely on a sales tax increment for revenue, they are feasible for corridors with a large and growing retail sales base but are not a viable funding tool for other districts. In the long term, New Orleans city government and community economic development practitioners should work to establish new state legislation governing the formation of Business Improvement or Neighborhood Improvement Districts in New Orleans. This legislation would create distinct requirements and processes to create an assessment district in New Orleans to support corridor and

related neighborhood improvements to replace the current onerous state standard for unanimous property owner consent. The New Orleans-specific requirements could be based on either a BID-oriented process in which a lower majority threshold is required (e.g., a majority of property owners and 60% of valuation) or a resident voter approval process similar to the one used for the Broadmoor Improvement District.

### 7. **Expand New Market Tax Credit Resources Targeted to New Orleans**

New Market Tax Credits (NMTCS) are a critical tool to address financing gaps for larger business and real estate projects on commercial corridors. Consequently New Orleans would benefit from having a Certified Development Entity (CDE) to secure and deploy NMTC allocations for New Orleans rather than having to rely on attracting national and regional CDEs to use their allocations in New Orleans. New Orleans' economic development leaders and financial institutions should either establish a new federal certified CDE or create a partnership with an existing one to secure New Market Tax Credit (NMTC) allocations dedicated to New Orleans. One approach is to work with local and regional banks to create a CDFI/CDE intermediary to secure and invest NMTCs that might also pool resources to fill additional financing roles, such as purchasing Low Income Tax Credits and providing acquisition and construction loans. The Massachusetts Housing Investment Corporation is a very successful example of this type of bank consortium. A second option is to work with an existing CDE that is already active in New Orleans to raise and allocate a significant portion of their NMTC allocation to New Orleans.

### 8. **Explore Establishing a City Community Benefits Policy**

With the increasing focus on addressing racial and economic equity and the need to reduce displacement risks that often accompany corridor revitalization, New Orleans should consider establishing a formal community benefits policy. This policy would require large scale private and institutional development projects to make financial contributions into a community benefits fund and/or establish specific programs to link the projects' development benefits to the surrounding neighborhoods. Although a community benefits policy has implications and impacts beyond corridor revitalization, it can support commercial corridor revitalization in a number of ways, including funding affordable housing and commercial space development on adjacent corridors, dedicating a percentage of building space to affordable small businesses and arts/cultural/creative enterprises, and financing contributions and support to corridor revitalization organizations. The Mayor and City Council will need to initiate work to study and propose a community benefits policy a formal review. As a first step, corridor revitalization and other community development organizations can prepare a policy report that explains the benefits and the options for a city community benefits policy. Appendix Four summarizes community benefits and anti-displacement policies used in other cities to inform policy development in New Orleans.

Image 7 | Building Facade and Interior Renovation Helped Attract New Businesses to Broad Street



Image 8 | Vietnamese-American Businesses on Alcee Fortier Corridor





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Image 9 | Refresh Project on Broad Street: Reclaiming a Vacant Supermarket as a Hub for Healthy Food and Community Collaboration





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## APPENDICES

- 34 Appendix 1: New Orleans Ecosystem Resources Supporting Corridor Revitalization
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- 50 Appendix 3: Articles and Studies Reviewed for Corridor Revitalization Best Practices
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### Appendix One: New Orleans Ecosystem Resources Supporting Corridor Revitalization

This appendix summarizes the organizations and resources that constitute the potential ecosystem to support corridor revitalization across the five points of the corridor revitalization framework. Some of these resources are targeted to commercial corridors, but most have a citywide or regional service area and represent potential resources to support corridor revitalization and investments in their management, businesses, real estate, infrastructure and services.

#### *Corridor Planning Management and Evaluation*

**Business Improvement Districts (BID):** Louisiana law allows for the formation of a BID that can collect property tax assessment and use them for commercial corridor/district planning, management, improvement projects and services. BID formation under the state law requires unanimous property owner approval of the BID so that most BIDS are created under a special state law with less stringent requirements.

**City Planning Commission** oversees administration of the New Orleans Master Plan and Comprehensive Zoning Ordinance. It also undertakes periodic studies, plans and reports, such as the Main Streets Resilience Plan undertaken in 2015.

**Foundation Grants** provide operating and programmatic grants that can support corridor planning, management and evaluation activities. Foundations that are active funders of projects in New Orleans include the Chase Foundation, the Ford Foundation, Foundation for Louisiana, the Greater New Orleans Foundation, the Kellogg Foundation and the Surdna Foundation.

**Louisiana Main Street Program** is a state program within the state Division of Historic Preservation and part of the national Main Streets America network. It designates local districts and organizations as local Main Street programs and provides information, training and resources to these local Main Street organizations.

**New Orleans Community Data Center** is an independent organization that collects, analyzes and disseminates data and reports around across multiple topics and indicators. The center also undertakes its own research on specific issues. Its data, reports and research provide are valuable information for commercial corridor planning, management and evaluation.

**University Resources:** Several New Orleans colleges and universities have classes, centers and internship programs that can support and assist with commercial corridor planning, management and evaluation. These university resources include:

- **Delgado Community College's Center for Community Engagement** promotes student service learning projects and civic engagement work in the Greater New Orleans region and coordinates opportunities for faculty and staff to collaborate with community organizations;
- **Dillard University School of Social Science Internships:** students complete internships and field experiences as part of the Social Science degree program;
- **Dillard University Office of Community Relations** was established to increase homeownership in Gentilly neighborhoods but its focus shifted following Hurricane Katrina and it now works to support revitalization across the city, in part through community outreach programs to help residents to improve their personal lives;



- **Loyola University** provides internships and work-study opportunities for students, with some degree programs requiring an internship. The university's **Jesuit Social Research Institute** works to transform the Gulf South region through action research, analysis, education, and advocacy on issues of poverty, race, and migration;
- **Tulane Regional Urban Design Center (TRUDC)** addresses urban design and land use planning issues and projects for the physical environment for local and regional civic officials, non-profit community groups, districts, towns, and cities. The center supports individual and group community-based projects through internships, studio and class projects, and design/build opportunities;
- **Tulane Master in Sustainable Real Estate Development (MSRED) Program** can assist with corridor planning and real estate projects through graduate student internships and applied projects required for their degree;
- **UNO Planning Department** faculty, students, and staff undertake research focused on commercial corridors (examples include the "Where Y'at: An Evaluation of Commercial Revitalization Programs in New Orleans," and *The Claiborne Corridor: Mid-Anchor Business Profiles 2014*. Studio and practicum courses prepare plans for commercial corridor and students complete paid and credit internships for government, non-profit organizations and planning firms; and
- **UNO Center for Economic Development** assists local community and economic development agencies in preparing strategic plans and economic and market studies to support their growth, development initiatives and efforts to attract, retain and nurture businesses. The Center also offers internship opportunities for graduate and undergraduate students to assist local organizations or agencies in completing work on specific projects or in implementing a program.

## **Small Business Development**

### **Training and Technical Assistance**

**Delgado Community College/10,000 Small Businesses** is a training and leadership program for existing small businesses that supports formulation of a customized business growth plan. It was developed and funded by Goldman Sachs, and is delivered by Delgado Community College for New Orleans businesses.

**Dillard University Economic Development Corporation** provides business services, including an information resource center, computer literacy training, grant writing workshops, and tax services.

**Dillard University's Small Business and Accounting Center** offers financial statement preparation, taxation, consulting services to small businesses and self-employed individuals at no charge, meeting community needs while providing students with "hands-on" experience.

**Fund 17** is a nonprofit working to address inequality in the seventeen wards of New Orleans by providing micro entrepreneurs financial and educational tools for self-empowerment. It targets micro entrepreneurs and self-employed individuals running informal, home-based, or small-scale enterprises and provides business development relationships, training and support to help them expand their businesses and livelihood.

**Good Work Network (GWN)** is a non-profit business development organization serving minority- and women-owned businesses in Southeast Louisiana. GWN provides back-office financial services, credit

counseling, one-on-one business counseling and specialized training. It operates the SBA Women's Business Center supporting women-owned businesses, has specialized programs for micro-businesses and for artists to expand market opportunities, and operates a food court to incubate emerging food businesses.

**Network for Economic Opportunity** is a city-led equity-focused initiative to expand economic opportunity through procurement and hiring efforts with anchor institutions and the Livable Claiborne corridor development plan. Its business development services include employee recruitment, hiring and training, and support for small construction and professional service businesses.

**Small Business Development Center (SBDC)** is a joint federal- and state-funded program to provide counseling, training and other services to small businesses. The Louisiana SBDC center that serves the New Orleans region is located at Xavier University and operated as a partnership between Xavier University and Nichols College.

**Southern University at New Orleans Small Business Development & Management Institute (SBDMI at SUNO)** offers workshops and free consulting services to fuel the establishment and growth of small businesses, primarily in New Orleans East.

**Tulane University Freeman School of Business** has several programs that offer business consulting, counseling or technical assistance: the [Albert LePage Center for Entrepreneurship and Innovation](#) provides pro bono services by undergraduate students on business planning, human resources, marketing, accounting, finance, technology and other areas; the [Freeman Consulting Group](#) is a graduate student organization that completes consulting projects for corporations, small businesses, startups, and nonprofits at no cost; the [Levy-Rosenblum Institute for Entrepreneurship](#) provides technical assistance to support start-ups, social enterprises and community organizations; and the [Tulane Family Business Center](#) assists with the challenges of generational succession for family businesses.

**Urban League of New Orleans Women's Business Resource Center** provides training, assistance, and resources to aspiring and existing entrepreneurs, including one-on-one counseling, training programs, financial analysis, and technology assistance.

**Xavier University's Entrepreneurship Institute** works with students and the entire Xavier community through courses and education programs, mentoring and networking and running a small business incubator (X-incubator) for Xavier students.

**Xavier University's Sales Leadership Institute** is the applied program arm of the Sales and Marketing program at the university. It provides information, training and research to support sales force development and research and teaching related to sales and sales force management.

### Small Business Financing

**A Shared Initiative, Inc.** is a nonprofit created by ASI Federal Credit Union to administer the credit union's community development initiatives and combat post-Katrina economic distress in the Greater New Orleans area. Its Micro-Entrepreneurship and Small Business Lending Program, originally established to help small firms recover from Hurricanes Katrina and Rita, targets small, minority and

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low-income entrepreneurs unable to access capital from traditional financial institutions. It provides loans ranging from \$1,000 to \$250,000 and offers financial coaching to its borrowers.

**Commercial Banks, Community Banks and Credit Unions** provide small business loans, including in many cases SBA guaranteed loans using conventional underwriting standards that require a good credit score, a business history with cash flow that can repay the proposed loan, and marketable assets to provide collateral to repay a loan if cash flow is insufficient.

**Enterprise Zone Tax Incentive** is a state authorized program that provides state tax credit (either \$3,500 one time or \$1,000 per year over 10 years), a partial state and local sales tax exemption, or refundable state investment tax credit for businesses that create jobs in targeted areas.

**Hope Community Credit Union** provides small business loans and real estate loans, up to \$2 million, for community facilities including health centers, charter schools, affordable housing projects, and grocery stores and supplies New Market Tax Credits for large projects. Hope also administers the [New Orleans Fresh Food Financing Program](#) that provides loans, part of which are forgivable, to open or expand fresh food grocery stores in the city.

**Lift Fund** is a CDFI that provides loans to small businesses and entrepreneurs who do not have access to loans from conventional banks and commercial credit sources. It provides several loan tiers: (1) below \$50,000 using LIFT funds and more flexible underwriting includes unsecured loans under \$15,000 and smaller loans to help establish credit; (2) \$50,000 to \$100,000 using the SBA Community Advantage program with terms up to 10 years; and (3) \$100,000 to \$250,000 with terms and amount based on underlying collateral and other underwriting criteria.

**NewCorp** is a CDFI specializing in lending to small-, minority-, and women-owned businesses in Greater New Orleans with three programs that include the SBA Microloan program. It also provides technical assistance for business issues related to certification, accounting, financing, software and strategic planning.

**Quality Jobs Tax Incentive** is a state authorized program that provides a 6% state cash rebate on 80% of payroll for up to ten years and a partial state and local sales tax exemption, or 1.5% refundable state investment tax credit for businesses that create jobs in targeted areas.

**Regional Loan Corporation** is a non-profit that provides business loans for the New Orleans region under three programs in the SBA 7A and SBA 504 programs. It provides senior loans, subordinate loans and equity for a range of business purposes including real estate acquisition, construction and leasehold improvements, machinery and equipment, and working capital.

**TruFund Financial Services** is a nonprofit lender providing affordable capital to businesses and nonprofit organizations that are underserved by traditional banking institutions in New York, Alabama, and Louisiana. Their current focus in New Orleans is providing working capital and equipment loans to existing women- and minority-owned contractors, typically that have been in business for at least one year and have at least 200,000 in revenue.

### Advocacy, Policy and Promotion

**GNO, Inc** is the regional economic development organization that markets the region for business and talent attraction, supports the growth of key industry clusters, works to retain and grow existing resources, undertakes initiatives to strengthen key economic development resources and conducts research and advocacy to support regional and community wealth creation.

**NOLA Business Alliance** is a public-private partnership overseeing the Prosperity NOLA economic development strategy, including the component focused on entrepreneurship and small business development. NOLA BA convenes a roundtable of small business development organizations and stakeholders working to strengthen the overall city ecosystem for small enterprises.

**Stay Local** is a membership organization for independent businesses that provides markets and promotes shopping at locally owned businesses (including guides for several commercial corridors), provides training on business skills and advocates for city policies to support local independent businesses.

### Start-Up and Accelerator Programs

New Orleans has several programs focused on supporting entrepreneurs starting new businesses and accelerating their growth, often with a real estate incubator or co-working space component:

- **The Idea Village** is a nonprofit working to identify, support, and retain entrepreneurial talent in New Orleans through several accelerator programs and New Orleans Entrepreneur Week;
- **Landing Zone** is a nonprofit helping entrepreneurs and veteran entrepreneurs to grow their businesses through a co-working space with educational programs and other support;
- **LaunchPad** is a membership organization that supports start-up businesses using a collaborative approach that includes a co-working space and educational programming; and
- **Propeller** is a nonprofit focused on incubating and launching socially-oriented ventures through a co-working space, accelerator services and PitchNOLA events.

### Real Estate Development

**Crescent City Community Land Trust (CCCLT)** is a non-profit organization working to develop permanently affordable housing, mixed-use development and commercial space in locations with access to high quality transportation and amenities. CCCLT functions as a landowner to hold land to preserve affordability, and provides both equity and debt financing to projects that provide permanent affordability for 50 to 99 years.

**Economic Development District Tax Increment Financing** allows for a new tax or portion of an existing tax to be set aside to fund infrastructure or services for a defined district or infrastructure and/or development costs for a real estate project.

**Federal Historic Tax Credits:** A 20% federal income tax credit is available for the rehabilitation of historic, income-producing buildings that are determined by the National Park Service to be “certified historic structures.” The state Division of Historic Preservation and the National Park Service reviews projects to ensure their compliance with the Secretary of the Interior’s Standards for Rehabilitation.

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The Internal Revenue Service defines qualified rehabilitation expenditures on which the credit may be taken. Proceeds from the sale of these credits to investors provide funding for real estate projects.

**Foundation Grants and Program Related Investments.** Local and national foundations help finance real estate projects aligned with their mission and program goals through direct grants and Program-Related Investments that are typically below market loans. Foundations that are active funders of projects in New Orleans include the Chase Foundation, the Ford Foundation, Foundation for Louisiana, the Greater New Orleans Foundation, the Kellogg Foundation and the Surdna Foundation.

**State Historic Tax Credits:** Louisiana has a 25% state income tax credit for the rehabilitation of historic, income-producing buildings and an 18.5% state income tax credit for the rehabilitation of owner-occupied historic homes based on the state Division of Historic Preservation determination that they are “certified historic structures” and comply with the Secretary of the Interior’s Standards for Rehabilitation. The state Department of Revenue defines qualified rehabilitation expenditures on which the credit may be taken. Proceeds from the sale of these credits to investors provide funding for real estate projects.

**New Market Tax Credits (NMTC)** are federal tax credits to subsidize and incentivize investment in businesses and real estate projects in low-income communities. NMTCs are awarded by the US Treasury CDFI Fund to approved intermediaries who select which projects and businesses to invest in and identify the investors to purchase the tax credits. NMTC intermediaries are often affiliated with national and multistate banks and CDFIs but also include smaller entities established to invest in city and metropolitan scale economic development.

**NORA Commercial Gap Financing** provides gap financing loans for up to \$1 million for commercial development projects on targeted commercial corridors. Loans are typically subordinated and may have a forgivable portion.

**New Orleans Redevelopment Authority (NORA) Façade Program** provides a grant for 75% of the cost of façade improvement up to a \$50,000 maximum on targeted commercial corridors.

**One Table** is a group of community development funders organized by Foundation for Louisiana to coordinate and align funding programs and investments.

**PROP Program** is a state program funded with Disaster Recovery CDBG funds that provides long term loans at below market interest rates for real estate development projects.

**Payments in Lieu of Taxes (PILOTS)** are agreements negotiated with the Industrial Development Board that can provide for reduced property taxes.

**Restoration Tax Incentive** allows tax abatements on improved commercial and owner-occupied residential properties in designated historic, downtown and economic development districts for up to five years and 100% of the assessed value of the improvements.

**Tulane University Albert and Tina Small Center for Collaborative Design** (previously Tulane City Center) is the primary center for community outreach activities by the architecture department. It hosts public service and community-based design projects for faculty and students.



**Tulane Master in Sustainable Real Estate Development (MSRED) Program** can assist with corridor planning and real estate projects through graduate student internships and applied projects required for their degree.

**UNO Real Estate Research Center** was established to serve the real estate community and the general public through professional real estate education, primary real estate market data and contract research.

**UNO PLUS Professional Development Certificate** is a new training program in community development finance targeted to small property owners and businesses in the Livable Claiborne corridor.

### **Public Realm and Infrastructure**

**Business Improvement Districts (BID).** Louisiana law allows for the formation of a BID that can collect property tax assessments and use them for commercial corridor/district planning, management, improvement projects and services. BID formation under the state law requires unanimous property owner approval of the BID so that most BIDS are created under a special state law with less stringent requirements.

**Corporate Sponsorships** have been used to fund festivals, events and other activities that activate public spaces along commercial corridors.

**City Streetscape Improvement Projects:** through the Department of Public Works, the City of New Orleans has invested in streetscape improvement projects along several commercial corridors that include Broad Street, Oretha Castle Haley Boulevard, Freret Street, and others.

**Economic Development District Tax Increment Financing** allows for a new tax or portion of an existing tax to be set aside to fund infrastructure or services for a defined district or infrastructure and/or development costs for a real estate project.

**NORA Place-Making Grants** have funded several public space improvements undertaken by non-profit organizations that are required to maintain the improvements for a minimum of five years.

**Tulane Regional Urban Design Center (TRUDC)** addresses urban design and land use planning for the physical environment. Participants support local and regional civic officials, non-profit community groups, districts, towns, and cities with project-oriented research, planning ordinance and policy review. They advise clients on strategies for project implementation, do individual and group community-based projects through internships, studio and class projects, and design/build opportunities.

### **Safety and Services**

**Business Improvement Districts (BID).** Louisiana law allows for the formation of a BID that can collect property tax assessments and use them for commercial corridor/district planning, management, improvement projects and services. BID formation under the state law requires unanimous property owner approval of the BID so that most BIDS are created under a special state law with less stringent requirements.

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**Economic Development District Tax Increment Financing** allows for a new tax or portion of an existing tax to be set aside to fund infrastructure or services for a defined district or infrastructure and/or development costs for a real estate project.

**New Orleans Police Department (NOPD)** provides policing and public safety services to maintain order and protect life and property. NOPD has Police-Community Advisory Boards in each of its eight police districts to promote collaboration with community leaders. Board members meet quarterly and make recommendations to NOPD on issues on policing priorities, strategies and operations. The department also holds regular public meetings to provide information and engage with local residents and businesses on crime-fighting efforts in each district.

**New Orleans Department of Public Works** is responsible for maintenance of city streets, sidewalks and street lights.

**New Orleans Regional Transit Authority (RTA)** operates public transportation services, including bus routes, ferries and street car lines, that are an important service to bring customers, visitors and employees to commercial corridors and vital to supporting residential development along and near corridors. RTA responsibilities include setting fares, overseeing service and operations, developing operating budgets, approving each year's annual transportation development plan, and deciding upon capital purchases and expansions.

**Ride New Orleans** is a non-profit organization that advocates for safe, convenient and affordable transportation options in New Orleans to advance its vision for a world class, multi-modal transportation system that promotes a vibrant, healthy and sustainable region. It conducts policy research, organizes campaigns and provides information and resources to promote its goals and improve the quality, convenience and use of public transit services.

### Appendix Two: Corridor Revitalization Programs in Other Cities

The following tables detail information on the corridor revitalization programs in the eleven cities researched to inform work on formulating New Orleans’ strategy. Tables A-1 and A-2 cover the eight cities with citywide Main Street programs. Tables A-3 and A-4 summarize corridor revitalization programs in three other cities. Since information was not available for all program features and policies across all cities, some table cells are empty when data was not provided.

**Table A-1 | Core Corridor Programs for Cities with Citywide Main Street Programs**

Program Name	Administering Agency	Year Created	Number of Corridors or Districts	Annual Program Funding	Individual District Grant Operating Amount
<b>Baltimore</b>					
Baltimore Main Streets	Baltimore Development Corporation (BDC)	2000	9	\$1.69 million (includes façade program and admin for three other programs).	NA
<b>Boston</b>					
Boston Main Streets	City Office of Economic Development	1995	20	\$2 to 2.4 million	\$75,000
<b>District of Columbia</b>					
DC Main Streets Program	Department of Small and Local Business Development	2002	12	\$1.5 million	Up to \$80,000 for director and admin cost
<b>Milwaukee</b>					
Milwaukee Main Street Program	Department of City Development and LISC	2005; no longer active	6	\$549,000 to \$859,000	\$70,000 to \$100,000
<b>Orlando</b>					
Orlando Main Streets Districts	Economic Development Department	2008	9	\$315,000	NA
<b>Portland, OR</b>					
Main Street Network and Neighborhood Prosperity Initiative (NPI)	Portland Development Commission (PDC)	2009; now merged with NPI program	8	\$4 million for Neighborhood ED Strategy (six programs including Main Street Network)	\$30,000
<b>Seattle</b>					
Only In Seattle	Office of Economic Development in partnership with 3 other agencies	2010	18 to 20	\$ 1.4 million for corridor grants	\$25,000 to \$170,000
<b>Somerville, MA</b>					
Somerville Main Streets Program	Office of Strategic Planning and Development	2015	2	\$150,000 to \$200,000	\$60,000

## APPENDIX 2

**Table A-2 | Additional City Corridor Support Programs for Cities with Citywide Main Street Programs**

Training and Technical Assistance for Local Revitalization Organizations	Facade/Storefront Improvement	Real Estate Development
<b>Baltimore</b>		
Maryland Main Streets Program provides: new manager training; site visits and assistance; education on state & federal programs, grants, and loans; holds quarterly meetings and annual trainings.	Program for MS district businesses: matching grants (dollar- for-dollar) up to \$10,000 + design service reimbursement.	Energy Initiative Loan Program: low interest loans to non-profits, small firms, and real estate developers for energy efficiency projects in New Markets Tax Credit (NMTC) eligible census tracts or Main Streets Districts.
<b>Boston</b>		
Baltimore Community Foundation Grants to projects in Main Street districts.	Matching Grants for up to \$7,500 plus design assistance.	CDCs have developed projects in MS districts; City CDBG & HUD108 funding; 2 CDFIs supply loans; multiple state programs.
<b>District of Columbia</b>		
Annual core MS grants provide funds for Main Street training and technical assistance.	Grants to businesses for storefront and interior improvements awarded by RFP.	Annual core MS grants provide funds for grants to business and property owners.
<b>Milwaukee</b>		
\$150,000 to \$200,000 annual fund for technical assistance and training; not well used.		
<b>Orlando</b>		
	City program no longer funded; reduced efforts under LISC.	
<b>Portland, OR</b>		
Main Street 101 2-day training to MS Managers; semi-annual trainings and workshops for leaders of neighborhood districts and local orgs; Best Practices Toolkit.	Prosperity Investment Program (PIP) provides \$50,000 max grant for small property/ public realm improvements, business or real estate TA.	Prosperity Investment Program (PIP) provides \$50,000 max grant for small property/ public realm improvements, business or real estate TA.



Business Assistance	Public Realm & Infrastructure	Marketing & Promotion	Other
<b>Baltimore</b>			
Small Business Resource Center with training, counseling, workshops; resource library. Micro-loan Fund for: \$5,000 to \$30,000 loans to existing & start-up small businesses.	\$1.69 million (includes façade program and admin for three other programs).	Miracle on Main Streets: promotion for holiday shopping in local Main Streets districts.	Baltimore Community Foundation Grants to projects in Main Street districts.
<b>Boston</b>			
MS managers assist with city permitting, referrals; some hold training workshops; a few CDCs offer one-on-one TA; City staff provide TA & city has small business loan program; several small CDC/CDFI loan programs.	Main Street makeover initiative in 2015 with \$1 million in city funds. Joint city agency walk through to identify projects and service improvements.	Annual holiday shopping promotion; mayor visits new store openings; occasional dining on Main Street promotions; farmers' markets in many districts.	Boston Main Streets Foundation raises private funds for small grants (\$50,000- \$100,000 per year) to MS districts; funded consultant for city and district branding.
<b>District of Columbia</b>			
Grants for small business technical assistance services; monthly city visits to businesses; Center for Entrepreneurial Education & Development provide business counseling.	Clean Team grants: litter & graffiti removal, street tree maintenance, recycling and landscaping in commercial districts.	Part of annual core MS grant can be used for marketing activities.	
<b>Milwaukee</b>			
Small fund (\$42,500) for small business TA created; not well used.			City program no longer funded; reduced efforts under LISC.
<b>Orlando</b>			
Mayor's Business Assistance Team: cross department city staff team assists the Business Development Division in resolving issues for business clients.		Main Streets Restaurant Week; Main Street Business Guide to showcase Main Street district businesses.	
<b>Portland, OR</b>			
Venture Portland provides grants to business associations for business TA, marketing, promotions and does capacity building training/TA with city funds (\$311,000 for FY2014-16). Small and Micro Business Development Program provides TA and microloans; Small Business Working Capital Loan Fund with nonprofit partners to finance growth of small-scale, low-income, immigrant, and/or minority-owned firms.	Can be funded with PIP grant.	Regular shop local campaigns (Summer Local, Fall into Local, Localize the Season, etc.); Portland Celebrates Small calendars with business district events; #Neighborhood Love partnership with Uber with free rides to 4 business districts over 3 months; Little Boxes holiday retail sales; organized district tours.	

## APPENDIX 2

Training and Technical Assistance for Local Revitalization Organizations	Facade/Storefront Improvement	Real Estate Development
Seattle		
Peer learning network among districts; 1/2 day training on issues/tools; Training on racial equity/inclusion practices for several districts; city staff assist on some issues; Hire consultants to help with BIA/BID formation.	Use NMTC funds for façade grants. Had \$100,000 for 3 years, \$50,000 in prior year, no funds this year. Grant amount tailored to each project with required 25% match.	Some support through OED small business team; some use of HUD108 loans and NMTC.
Somerville, MA		
City staff person provides advice to MS managers and small businesses.	\$7,500 matching grants, targeted to Main Street districts	

Business Assistance	Public Realm & Infrastructure	Marketing & Promotion	Other
<b>Seattle</b>			
Mobile Business Consulting services and Racial Equity Business outreach effort. Work with districts to bring small business consulting/assistance to the neighborhood. District outreach to identify businesses; city staff come to neighborhoods and hold office hours, meet with businesses over two days.	\$370,000 for design, cost estimating and construction of infrastructure and amenities in parks and in the public right of way. For districts with paid on-street parking, low-/mod-income residents and/or significant construction Impacts. Project often built by Seattle DOT.	Created Only in Seattle. org web site to market districts. Have worked on Small Business Saturday holiday shopping promotion; 2014 had campaign around Sunday shopping with district specials. Visit Seattle tourism marketing web site.	Flexible programs that emphasize district organizing, create vision and action plan. City funds annual work plan to implement vision supplemented with special services and initiatives.
<b>Somerville, MA</b>			
Consultant hired to assess and recommend changes for MS businesses; funded low cost action items; city staff TA to businesses.	Streetscape projects in both MS districts.		Arts Council program for immigrant food businesses in one district.

**Table A-3 | Core Corridor Programs for Other Cities**

Program Name	Administering Agency	Year Created	Number of Corridors or Districts	Annual Program Funding	Individual District Grant Operating Amount
<b>Birmingham</b>					
Neighborhood Center Revitalization	Rev Birmingham	2002	6		None: districts managed by Rev Birmingham staff.
<b>Philadelphia</b>					
Multiple Programs. Targeted Commercial Corridor Management funds local corridor revitalization organizations.	Dept. of Commerce, Office of Neighborhood ED; some programs administered by other agencies.	Varies by program	Varies by program; 50 eligible corridors for the Storefront Improvement Program.	NA	\$75,000 under CC Management Program.
<b>San Francisco</b>					
Invest in Neighborhoods: interagency partnerships to support neighborhood commercial districts via multiple tools and programs.	Invest in Neighborhoods: interagency partnerships to support neighborhood commercial districts via multiple tools and programs.	NA	25	NA	None. City provides: district assessments; referrals to city services & business assistance; liaisons to coordinate city services.

**Table A-4 | Additional City Corridor Support Programs for Other Cities**

Training and Technical Assistance for Local Revitalization Organizations	Façade /Storefront Improvement	Real Estate Development	Business Assistance	Public Realm & Infrastructure
<b>Birmingham</b>				
Staff district managers help with planning and projects; provide access to AL State Main Street training.	No program	Rev Birmingham developed 2 projects in Woodlawn district.	2 citywide training programs: BIZ 1.0: Startup Essentials & CoStarters 10 week course. Annual boot camp and pitch (Big Pitch); Staff provides TA and access to incentives.	
<b>Philadelphia</b>				
City staff assistance in forming BID and creating ED strategy.	Grants for up to 50% of cost to \$10,000 max (\$15,000 for larger/corner properties)	Neighborhood Economic Development Grant Program provides grants of \$100,000 to \$300,000 to CBOs for commercial and mixed-use projects.	Instore Program: 6 year forgivable loans (\$15-\$50,000) for retail, food, and creative businesses to start a new store or expand existing one; \$15 to \$50K, Kiva Zip Microloan Program up to \$5,000.	Funds design & construction of streetscape improvements. \$40 million spent, FY2010 to 2014.
<b>San Francisco</b>				
District peer learning network; half day training on issues; specialized training/TA on racial equity and inclusion; city staff advice/TA. Consultant services for BID formation.	SF Shines Program: grants (with minimum 25% match), design assistance & project management to improve business façades & interiors in 25 Invest in SF Neighborhoods.		Jobs Squad: city staff outreach and TA to small firms; Healthy Retail SF: TA to corner stores to supply healthy food; Biz Fit SF: intensive tailored TA to selected existing businesses in 6 pilot districts. Three loan programs: Citywide RLF: \$5,000 to \$50,000 microloans. Emerging Business Loans: \$25,000 to \$250,000 for commercial businesses & projects; KIVA loan program trustee.	Neighborhood Improvement Project (NIP) grants to non-profits for projects to strengthen commercial districts: marketing, events, public improvements, public safety; \$1.6 million for 29 projects in 2016. Plaza Program to identify and activate public plazas.



### Appendix Three: Articles and Studies Reviewed for Corridor Revitalization Best Practices

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2. Chang, Hsiu-Tzu, *Place making versus place marketing: implications of the Main Street Approach to neighborhood commercial revitalization*. Rutgers The State University of New Jersey-New Brunswick, 2011: book and PhD. Dissertation. Dissertation available at: <https://rucore.libraries.rutgers.edu/rutgers-lib/33601/>.
3. Dyste, Diana Catherine, *Understanding strategies and tactics in commercial corridor revitalization*. Published by the Center for Urban and Regional Affairs (CURA) University of Minnesota, 2012. Available at: [www.cura.umn.edu/sites/cura.advantagelabs.com/files/publications/KNCBR-1351\\_0.pdf](http://www.cura.umn.edu/sites/cura.advantagelabs.com/files/publications/KNCBR-1351_0.pdf).
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10. Pettit, Kathryn L.S. and Pitingolo, Rob, *Forward Cities: Mobilizing local action for inclusive entrepreneurship*, Urban Institute, Research Report, 2016. Available at : <http://www.urban.org/research/publication/forward-cities-mobilizing-local-action-inclusive-entrepreneurship>.
11. Rinn, Ryan C., *Opportunities and Challenges of Citywide Main Street Programs: Examining the urban environment, coordinating structures and political realities in the application of the four point approach*. Master thesis in Urban and Regional Planning, Virginia Commonwealth University, 2012. Available at: <http://scholarscompass.vcu.edu/etd/2728/>.

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12. Simons, Robert A., Matthew Martin Thomas, Larry LaPrade, and Rachel Oscar, *Neighborhood Retail Commercial Study: Cleveland, Ohio*, Center for Community Planning and Development, Cleveland State University, 2016. Available at: [http://engagedscholarship.csuohio.edu/urban\\_facpub/1415/](http://engagedscholarship.csuohio.edu/urban_facpub/1415/).
  13. Streetsense, *DC Vibrant Streets Initiative*, Report to the DC Planning Office, 2011.

### Appendix Four: City Community Benefit and Anti-Displacement Policies

#### *Policies to Address Housing Impacts and Residential Displacement*

**Community Land Trusts** are nonprofit, community-based organizations whose mission is to provide affordable housing in perpetuity by owning land and leasing it either to developers who build housing or to homeowners who live in houses built on trust land. The land leases include restrictions that provide for long-term housing affordability.

**Commercial Housing Linkage Fees** are per square foot charges paid by developers of new commercial and other non-residential development to help fund the development and/or preserve affordable housing. The fees are intended to address the impact of new development on the demand for affordable housing. Some cities also assess linkage fees on new market rate housing development. Linkage fee revenues are typically paid into an Affordable Housing Trust Fund that aggregates linkage revenues and decides on how to best deploy the funds for specific affordable housing projects.

**Condominium Conversion Regulations** are city ordinances that impose procedural restrictions and/or substantive restrictions on the ability to convert apartment units into condominiums to protect the supply of rental housing. Procedural restrictions may include tenant notification requirements and minimum time periods before a conversion can occur. Substantive restrictions may prohibit conversions unless the city or regional vacancy rate is above a certain level, prohibit evictions for condominium conversions (either generally for specific types of tenants, such as the elderly, disabled or low-income households), or require that a certain number of converted units be sold to persons of low- or moderate-income.

**Density Bonus Ordinances** allow developers of market-rate housing to build more housing than allowed under normal zoning in exchange for providing a certain portion of the new units at rents or prices that are affordable to low- and/or moderate-income households.

**Foreclosure Prevention Assistance** is provided by many cities and non-profit housing agencies to help home-owners who are at risk of foreclosure avoid foreclosure and the resulting displacement through counseling, financial aid, and legal assistance.

**Housing Trust Funds** are dedicated public funds used to create and/or preserve affordable housing. Housing Trust Funds may be financed through dedicated tax revenues, city appropriations, linkage fees, development payments and other sources.

**Inclusionary Zoning** housing policies require developers of market-rate rental or for-sale housing to provide a certain percentage (e.g., 10% or 20%) of the housing unit at rents or prices that are affordable to low- and/or moderate-income households. Some policies allow developers to make a financial payment in-lieu of building the affordable units with these payments then used to develop affordable housing units at other locations.

**Just Cause Eviction** laws prohibit tenants from being evicted except for specific reasons such as the failure to pay rent or violation of the lease terms.

**Mobile Home Rent Control** places restrictions on rent increases for the land rented by mobile home owners, or on homes themselves when rented to tenants.

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**Rent Review Boards** mediate between tenants and landlords on issues related to rent increases, and encourage them to come into a voluntary agreement. As mediators, these boards normally do not make binding decisions that affect rents.

**Rent Stabilization/Rent Control** ordinances protect tenants from excessive rent increases while allowing landlords a reasonable return on their investments. Such ordinances limit rent increase to certain percentages or to an amount based on documented increases in operating costs. Some rent stabilization and rent control laws allow landlords to raise rents to the market rate when units become vacant.

**Single-Room Occupancy (SRO) Preservation** laws seek to preserve the supply of single room occupancy housing, which is an important source of affordable housing in some cities, by limiting or establishing requirements for their conversion or demolition. Local laws have included moratoriums on SRO conversion and demolition, requirements for the construction of replacement units, and fee payments that are used to build new affordable housing.

### ***Policies to Expand Employment, Business Opportunities and Raise Income from New Development***

**Business Assistance Programs/Loan Funds** help neighborhood businesses take advantage of new markets created by gentrification and new development and make a successful transition as the surrounding neighborhood changes. Contributions to fund these services can be supported by community benefit payments (see below) or negotiated as part of project community benefit agreement.

**Construction Contracting and Employment Goals** can be required on city-financed projects and/or projects receiving city tax incentives. These goals or requirements often include a percentage of the construction spending going to women-owned and minority-owned firms and a percentage of construction jobs or hour going to women, minorities and city residents.

**Formula Business Restrictions** are zoning regulations that restrict the location and/or amount of commercial space that “formula businesses” can occupy. Formula businesses are chain or franchise businesses in which a business must follow standardized rules or characteristics for their branding, décor, merchandise or service offerings and other aspects of their operations.

**First Source Hiring Ordinances** require that a firm first post open jobs and work to hire new employees through a city or community workforce development agency. This policy typically applies to firms or projects that receive city assistance or financing but may be used by CDFIs and other economic development lenders. The first source hiring policy allows for targeted groups, such as unemployed workers, low-income workers, city or specific neighborhood resident, or workers completing workforce training programs to be considered first for new jobs before they are more broadly advertised.

**Jobs Linkage Fees** are per square foot charges paid by developers of new commercial and other non-residential development to help fund the education and training services needed to prepare low- and moderate-city residents for jobs created by the new development. Linkage fee revenues may be used to fund training tied to the project paying the fees or paid into a training fund that aggregates linkage revenues and deploys the funds to address specific employment education and training needs.

**Leasing Set-Asides** are policies that require a portion of leasable space in new development projects to be dedicated to certain uses or type of businesses.

### ***Policies to Create Other Community Benefits and Funding***

**Community Benefit Agreement and Process** laws require developers of projects over a certain size or value to conduct a process with community residents and other stakeholders to assess a project's community impacts and potential benefits and result in a formal agreement or developer commitments to mitigate impacts and provide community benefits.

**Community Benefits Payments and Exactions** are local requirements that developers of projects over a certain size or value make financial contributions to a fund used to provide benefits for the neighborhood or communities impacted by the development.





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