



**RUDY  
BRUNER  
AWARD**  
FOR URBAN EXCELLENCE

**2017  
SILVER  
MEDALIST**

## Iberville Offsite Rehabs I & II

New Orleans, Louisiana

The rehabilitation of 26 scattered-site historic houses into 46 homes for low-income families

# Investing in Urban Infrastructure

## The 2017 Rudy Bruner Award for Urban Excellence



**RUDY  
BRUNER  
AWARD**  
FOR URBAN EXCELLENCE

BRUNER FOUNDATION, INC.

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## Overview

Submitted by: Kronberg Wall Architects

Completed: 2014

Total Development Cost: \$12.1 million

Iberville Offsite Rehabs I & II is the renovation of 26 scattered-site historic houses into 46 homes for low-income and formerly homeless families. Located just north of the French Quarter in New Orleans' Tremé and Seventh Ward neighborhoods, the vacant and blighted one- and two-family homes were carefully rehabilitated to preserve each building's unique architectural character while providing modern amenities and energy-saving features for new residents.

Designed by Kronberg Wall Architects of Atlanta, the houses were renovated in accordance with the National Park Service Secretary of the Interior's Standards for Rehabilitation as well as Enterprise Green Community Criteria. The residences incorporate original design details such as wood brackets, floorboards, mantels, molding, shutters, siding, and windows as well as new features including solar panels and energy-efficient appliances and heating and cooling systems.

The project was developed by Redmellon Restoration & Development, a small New Orleans-based, mission-driven for-profit developer in partnership with the City of New Orleans, Enterprise Community Partners, the

## “IBERVILLE OFFSITE REHABS ILLUSTRATES THE VALUE OF SCATTERED-SITE HISTORIC PRESERVATION AS AN ECONOMIC DEVELOPMENT TOOL.”

– 2017 Selection Committee

Housing Authority of New Orleans, the New Orleans Redevelopment Authority, and the New Orleans Women & Children’s Shelter. Completed in 2014, the \$12.1 million development was financed primarily with Low-Income Housing Tax Credits.

Iberville Offsite Rehabs is part of a broader US Department of Housing and Urban Development (HUD) Choice Neighborhoods Iberville Tremé Transformation Plan that includes redevelopment of the nearby Lafitte and Iberville public housing complexes into new mixed-income communities.

Other recent investment in the area includes the new 2.6-mile Lafitte Greenway, the North Rampart Street/St. Claude Avenue streetcar line, and Bell Artspace Campus, which transformed a historic school campus into affordable live/work space for low- to moderate-income artists and creative and cultural workers. Private funds are being invested as well, leading to rapidly increasing property values and rents in the area.

Iberville both supports preservation and provides much-needed affordable housing in the heart of a rapidly gentrifying community. Funded in part by a 15-year rental subsidy from the Housing Authority of New Orleans, residents pay from nothing to \$360 per month depending on their household incomes, and affordability is guaranteed for 35 years via legal restrictions that transfer to future property owners.

The Iberville project succeeds on multiple levels, preserving the distinctive architecture and rich cultural and economic diversity of the community, as well as providing an example of affordable, scattered-site housing development. Construction is now underway on the 30 additional units that comprise Phase III. Brenda Breaux, executive director of the New

Orleans Redevelopment Authority, says the Iberville initiative demonstrates the value of infill development, “stitching the urban fabric back together to create occupancy where vacant housing once stood and leveraging our agency’s limited resources with a larger pool of public and private resources to accomplish sensitive neighborhood restoration.”



*The Iberville homes (opposite) preserve architectural character and affordability in New Orleans’ historic Seventh Ward and Tremé (above).*



2548

## Project at a Glance

- The rehabilitation of 26 blighted historic houses in New Orleans' Tremé and Seventh Ward neighborhoods into 46 affordable, energy-efficient homes for low-income families.
- An off-site component of a broader \$663 million HUD Choice Neighborhoods Initiative-funded Iberville Tremé Transformation Plan that includes redevelopment of a former public housing project and investment in the surrounding community.
- A demonstration of how environmental sustainability can be achieved while meeting the National Park Service US Secretary of the Interior's Standards for Historic Rehabilitation and utilizing low-income housing tax credit financing.
- The preservation of affordable housing, distinctive architecture, and economic and social diversity in a rapidly gentrifying neighborhood long considered the home of New Orleans culture and music.
- An illustration of how investment in scattered-site historic rehabilitation contributes to neighborhood revitalization.

## Project Goals

- Provide housing for families displaced by Hurricane Katrina, including formerly homeless women and children.
- Renovate existing, blighted homes within historic neighborhoods where gentrification displaces low-income residents.
- Broaden the appeal and relevance of historic preservation beyond the affluent.
- Demonstrate that environmental sustainability and ADA accessibility can be successfully integrated with national historic rehabilitation standards.

# Chronology

**1718**

French explorers found the colony of "La Nouvelle Orleans" on land inhabited by the Chitimacha Tribe.

**1790s**

Claude Tremé acquires and subdivides plantation lands for housing development in what becomes known as "Faubourg Tremé" or Tremé.

**1941-42**

Iberville and Lafitte public housing complexes open.

**1998**

Neal Morris founds Redmellon Restoration & Development.

**2005**

AUGUST 29: Hurricane Katrina strikes the City of New Orleans, causing massive flooding, damaging 134,000 homes, and displacing more than half the population.

1700

1800

1900

2000

**1722**

The center of the city, now known as French Quarter, is laid out and later largely rebuilt after the Great Fire of 1788.

**1812**

Louisiana becomes a state and Tremé is incorporated into New Orleans.

**1960**

City population peaks at 627,525; White residents leave the city for surrounding suburbs over the next two decades.

**2002**

HUD takes over Housing Authority of New Orleans (HANO) after years of mismanagement, returning it to local control in 2014.



**2006**

HANO announces it will demolish four of its largest public housing complexes.

Enterprise Community Partners and HANO are selected to lead redevelopment of Lafitte public housing into a new, low-density, mixed-income community known as Faubourg Lafitte.

**2011**

HANO and the City of New Orleans are awarded a \$30.5 million HUD Choice Neighborhoods Initiative grant to revitalize the Iberville-Tremé neighborhood.

**2013**

Redevelopment of the Iberville public housing project into a new mixed-income community begins, scheduled to be completed in 2018.

Construction begins on Iberville Offsite Rehabs Phases I & II and is completed in 2016.

**2010**

HUD Choice Neighborhoods Initiative is established.

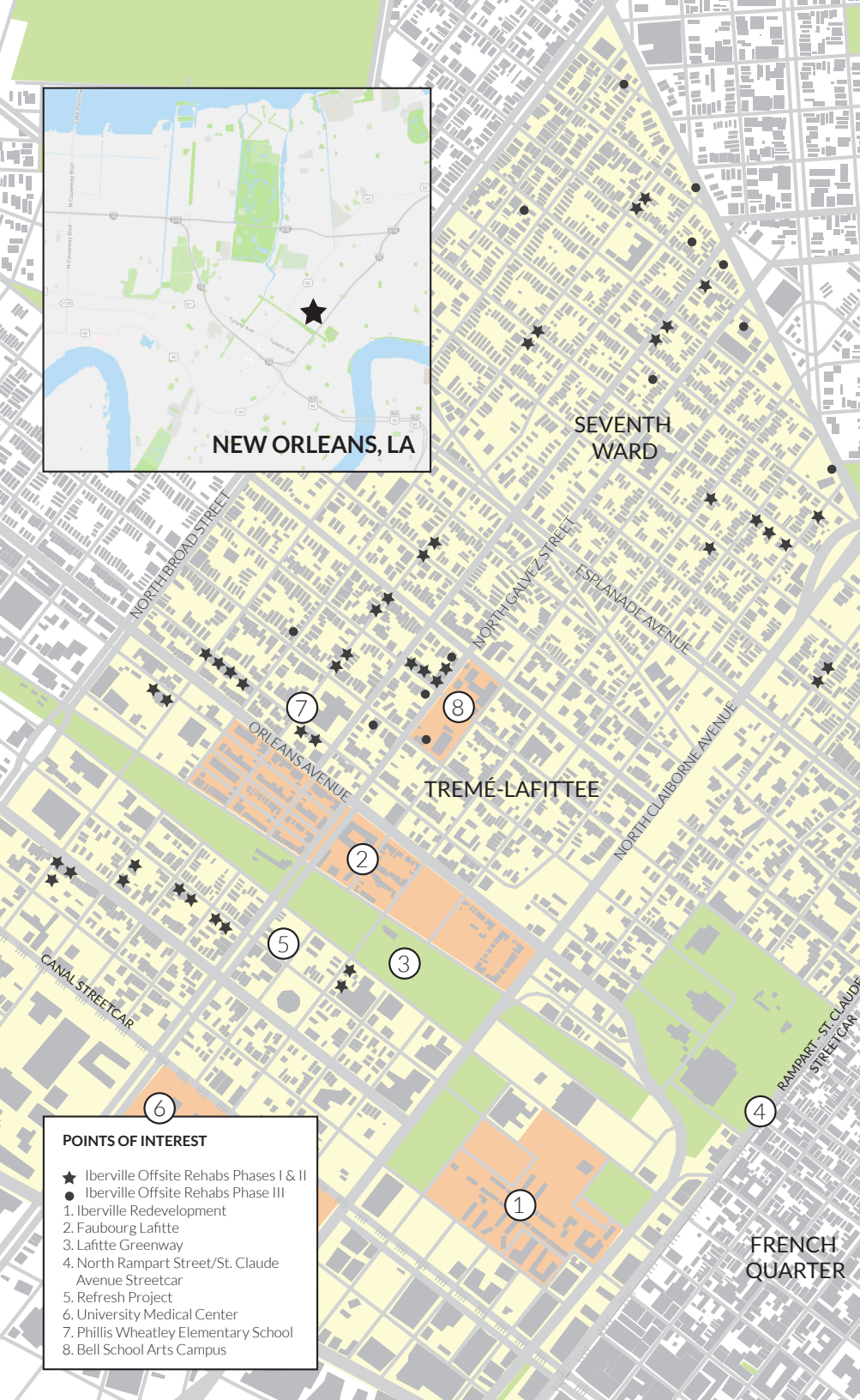
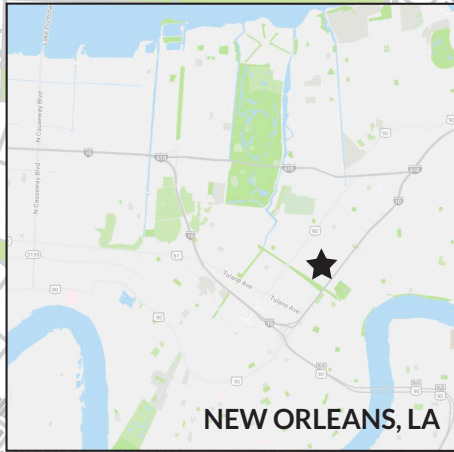
**2012**

Neal and Anne Morris make a donation to the New Orleans Women & Children's Shelter, initiating a relationship that leads to the shelter joining the Iberville Offsite Rehabs partnership.

**2015**

Construction begins on 30 units in 16 buildings for Phase III with scheduled completion in 2017.

# Project Description



- POINTS OF INTEREST**
- ★ Iberville Offsite Rehabs Phases I & II
  - Iberville Offsite Rehabs Phase III
  - 1. Iberville Redevelopment
  - 2. Faubourg Lafitte
  - 3. Lafitte Greenway
  - 4. North Rampart Street/St. Claude Avenue Streetcar
  - 5. Refresh Project
  - 6. University Medical Center
  - 7. Phillis Wheatley Elementary School
  - 8. Bell School Arts Campus

## INTRODUCTION

Iberville Offsite Rehabs I & II is the rehabilitation of 26 scattered-site historic houses into 46 affordable units for low-income families in New Orleans' Tremé and Seventh Ward neighborhoods. The first two of three phases that will eventually total 76 units, it is the product of a local, socially-conscious developer who used his development experience, legal training, and passion for preservation to address the need for affordable housing and stem displacement of existing lower-income residents in New Orleans' gentrifying districts. Named for one of the city's first public housing developments, the Iberville project integrates environmentally sustainable design with historic architecture and demonstrates the valuable contribution of infill in revitalizing neighborhoods and preserving socio-economic diversity.

## CONTEXT

### *New Orleans*

Located near the mouth of the Mississippi River, New Orleans is one of the most unique cities in America. Founded nearly 300 years ago, the city's distinct architecture and culture have remained remarkably intact, attracting tourists from around the world.

New Orleans was established by French explorers who founded the colony of “La Nouvelle Orleans” in 1718 on land inhabited by the Chitimacha Tribe. The center of the city, now known as the French Quarter, was laid out in 1722 and largely rebuilt after the Great Fire of 1788. New Orleans became part of the United States with the Louisiana Purchase in 1803, and the city became the capital of the new state of Louisiana in 1812.

For much of its history, New Orleans—also known as NOLA and the Big Easy—has been a commercial center, serving as a major port of trade and center of industry. Today tourism is a significant economic generator, with the city attracting more than 10 million visitors annually.

#### *Culture*

New Orleans is well known for its distinctive culture including its cuisine, festivals, parades, and music. Tremé, the neighborhood mostly closely associated with the city’s culture, is New Orleans’s oldest racially and economically mixed neighborhood and is considered the home of the city’s treasured traditions including jazz music, social league pleasure clubs, and festive second line parades that take place on Sunday afternoons throughout the year. The city is also distinguished by its architecture and has one of the largest historic housing stocks in the United States; nearly 40% of the houses were built before 1950, and approximately one-third are covered by historic regulations.

#### *Iberville Tremé*

The Iberville project is located in an area referred to as Iberville-Tremé, which includes the Tremé-Lafitte and Seventh Ward neighborhoods. The area is roughly bounded by Rampart Street, St. Bernard Avenue, Broad Street, and Tulane Avenue and is bisected by Esplanade Avenue, a grand boulevard.

Just north of the French Quarter, Tremé-Lafitte or “Tremé” was initially the site of large plantation tracts granted to wealthy French patrons. In the 1790s, Claude Tremé acquired land for housing development and, over time, it was subdivided into progressively smaller lots for speculation. The land was settled by free people of color and immigrants including

refugees from Haiti, infusing the area with ethnic Creole culture. Tremé evolved as a working-class neighborhood for dockworkers, small merchants, and tradespeople. It is one of the oldest African-American communities in the country and remains one of the most socio-economically diverse sections of the city.

Houses in the neighborhood date from the 1830s and include early Creole cottages and townhouses, late nineteenth-century shotgun houses, and early twentieth-century bungalows. Most are modest, one-story wood frame structures constructed of termite-resistant cypress. Smaller houses are set closely together on narrow lots with grander, three-story houses on larger lots along Esplanade Avenue. The majority are located within the Esplanade Ridge National Historic District, which was established in 1980, and two locally designated Historic District Landmarks Commission districts, Esplanade Ridge (1979) and Tremé (1998). The national historic district was created in response to the loss of historic fabric in the 1960s and 1970s from the construction of the elevated I-10 Claiborne Expressway.

#### *Demographics*

New Orleans’s population peaked in 1960 at 627,525, then began to slowly decline as White residents left for the growing suburbs in the 1960s and 1970s. By 2005, just before Hurricane Katrina, the population was 484,674. After falling to an estimated 230,172 in July 2006, it is growing again. According to US Census Bureau estimates, the 2016 the population was 391,495.

Currently a “majority minority” city, the number of Black residents in New Orleans is declining, falling 34% since 2000. In 2016, 60% of residents were Black, 32% White, 5% Hispanic, and 3% Asian. The change in demographics is more pronounced in Tremé. According to The Data Center, an independent data reporting and analysis agency serving Southeast Louisiana, between 2000 and 2010, the population of the neighborhood shrank from 8,853 to 4,155, losing more than 1,500 households. At the same time, the percentage of Black residents dropped from 92% to 75%, while the percentage of White residents increased from just under 5% to more than 17%.



*Population decline led to the abandonment and deterioration of homes in the neighborhood.*



*Houses in Iberville-Treme include historic Creole cottages, shotgun houses, and bungalows.*

The 2016 median household income in New Orleans was approximately \$36,792 (compared to \$56,516 nationally) and has remained essentially unchanged since 2000 when adjusted for inflation. The 2015 median income in Tremé was even lower at \$27,096, relatively unchanged since 2000. While salaries have remained stagnant, the cost of housing has increased dramatically. According to a 2015 HousingNOLA report, home prices increased 54% since Hurricane Katrina and rents increased 50%. The average home value in New Orleans in 2015 was \$183,700 (compared to \$360,600 nationally) and the median rent was \$765.

HousingNOLA also reported that 28% of city residents lived in poverty in 2015 (compared to 15% nationally) and 55% are considered “rent-burdened” (compared to 48% nationally), meaning they pay 50% or more of their monthly income on rent and utilities. A 2014 Point in Time UNITY survey found that 2,337 people were homeless, including 252 families with children. As the HousingNOLA report noted, “the City does not have the resources to meet the demand for affordable housing for its service workers, musicians, culture bearers, and its most vulnerable populations.”

#### *Hurricane Katrina*

On August 29, 2005, Hurricane Katrina struck New Orleans, devastating the city. The storm and levee failures flooded more than 80% of the city, damaging 134,000 homes—70% of occupied housing—and displacing more than half of the population at the time. Over the next ten years, according to *Forbes*, more than \$160 billion in federal recovery funds was directed to the broader Gulf region including the rebuilding of New Orleans. Even so, the overall number of housing units declined from 215,091 pre-Katrina to 191,310, and the need for affordable housing has increased as rents and home values have risen over the past ten years. The lack of high-quality affordable housing has become particularly acute for persons and families earning less than the median household income.

More than ten years after Hurricane Katrina, New Orleans still suffers from crushing poverty, a lack of affordable housing, poorly performing schools, and continued family displacement. A 2014 Bloomberg report ranked New Orleans second in the country for income inequality. Most of the burden is

borne by people of color and the poor, many of whom work in the service industry where already low wages have stagnated. As one person at the New Orleans Office of Community Development observed, “the people that make New Orleans unique are finding it more difficult to live here, especially in ‘communities of opportunity’ which have quality housing, transit access, small business opportunities, schools, and amenities.”

#### *Planning and Development in New Orleans*

According to reports from locals, the absence of accountability and lack of coordination between city and state agencies has made it difficult to access funding for and complete development projects in New Orleans, despite the influx of recovery funds. Local and state government agencies, including the Louisiana Housing Corporation, were not equipped to handle the volume of money that poured in, leading to mismanagement, corruption, and lack of confidence in the system.

Management and coordination among city agencies is reportedly improving. There have been recent changes in leadership at the city’s Office of Community Development, the Housing Authority of New Orleans (HANO), and the New Orleans Redevelopment Authority (NORA), and the city is reportedly a better partner now—more effective, progressive, and equitable.

In early 2014, HousingNOLA—a collaboration of local businesses, nonprofits, government agencies, and residents led by the Greater New Orleans Alliance—was established to focus on the affordable housing crisis. Meanwhile, the city government has been making investments in streetcar lines, public facilities, and utility infrastructure

#### *The Need for Affordable Housing*

As the city rebuilds, home prices and rents are rising faster than incomes. A number of factors are driving up rental and sales prices. Locals cite the “Brooklyn to Bywater express”—in-migration of higher income households from other cities attracted to New Orleans’ unique architecture and culture and relatively low cost of living—as well as second homebuyers, out-of-town investors, and expansion of Airbnb short-term rentals as main causes.

In 2015, HousingNOLA developed a 10-year *Strategy and Implementation Plan* to guide the creation of equitable, sustainable, and affordable homes. The initiative identified five goals: to preserve and expand the supply of affordable housing, prevent future displacement, enforce and promote fair housing policies, encourage sustainable design, and increase accessibility, especially for those with special needs. The report identified Tremé-Lafitte as one of the areas experiencing the most significant increases in household income and home prices and rents and suggested that the high number of historic properties increases the potential for displacement of low-income residents.

#### *Public Housing*

According to the *Times-Picayune*, New Orleans was the first city in the country to construct public housing under the United States Housing Act of 1937, which provided subsidies to local housing agencies to improve living conditions for low-income families. The first two of what would become known as the “Big Six” projects, Iberville and Lafitte, were constructed in the 1940s in the Tremé-Lafitte neighborhood. At the time, New Orleans was a largely segregated city, and projects were developed in pairs, with one for Blacks and the other for Whites. The Lafitte public housing complex opened in 1941 on 27.5 acres in the center of Tremé-Lafitte with 896 homes in 78 large brick buildings available to Black families. In 1942, Iberville opened less than a mile away, offering 858 units on ten blocks for White families. Over time, the condition of public housing in New Orleans, as elsewhere in America, deteriorated. By the 1970s, according to the *Faubourg Lafitte Impact Case Study* prepared by Enterprise Community Partners, “most of the city’s housing stock had failed to meet ‘basic living standards.’” By the 1990s, HANO began redeveloping its public housing into new mixed-income communities with funds from the US Department of Housing and Urban Development (HUD) HOPE VI program. After Hurricane Katrina, HUD and HANO decided not to repair and reopen its four largest public housing complexes, including Iberville and Lafitte, opting instead to use disaster recovery funding for redevelopment of the sites.

In 2006, Enterprise Community Partners and HANO were selected to redevelop the Lafitte project, creating 535 units in a new, low-density

mixed-income community known as Faubourg Lafitte. The new community, completed in 2011, is a partnership between Enterprise, L&M Development, and local nonprofit housing developer Providence Community Housing.

*HUD Choice Neighborhoods Initiative Transformation Plan*

The Choice Neighborhoods Initiative, a successor to the HOPE VI program, was established in 2010 to “support locally driven strategies to address struggling neighborhoods with distressed public housing through a comprehensive approach to neighborhood transformation.” In 2011, New Orleans was one of five cities that received implementation grants in the inaugural round of the program along with Boston, Chicago, San Francisco, and Seattle. The City of New Orleans and HANO were awarded a \$30.5 million Choice Neighborhoods Initiative grant to redevelop the Iberville public housing complex into a mixed-income community and to support the revitalization of the surrounding neighborhood.

*The Iberville-Tremé Transformation Plan*, developed by the City of New Orleans and HANO, encompasses a 300-square-block trapezoid-shaped area bounded by Rampart Street, Tulane Avenue, Broad Street, and St. Bernard Avenue. The goals of the estimated \$663 million plan include strategic investments to reknit the former public housing complex into the surrounding community; to increase economic opportunities; and to improve public education, health, and safety. The goals also incorporate reusing vacant, publicly owned houses; targeting housing for the elderly, homeless, and disabled; and complementing other major developments such as the Lafitte Greenway, the North Rampart Street/St. Claude Avenue streetcar line, and the University Medical Center.

A major component of the plan is the creation of 2,400 new housing units, including one-for-one replacement of 821 units in the former Iberville public housing development with approximately 700 onsite units. The project is being developed in partnership with HRI Properties and McCormack Baron Salazar. Construction began in 2013 with scheduled completion in 2018.

Fulfilling the one-to-one replacement commitment required the construction of an additional 121 units of offsite housing in the community. The



*The Lafitte public housing project has been redeveloped into the new mixed-income community of Faubourg Lafitte.*



*Just north of the French Quarter, the former Iberville public housing project is being redeveloped as well.*

three phases of the Iberville Offsite Rehabs project contribute a total of 76 units to meeting this goal.

### PROJECT HISTORY AND LEADERSHIP

Iberville was developed by Redmellon Restoration & Development in partnership with HANO and the New Orleans Women & Children's Shelter, with support from the City of New Orleans, Enterprise Community Partners, NORA, and Prudential Financial Inc. Social Based Investment Group.

#### *Redmellon Restoration & Development*

Redmellon Restoration & Development is a small, mission-driven, for-profit real estate development company headquartered in New Orleans. The company was founded in 1998 by Neal Morris, a lawyer originally from Augusta, Georgia. By early 2017, Redmellon had completed 12 projects in addition to Iberville and owned and managed 274 units. It had three management staff plus three maintenance personnel.

Morris began his career working for a developer in Atlanta doing mostly market-rate housing and historic rehabilitation projects. His first New Orleans project was a 411-unit affordable housing development that he purchased with two other partners. Unable to rely on the police to address drug dealing near the site, Morris and his partners hired private security and partnered with local nonprofits to help tenants with financial counseling and social services. The process of managing the property and working with the urban poor opened his eyes to the opportunities and challenges of affordable housing and planted the seed for future work.

Morris began to shift his focus to scattered-site development after Hurricane Katrina. As he purchased vacant blighted homes from the City of New Orleans, he realized that individual scattered-site rehabs would not have enough impact without greater scale and concentration, and he sought to redevelop 30 to 40 units at a time with financing from federal Low-Income Housing Tax Credits.

According to Morris, he approached HANO with the proposal for Iberville, knowing that it would fall within the boundaries of the *Iberville-Tremé*



Images: Kronberg Wall Architects

*Iberville Offsite Rehabs rehabilitated 26 historic houses scattered throughout Iberville-Tremé.*



*The project transformed them into 46 homes for low-income families.*

*Transformation Plan* and be eligible for federal project-based Section 8 replacement vouchers for affordable housing rental units that meet certain quality standards. This strategy would enable Redmellon to access rental subsidies and provide an opportunity to help HANO meet the one-to-one replacement requirement for the Iberville redevelopment.

#### *City of New Orleans*

The City of New Orleans provided political support for the project, helped with acquisition of the properties, and offered 15-year rental subsidies for the homes via HANO. Other city agencies also participated, including the New Orleans Office of Community Development and NORA.

#### *Housing Authority of New Orleans*

The Housing Authority of New Orleans was a development partner. After years of mismanagement and corruption (resulting in criminal convictions for several employees), HANO went into receivership in 2002 and was managed by HUD's Washington, DC, office until being returned to local

control in 2014. In 2017, HANO managed over 4,000 housing units (2,391 of which are public housing) in nine large-scale housing communities and 85 scattered-site properties throughout the city and served approximately 17,000 households through its Section 8 rental-assistance program.

#### *New Orleans Redevelopment Authority*

The New Orleans Redevelopment Authority provided sites for development at discounted prices in exchange for Redmellon's commitment to making the redeveloped properties available for low-income households. NORA also wrote letters of support to the Louisiana Housing Corporation, which provided the Low-Income Housing Tax Credits for the project.

#### *New Orleans Women and Children's Shelter*

Founded in 2007 and funded by the city's Office of Community Development, the New Orleans Women & Children's Shelter provides transitional housing and wraparound support services to homeless women and children. In the ten years since its founding, the organization has helped more than 1,400 women and children transition from the street to safe, affordable housing.

According to the organization's founder, Dan Silverman, the shelter's relationship with Redmellon began in 2012 when it received a donation from Neal and Anne Morris. Silverman followed up with Neal Morris, seeking his help with finding ways to fund the shelter's work, including transitioning its residents into permanent housing. Later, as Redmellon was in the process of developing the Iberville project, Morris proposed that the units house women and families from the shelter.

The initial plan was to use Section 8 certificates to do so, but HANO had a backlog of people waiting for housing, which meant that it would be a long time before women and families from the shelter would be served. Instead, Morris proposed two separate but linked initiatives to help address the issue. First, the shelter, along with HANO, became a development partner in Iberville. This arrangement enabled Redmellon to access Low-Income Housing Tax Credits. Second, the shelter received part of the developer's fee, which it applied to the development of a new facility. Thus, Redmellon



*Neal Morris (center) applied his passion and experience with affordable housing and historic rehabilitation to the Iberville Rehab project.*



was able to help shelter residents obtain housing, but not necessarily within the Iberville Rehabs.

#### *Enterprise Community Partners*

Enterprise Community Investment, a subsidiary of Enterprise Community Partners, syndicated the Low-Income Housing Tax Credits for the project. Enterprise began working in the Gulf Coast and New Orleans following Hurricane Katrina, investing nearly \$380 million in Louisiana and Mississippi to support development of affordable housing. The organization receives HUD funding to provide technical assistance to cities and syndicates low-income tax credits. Iberville Offsite Rehabs I & II was one of 22 investments Enterprise had made in the Gulf Coast region as of early 2017, as was the Faubourg Lafitte development.

#### *Prudential Financial Inc. Impact Investment Group*

Prudential Financial Inc. Impact Investment Group has a long history of supporting innovative models for affordable housing and investing in underserved communities. The company provided a predevelopment loan for land acquisition that enabled Redmellon to acquire properties and hold them over a three-year period (prior to the development financing closing) without requiring prohibitively expensive property insurance until funding for rehabilitation was secured. Morris was introduced to Prudential via a connection he made during a 2009/10 Harvard Loeb Fellowship, a one-year independent study program for emerging leaders in urban design and development.

## **DESIGN AND DEVELOPMENT**

Iberville Offsite Rehabs I & II includes 26 properties, most of which are duplexes, yielding a total of 46 units. The project was completed in two phases with each phase comprising 13 properties. Phase III, still in construction in early 2017, includes 16 buildings housing an additional 30 units, bringing the total to 76.

The properties were assembled over a two-year period by Redmellon. Morris used detailed, place-based data from a geographic information system (GIS) to map the city and target census tracts and areas eligible

for development subsidies. These areas included Enterprise Zones where economic incentives encourage investment that benefits local residents utilizing Low-Income Housing Tax Credit application points, National Register Historic Districts where structures would be eligible for historic tax credits, and NORA-owned properties.

In a neighborhood characterized by an eclectic mix of house styles, with properties in varying states of repair, the Iberville homes are distinguished by their carefully restored facades and brightly painted front doors. Designed by Kronberg Wall Architects of Atlanta, the homes were sensitively rehabilitated to preserve each building's unique architectural character while incorporating modern amenities and energy-saving features. The rehabilitation included deconstructing and reconstructing exterior and interior walls as needed to remove rot and install insulation; reconfiguring interior spaces; and installing new electrical, heating and cooling, and plumbing systems.

Most of the homes are single-story, one- and two-family narrow shotgun-style cottages; a few are two-story. Completed units range in size from studios to three bedrooms, with one- and two-bedroom units constituting the majority. Eight of the units are Uniform Federal Accessibility Standards accessible, meeting funding requirements of a minimum of 15% accessibility. The accessible units are geographically dispersed and located in houses on larger properties that offered room for constructing entry ramps. Two additional units include upgrades to accommodate a resident with vision or hearing impairments.

#### *Preservation*

Located within the Esplanade Ridge and Mid-City National Register Historic Districts and City of New Orleans Tremé Historic District, the houses date from the 1870s to the 1920s. Each property is individually eligible to be listed on the National Register of Historic Places.

The rehabilitation maintained the unique historic interior and exterior features of each property and complied with the National Park Service (NPS) Secretary of the Interior's Standards for Historic Rehabilitation.



*Original architectural details like wood windows, exterior siding, and brackets were preserved.*



*Interiors integrate new finishes and systems with historic features like wood fireplace mantels.*

Historic features including brackets, mantels, and windows were salvaged, while hardwood floors were removed, consolidated, and replaced. Because of the nature of the architecture and narrow lots, more attention and money was spent on the primary street facades than on the sides and rear of the houses. All of the houses received final approval (determined to be “certified rehabilitations”) by NPS in the first half of 2015.

### *Sustainability*

All of the homes were renovated to Enterprise Green Communities standards for sustainable rehabilitation and include energy-saving features. According to a HousingNOLA report, the increased use of air conditioning in the hot and humid climate contributes to Louisiana’s rank as third in residential energy consumption nationwide. Electric bills are the highest in the nation, with the typical New Orleans household spending 44% or more of its income than the national average on electricity. Heating, ventilation, and air conditioning use makes up more than half the typical energy bill.

The Iberville units include energy-efficient appliances, thermostatic controls that automatically switch off HVAC if a window or door is left open too long, and interior storm windows. Each unit has its own electric meter and photovoltaic solar system with panels mounted on the sides and rear of the building or, in some cases, on separate shed-like structures so they are not visible from the street. According to the NPS, it is unusual for photovoltaic systems to be installed on historic properties.

Redmellon obtained approval from the NPS to use spray foam insulation in the roofs and walls, though the agency has been hesitant to permit its use in historic rehabilitations because it is not removable and in humid climates might cause damage from mold. For the Iberville project, the NPS agreed to permit its use as a case study given that the houses were modest and mostly in very poor condition with little remaining interior historic fabric. Removable barriers were wrapped around historic framing before the insulation was added to reduce the likelihood that the new material would bond to the wood and compromise the integrity of the structure. According to NPS, it is too soon to evaluate the outcome; the agency will

ask Redmellon or the state preservation office to assess the performance in the future.

### Construction

According to Morris, the form of the construction contract and relationship with the contractor were critical to the project's success. It was important to hire a contractor familiar with the challenges of renovation with whom he and Kronberg Wall Architects could work to address the unknowns that inevitably arise in renovation work. The project was completed by J.W. Drennan LLC, a local company that does a mix of high-end construction, renovation, and affordable housing. Participants cited a spirit of mutual trust and flexibility between the owner, architect, and contractor.

There was a separate construction contract for each of the phases. Each contract included a "no-change order" provision, meaning that no change orders were allowed without a change in the scope of work. This meant the money usually set aside as a contingency for change orders was included in the contract, and the contractor therefore had an incentive to come up with cost-effective solutions for issues that emerged, balancing unexpected cost savings against unexpected overruns. A separate schedule of values was provided for each property, and the construction retainage (a portion of the contractor's payment that is withheld until the project is completed) was released when each property was completed.

## ACTIVITIES AND PROGRAMS

### Leasing and Management

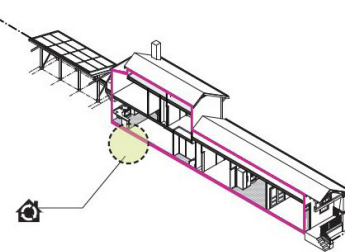
The Iberville houses are leased and managed by a Redmellon team responsible for all of the company's properties. The team includes a manager, assistant manager, office assistant, and three maintenance staff. HANO manages applications and refers potential tenants to Redmellon. Priority is given first to those displaced by Hurricane Katrina, second to those on the citywide waiting list of low-income people in need of housing, and third to the project's own waiting list. Although the initial plan was to provide permanent housing for women and families from the New Orleans Women & Children's Shelter, HANO's extensive waiting list has precluded this to date, although there is hope it may be possible once the backlog is eliminated.

Images: Kronberg Wall Architects

### SUSTAINABILITY

SPRAY FOAM TEST STUDY APPROVED BY NPS

◆ 80% of houses used spray foam



SPRAY FOAM INSULATION

The homes incorporate energy-saving features like spray foam insulation.



Solar voltaic panels help to reduce energy bills.



The developers worked closely with the architects and contractor to manage costs.

Tenants are mostly single mothers, whose ages range from about 19 to the late 40s, and their children. In early 2017, there were also several single male tenants. Although some residents work, many receive Social Security disability benefits and some are on welfare. Eight of the units are reserved as permanent supportive housing for people with very low incomes and disabilities through a program with the Louisiana Housing Corporation.

According to the property manager, Redmellon staff “go above and beyond for residents.” They conduct an initial meeting with each tenant to identify needs and provide relevant referrals to services offered by the New Orleans Women & Children’s Shelter, Volunteers of America, Total Community Action, and other organizations for various types of assistance. Many new tenants arrive with few possessions, so Redmellon stores furniture that is abandoned when units turn over and provides it to those who are in need.

Each new tenant receives a packet with a guide to maintaining the home, including instructions for using appliances (although staff often need to show tenants how to operate appliances, the programmable thermostat, and energy-saving features); contact information for reporting maintenance problems; emergency procedures; and guidelines for preventing pest infestations. The packet also includes “Your House, Your Life, Your Story,” a brief history of the neighborhood and the tenant’s house, with information about who built and originally lived in it.

According to management staff, turnover has been minimal. Tenants who leave tend to do so after they receive Section 8 vouchers. Evictions are mostly the result of failure to pay rent, although in most cases the threat of eviction resolves the issue. At this point, Redmellon’s biggest challenge has been filling the units, as HANO has been slow to refer potential tenants. Units are inspected quarterly by Redmellon to confirm that building code, safety, and liability requirements are met and to identify any maintenance and management issues that need attention.



Redmellon Restoration & Development

# YOUR HOUSE YOUR LIFE YOUR STORY

The woman who used to live here was a lot like you. She worked hard, picked her kids up from school, and she celebrated Carnival with her neighbors. She was a New Orleanian in 1889.

New tenants receive a packet with a brief history of their neighborhood and house.

## FINANCING

### *Development*

The \$12.1 million project was financed in two phases, using separate ownership structures for each, but with Enterprise assuming majority ownership of both. This arrangement enabled Redmellon to access Low-Income Housing Tax Credits (LIHTC), the primary source of funding for the project.

In both phases, Enterprise owns 99.9% of the properties. In Phase I, the remaining .01% is owned 49% by Redmellon and 51% by HANO. In Phase II, the remaining .01% is owned 49% by Redmellon and 51% by the New Orleans Women & Children's Shelter. The developer fee was shared between Redmellon, HANO, and the shelter with HANO receiving 51% in Phase I and the shelter receiving 51% in Phase II; Redmellon received the balance, 49%, in both phases. Redmellon, HANO, and the shelter have the option to purchase Enterprise's share of ownership at the conclusion of the LIHTC 15-year compliance period.

The more than \$2 million in soft costs—especially the over \$800,000 in reserves—is high, partly due to the complexity of scattered-site infill and the lack of economies of scale associated with scattered-site, multi-unit development, as well as the accounting, legal, and transaction costs associated with meeting requirements for LIHTCs.

Prudential's Investment Impact Unit provided a predevelopment loan that enabled Redmellon to acquire properties prior to development and hold them without property insurance until additional funding for rehabilitation was secured. The \$1.75 million loan had an effective interest rate of 9% over six years (only 5% due payable in monthly installments, with the remaining 4% accrued).

Enterprise Community Investment, a subsidiary of Enterprise Community Partners, syndicated the LIHTCs provided by the Louisiana Housing Corporation and purchased by Morgan Stanley. According to Michelle Whetten, market leader for the company's Gulf Coast market, scattered-site deals can be more challenging to underwrite, but they had confidence

in Redmellon after working with the company on a project in another New Orleans neighborhood.

Although all of the properties were determined to be "certified rehabilitations" of historic buildings by NPS, the federal historic tax credits were not utilized for Phases I and II as they were not needed. However, according to Morris, it was important to demonstrate that the project would have been eligible for historic tax credits so that Redmellon could use that financing tool in future projects, as it did in Phase III.

### *Operating*

Annual operating expenses were budgeted at \$336,000 in 2017. One of largest ongoing expenses is property insurance, averaging \$200 per month per unit.

The majority of rental income, nearly 89%, comes from subsidies, with the remainder made up of individual tenant rents. Tenants pay from \$0 to \$360 per month, determined by income, with most tenants paying nothing; project-based rental subsidies paid directly to Redmellon make up the difference. Market-rate rents for comparable units in the neighborhood range from \$750 to \$1,300 per month. HUD and the City of New Orleans provided an upfront commitment for a 15-year rental subsidy. Affordability is secured for 35 years via legal restrictions that transfer to future owners.

## PROJECT EVALUATION

Overall, people in the neighborhood and the city interviewed about the Iberville project were very enthusiastic and supportive, citing the importance of preserving the architecture and socio-economic diversity that residents of New Orleans value and that contribute to the city's distinctive identity. In that regard, the Iberville project has succeeded on multiple levels. It increased the supply of affordable housing, helping to maintain the cultural and economic diversity of the city, especially in the face of rising property values and rents and the influx of higher-income residents in neighborhoods like Tremé. It rehabilitated historic houses, preserving the architectural character of the neighborhood while incorporating sustainable building measures to increase energy efficiency and reduce

**TABLE 1: DEVELOPMENT SOURCES AND USES**

**SOURCES**

Low Income Housing Tax Credit proceeds	\$10,432,000
Deferred developer fee	\$1,089,976
Redmellon Development LLC loan	\$610,000
Managing member equity	\$20
<b>Total</b>	<b>\$12,131,996</b>

**USES**

Construction	\$6,620,512
Developer fees	
Housing Authority of New Orleans	\$487,863
New Orleans Women & Children's Shelter	\$485,117
Redmellon	\$934,824
Site acquisition	\$802,243
Reserves	\$821,370
Architectural fee	\$399,243
Insurance and taxes	\$328,760
Other development costs	\$233,208
Construction period interest	\$219,994
Title and recording	\$146,687
Closing costs and legal fees	\$151,080
Finance costs and loan fees	\$117,087
Survey and engineering	\$98,726
Louisiana Housing Finance Agency and tax credit fees	\$76,026
Syndication costs	\$70,000
Environment / market study / appraisal	\$70,510
Project accounting	\$68,746
<b>Total</b>	<b>\$12,131,996</b>

**TABLE 2: 2017 OPERATING BUDGET**

**REVENUE**

Rental subsidies (HUD and City of New Orleans)	\$393,756
Gross tenant rents	\$68,460
Other income (late charges, damages, security deposits)	\$6,960
Bad debts / write-offs	(\$2,040)
Vacancy	(\$16,428)
<b>Total</b>	<b>\$450,708</b>

**EXPENSES**

Taxes and insurance	\$126,451
Administration and property management	\$104,716
Maintenance	\$101,887
Utilities	\$2,784
<b>Total</b>	<b>\$335,838</b>

**TABLE 3: UNIT MIX AND RENTAL RATES**

UNIT TYPE	NO.	TENANT RENT	SUBSIDY	TOTAL RENT	MARKET RENT
Studio	3	\$0-\$91	\$486-\$577	\$577	\$750
1BR	10	\$0-\$222	\$486-\$690	\$690	\$900
2BR	24	\$0-\$360	\$471-\$850	\$850	\$1,100
3BR	9	\$0-\$225	\$847-\$1072	\$1,072	\$1,300

operating costs, features not often found in low-income housing. Although scattered-site, affordable housing developments using low-income and historic tax credit financing and integrating sustainable design are not in and of themselves innovative, they remain rare and had not previously been done in New Orleans. Regardless, Iberville illustrates the value of the approach in stitching together and enhancing the physical and socio-economic fabric of communities, offering a compelling model for other cities, especially those not familiar with these practices.

## IMPACT

### *Mitigating displacement through the development of affordable housing*

Research by HousingNOLA indicates that property values are rising in Tremé and elsewhere in New Orleans as new, higher-earning residents and out-of-town investors seek historic properties in close-in neighborhoods. As a result, long-term low-income residents are threatened by displacement. The 2015 *Times-Picayune* article “Where will working poor live in future New Orleans if gentrification continues?” cites research from the New Orleans Fair Housing Action Center showing that several neighborhoods, including Tremé, “are not affordable for their historically working-class residents.” As HousingNOLA and the Fair Action Housing Center suggest, one approach to mitigating displacement is through investment in affordable housing and economic development initiatives in neighborhoods where the market is changing.

The Iberville project preserves the affordability of 46 housing units (76 including Phase III) for 35 years. It also complements other public-private investments including the Iberville-Tremé Transformation Plan and the Bell Arts Campus, the conversion of a historic school complex into affordable live/work space for low- to moderate-income artists and cultural workers by Providence Community Housing and Minneapolis-based Artspace.

### *Spurring investment in the community*

Private investment is also occurring. In early 2017, many of the streets in the neighborhood were filled with construction vehicles and dumpsters, and renovated buildings are a prime commodity. For example, next to one of the Iberville Phase III houses on N. Galvez Street, two side-by-side



Kronberg Wall Architects

*The Iberville homes preserve affordability for low-income renters in a neighborhood where property values are rising.*



*The Iberville project complements other public-private developments like the Bell Arts Campus.*



*Private developers have begun purchasing and renovating homes in the neighborhood for re-sale.*

shotgun cottages that recently had been converted into a single family four-bedroom home with upscale finishes was on the market for \$439,000.

The Redmellon team pointed out additional homes in the neighborhood being renovated by private developers. It is difficult to ascertain how much of this new investment is the result of the Iberville project, the Choice Neighborhoods Initiative, and/or broader market forces in New Orleans. Still, according to Andreas Hablutzel, an architect and neighborhood resident who purchased and renovated the N. Galvez property for resale, the Iberville homes offer visible indicators that the community is improving, encouraging private, market-rate investment.

### **OBSERVATIONS AND LESSONS LEARNED**

*A visionary, socially conscious and tenacious developer*

Neal Morris used his development and legal experience, passion for architecture, and social conscience to tackle the challenges of scattered-site infill development and preservation of affordable housing in one of New Orleans' most culturally significant neighborhoods.

Many people commented on Morris' patience and persistence and his ability to "herd cats" and navigate the challenges of working with multiple agencies in a "difficult-to-get-things-done city." Brenda Breaux, executive director of NORA, observed that Morris "is relentless in his commitment and work effort," and Ellen Lee, director of the New Orleans Office of Community Development, offered that her agency had "confidence he will deliver." While Morris will be compensated for his efforts, there are undoubtedly easier ways to make money.

Several interviewees, including Councilwoman Stacy Head, indicated that they would like to see Redmellon working in other city neighborhoods, including the Lower Ninth Ward. In the meantime, as a result of the Iberville partnership, Prudential invited Redmellon to work in downtown Newark, New Jersey, where the company's home office is located. Redmellon is planning to convert a five-story office building into a mixed-use project with 48 residential units there.



*Creative financing and collaborative partnerships*

Morris's ability to navigate the complexities of local government, numerous state and federal agencies, financing tools, and regulations to access resources was critical to the success of the project. He was able to coordinate the requirements, resources, and schedules of multiple agencies and use personal connections to make a challenging scattered-site infill housing project possible. Morris persisted where another developer might well have given up.

Morris's approach was innovative and collaborative. He realized that HANO needed his project to provide off-site units to fulfill the one-for-one replacement requirement for the Iberville redevelopment. In return, Redmellon was able to secure HANO's support for its tax credit application and rental subsidies for the units. NORA provided access to city-owned, tax-adjudicated properties. The Prudential predevelopment loan enabled Redmellon to take the time to be thoughtful and strategic in assembling property over a period of three years. The partnership with the shelter enabled Redmellon to support a nonprofit agency in the community.

*Demonstrating the value of scattered-site affordable housing*

People in New Orleans value its architecture and appreciate the preservation of historic homes, especially for affordable housing. Even so, most developers, especially larger companies, are reluctant to take on scattered-site projects as the time and effort required to assemble financing for multiple properties, coordinate many small construction projects, and manage scattered properties is significant and challenging. Yet, scattered-site affordable housing development is not new to New Orleans. Providence Community Housing has been developing and operating affordable rentals throughout greater New Orleans since 2006, including the relocation and rehabilitation of historic homes.

Several people commented on the significance of Iberville as an affordable infill project in an area where property values are rising, noting that Redmellon could have spent the same time and money to develop market rate rentals or flip the houses (though not with the same financing). Others commented on the attention given to preservation and the substantial

return on investment for the neighborhood. It did more than rehabilitate once-blighted and vacant buildings and return them to active use in Tremé. It preserved and made them available to people who might not otherwise have been able to live in a "neighborhood of opportunity"—a place with access to amenities, employment, and services that contribute to a high quality of life and support residents' economic, physical, and social well-being.

*Integrating historic preservation and sustainable design*

The Iberville homes incorporate energy-saving features such as solar panels and spray foam insulation not often found in either low-income housing or historic rehabilitation projects. This required substantial passion and dedication on the part of the design and development team to secure the necessary funding and approvals and created a valuable model for future development in New Orleans and elsewhere.

*Creating a replicable model*

Although Redmellon created a recipe that worked at that time for that neighborhood, it is unclear whether it can be replicated. According to Morris, part of what made the Iberville project unique was the preservation opportunity. Redmellon was able to purchase houses within the Choice Neighborhood Initiative project boundaries that would qualify for historic tax credits at a very low cost and access funding to rehabilitate them for affordable housing. Now that property values in the neighborhood have increased, the numbers no longer work. Redmellon did not end up using the historic tax credits for Phases I and II but did for Phase III.

Public agencies and nonprofits have suggested the model could be adapted to other neighborhoods in the city, such as the Lower Ninth Ward. Morris is skeptical, believing those communities lack the characteristics—such as historic architecture, proximity to public transportation, and other amenities—that enabled Iberville to succeed. Could the project be replicated in another city? Some people familiar with the project who had worked in other cities thought so, suggesting it could work in low-density neighborhoods with inexpensive historic housing stock in cities like Atlanta, Baltimore, and Detroit. Even so, it is difficult to find places where properties are available at a reasonable cost, as well as a dedicated developer willing

to spend time and effort assembling and curating such a small-scale scattered-site development.

### MEETING PROJECT GOALS

*GOAL: Provide housing for families displaced by Hurricane Katrina, including formerly homeless women and children.*

It is not clear whether any tenants are refugees from Hurricane Katrina, although it is likely that at least some have been affected by continuing ramifications of the storm, including the shortage of affordable housing. Although many of the residents were said to be formerly homeless women and children (no formal data was available), Redmellon had not yet succeeded in placing families directly from the New Orleans Women & Children's Shelter, even with the opening of HANO's wait list for Section 8 vouchers. This is due in large part to the significant backlog of people waiting for housing, which reportedly numbers in the thousands. Morris was optimistic that the passage of the 2016 national Housing Opportunity Through Modernization Act, which provides public housing authorities more leeway in the use of project-based vouchers, will allow Redmellon to begin accepting applications from shelter residents.

*GOAL: Renovate existing, blighted homes within historic neighborhoods where gentrification displaces low-income residents.*

Iberville converted blighted, vacant houses into affordable rental homes for low-income families, preserving the architecture and socio-economic diversity of the historic Tremé community. While the project may have countered the effects of gentrification by helping maintain the socio-economic diversity of the neighborhood, it may, paradoxically, have also contributed to the conditions of improvement that encourage further gentrification.

*GOAL: Broaden the appeal and relevance of historic preservation beyond the affluent.*

Redmellon rehabilitated historic houses into affordable homes in a rapidly gentrifying neighborhood. The developer's commitment to excellence in design, preservation, and construction is visible in the renovated homes. As a result, the homes stand out along the streets of Iberville-Tremé for their architectural detail, historical character, and quality, in strong contrast

to the typical design of subsidized housing. In making carefully restored homes available to low-income families, Redmellon succeeded in not only preserving the architecture but also the socioeconomic diversity of the community.

*GOAL: Demonstrate that environmental sustainability and ADA accessibility can be successfully integrated with national historic rehabilitation standards.*

According to the architects, the homes meet Enterprise Green Communities Standards, incorporating energy-saving features such as photovoltaic solar panels and spray foam insulation while meeting the NPS Secretary of the Interior's Standards for Historic Rehabilitation. Eight units meet Uniform Federal Accessibility Standards, and two are audio-visual accessible to accommodate vision- or hearing-impaired residents.

### SELECTION COMMITTEE DISCUSSION

The Selection Committee recognized Iberville Offsite Rehabs for illustrating the value of scattered-site historic preservation as an economic development tool by renovating abandoned and blighted houses and delivering them to low-income residents. While the integration of affordable housing, historic preservation, and scattered-site development is not new, the committee agreed that Iberville Offsite Rehabs offers a powerful illustration of its impact, especially in a city continuing to recover from the devastation of Hurricane Katrina.

The committee praised the overall beauty and quality of the project, as well as the developer's commitment to navigating the challenges of financing a low-income housing project, ensuring historic preservation, and incorporating sustainability in the renovations. The houses stand out because they are attractive and rich in architectural detail and because they look nothing at all like standard subsidized housing. As such, they offer an inspiring alternative to the traditional approach to public housing as new, large-scale, multi-family developments. Maintaining the modest houses also makes sense from an environmental standpoint, helping to reduce construction and energy costs.

## THE COMMITTEE PRAISED THE OVERALL BEAUTY AND QUALITY OF THE PROJECT, AS WELL AS THE DEVELOPER'S COMMITMENT TO JUGGLING THE CHALLENGES OF LOW-INCOME HOUSING FINANCING, PRESERVATION, AND SUSTAINABILITY.

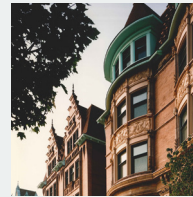
There was excitement about the potential for Iberville Offsite Rehabs to help “push the conversation” about using historic rehabilitation for affordable housing, especially in other cities with an abundance of underutilized, older housing stock like Baltimore, Detroit, and Newark, New Jersey that don't have a strong neighborhood preservation ethos. Even so, the committee urged caution in promoting it as a model for replication, recognizing that it was a “passion project” that required a determined developer with an experienced team and significant effort to navigate and overcome multiple obstacles and compromises (such as not being able to provide permanent housing as desired for the New Orleans Women & Children's Shelter). There was also concern that the relatively high operating costs and simple financing (three sources) might not be feasible for other developers.

### RELATED RBA WINNERS

While many RBA winners address affordable housing and homelessness, few take on the added challenges of knitting together small-scale neighborhood development, historic preservation, and green building technology like Iberville. The following winners offer creative approaches that not only preserve and enhance the architecture of existing buildings but also the culture and social fabric of the surrounding communities.



**PROJECT ROW HOUSES** in Houston (1997 Silver Medalist) repurposed 22 abandoned, historic shotgun-style houses in one of the city's oldest African-American neighborhoods for supportive housing, art, and community services. Founded by artists and activists, the project uses art as a catalyst for neighborhood revitalization, education, and community engagement while providing housing for mothers with children.



**PARKSIDE PRESERVATION** in Philadelphia (1999 Silver Medalist) is the historic rehabilitation of Victorian mansions in a predominantly African-American community into low- and moderate-income housing. Financed with low-income and historic tax credits, the project provides supportive housing for women with children, adults with AIDS/HIV, the mentally ill, the physically disabled, and the elderly.



**CONGO STREET INITIATIVE** in Dallas (2013 Silver Medalist) is the reconstruction of five owner-occupied 1920s homes and construction of a sixth along a one-block-long “green street.” The LEED-certified homes incorporate solar power and thermal systems and expanded living space with a contemporary design aesthetic while preserving small building footprints, porches, and original materials.

Other winners that address affordable housing and preservation include Lower Town Artist Relocation Program in Paducah, Kentucky (2005 Silver Medalist) and West Clinton Action Plan in Portland, Oregon (1991 Silver Medalist).

More information about these and other RBA winners can be found at [www.rudybruneraward.org](http://www.rudybruneraward.org).

## Resources

This case study was compiled from information gathered from the project application; an extensive site visit in March 2017 by Simeon Bruner, Jay Farbstein, and Anne-Marie Lubenau (lead author); and research and interviews conducted during these processes and throughout the writing and editing of this report. Titles and positions of interviewees and URLs listed below were effective as of the site visit unless otherwise noted.

### INTERVIEWS

#### Redmellon Restoration & Development

**Neal Morris**, Principal

**Nicholas Bruno**, Project Manager

**Taikai Bush-Williams**, Property Manager

#### Public Agencies

**Desiree Andrepont**, Senior Project Manager, The Community Builders (former Director of Real Estate, Planning, and Development for Housing Authority of New Orleans)

**Brenda Breaux**, Executive Director, New Orleans Redevelopment Authority

**Stacy Head**, New Orleans City Council, Councilmember at Large

**Brian Lawler**, Special Counsel, Jones Walker LLP (former Director of Housing Policy and Community Development, City of New Orleans, 2011-2014)

**Ellen Lee**, Director, New Orleans Office of Community Development

**Tyra Johnson Brown**, Director of Planning and Resource Development, New Orleans Office of Community Development

#### Design and Construction

**Eric Kronberg**, AIA, LEED LP, Principal, Kronberg Wall Architecture and Development

**Jon Drennan**, President, J.W. Drennan LLC

**Karley Frankic**, Independent Preservation Consultant

**Anne Grimmer**, Architectural Historian, Technical Preservation Services, National Park Service

#### Development Partners

**Michelle Whetten**, VP and Market Leader, Gulf Coast Market, Enterprise Community Partners, Inc.

**Dan Silverman**, President, New Orleans Women & Children's Shelter

**Dawn Bradley-Fletcher**, Executive Director, New Orleans Women & Children's Shelter

**Reuben Teague**, Prudential Financial Inc. Social Impact Investment Group

#### Community

**Andreas Hablutzel**, resident and developer of properties in the community

**Terri North**, President and CEO, Providence Community Housing

**Andreanecia Morris**, Executive Director, HousingNOLA

**Pat O'Brien**, resident and owner of several rental properties in the community

**Casius Pealer**, Favrot Professor of Practice & Director, Master of Sustainable Real Estate Development, Tulane University School of Architecture

**Jeff Schwartz**, Executive Director, Broad Community Connections

**Glynda Smith**, Iberville Offsite Rehabs resident

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### **OTHER AWARDS**

The project has been recognized with other design and construction awards including the following:

- 2014 National Trust/HUD Secretary’s Award for Excellence in Historic Preservation
- 2015 Congress for New Urbanism Charter Awards Grand Prize
- 2016 Southface Fulcrum Award
- 2016 World Habitat Awards Finalist