



NEW ORLEANS
REDEVELOPMENT
AUTHORITY

2026 Annual Scope of Work and Implementation Plan

Board of Commissioners
New Orleans Redevelopment Authority
1409 Oretha Castle Haley Boulevard
New Orleans, LA 70113



Commissioners:

There's a lot of exciting progress happening at NORA! We've made significant strides in diversifying our funding streams for 2026 and elevating our work city-wide. It seems like the hard work of the past decade is truly paying off, especially with the strategic priorities like Build Homes, Enhance Corridors, and Strengthen Neighborhoods taking shape. The commitment to these priorities reflects a holistic approach that will no doubt have a lasting impact on New Orleans.

The conversion of Community Development Block Grant Disaster Recovery Program Income (PI) to CDBG Entitlement Program Income is a major milestone, and it's great to see how that's opening doors for new programs and diversified funding streams that sets the stage to further support housing and business development initiatives across our strategic priority areas. It's especially impressive that NORA has maintained momentum despite the transition phase with the program income funds, and it's great that the NORA/60 Strategic Plan is already in action. With the Housing Trust Fund expected to add another layer of support in 2026, NORA is really building a diverse and sustainable funding base for housing initiatives and future growth.

It's gratifying to see the progress and new opportunities unfolding for the organization and the diversification of our work is reflective in the 2026 Annual Scope of Work and Implementation Plan and will set the stage for even more success. The commitment to the Build Homes strategic priority area, along with Enhance Corridors and Strengthen Neighborhoods, reflects a holistic approach that will no doubt have a lasting impact on New Orleans.

Sincerely,

A handwritten signature in black ink, appearing to read "B. Breaux", is positioned above the typed name.

Brenda M. Breaux
Executive Director



Build Homes

Residential



NORA is committed to the development of residential neighborhoods to ensure that New Orleans remains a desirable and vibrant place to live for residents of all income levels. NORA auctions land to support market rate housing development where feasible. NORA also provides discounted land, construction financing, and subsidy for the development of affordable housing for Low to Moderate Income households in partnership with developers – both non-profit and for-profit – that build attractive, energy efficient, and hazard resistant homes in underinvested neighborhoods.

Objective: Increase access to affordable homeownership opportunities that build generational wealth and decrease household and community cost burdens associated with climate change

New Orleans Housing Investment Program (NOHIP)

- **Program Description:** The New Orleans Housing Investment Program (NOHIP) is a successor program that is very similar to the original Orleans Housing Investment Program implemented by NORA from 2017- 2023 that addresses a niche in the residential housing market by assisting both developers and Low to Moderate Income (LMI) homebuyers. In the NOHIP program, NORA-owned properties are made available to qualified development teams at a discounted rate in exchange for their commitment to sell the completed homes to buyers with household incomes at or below 80% of Area Median Income (AMI). Additionally, NORU offered construction loans of \$100,000 or more during construction and subsidy to cover any gaps that exist between the total development cost of the project and the final sales price of the home. Funds are also made available to homebuyers to fill any gaps that may exist between their first mortgage and the final sales price of the homes. In 2025, NORA transferred 10 lots to three developers. As of November 2025, three of the 10 lots had broken ground and construction had started.
- **Implementation Period:** 2025-2027
- **Target Neighborhood(s):** New Orleans East, Central City, the 7th Ward
- **Overall Program Objective:** Increase the number of new affordable homeowner units
- **Overall Program Goal:** 20 newly constructed affordable units for homeownership
- **Program Budget:** \$2,769,323
- **Funding Source:** CDBG-PI
- **2026 Program Goal:** 10 units started in 2025 will be completed in 2026; 10 additional units will be started in 2026



Neighborhood Stabilization Program 2 (NSP2) & NORU Recoverable Grant

- **Program Description:** In February 2010, NORA was awarded \$29.7 million for HUD to partner with local for-profit and nonprofit developers to create approximately 460 new units of affordable housing in targeted Neighborhood(s) across the city. NORA generates program income from the sale of homes it developed and repayment of homebuyer subsidy when homes are resold to non-qualified households. This Program Income has been retained and will be used to develop new affordable homeownership units on NORA-owned parcels in qualified Census tracts in Central City including one or more acquisitions made through the Strategic Acquisitions Fund. NORU also provided a recoverable grant in the amount of \$200,000 to provide supplemental funding for the project. NORA successfully self-developed two residential homeowner units in Central City in 2025. NORA intends to use the program income from the two home sales to subsidize the development of additional affordable rental units in Central City in 2026.
- **Implementation Period:** 2024-2026
- **Target Neighborhood(s):** Central City
- **Overall Program Objective:** Increase the number of new affordable units
- **Overall Program Goal:** 4 new affordable units completed
- **Program Budget:** \$519,354
- **Funding Source:** PI
- **2026 Program Goal:** 3-4 rental units completed



Housing Trust Fund - Homeownership Construction Subsidies

- **Program Description:** NORA will implement the Housing Trust Fund's (HTF) "Homeownership Construction Subsidy" program based on listed priorities and goals. The program will offer a roughly \$100K subsidy to a qualified developer to build a resilient affordable, for-sale home, though some portion of the subsidy could also subsidize the income-qualified buyer (100% of AMI). Homes developed under this program will remain affordable for at least 10 years. Construction of homes can be on NORA properties, but this is not a requirement. Priorities will be given to work in stronger markets in accordance with the New Orleans Market Value Analysis.
- **Implementation Period:** 2026-2028
- **Target Neighborhood(s):** City-wide, prioritize work in stronger-market neighborhoods
- **Overall Program Objective:** Increase the number of new affordable homeowner units for families up to 100% AMI
- **Overall Program Goal:** 21 units completed
- **Program Budget:** \$2,054,691
- **Funding Source:** HTF
- **2026 Program Goal:** Up to 21 units in pre-development, of which 10 under construction in 2026

Housing Trust Fund - Owner-Occupied Roof Rehab (FORTIFIED)

- **Program Description:** This program will ease insurance cost burden on low-to-moderate income households. This program will offer up to \$25K per FORTIFIED roof. The program will prioritize homes that are otherwise in good shape but need a new roof. The loan may be fully forgivable for qualified homeowners under 80% AMI and partially forgivable for households up to 120% AMI.
- **Implementation Period:** 2026-2028
- **Target Neighborhood(s):** Citywide
- **Overall Program Objective:** Reduce insurance cost burden on households
- **Overall Program Goal:** 122 units
- **Program Budget:** \$3,054,691
- **Funding Source:** HTF
- **2026 Program Goal:** 60 units with certified FORTIFIED roofs

Housing Trust Fund - Small Rental Rehab (Rental Preservation)

- **Program Description:** This program will serve smaller landlords with a multi-family rental unit housing up to four rental units. It will offer \$50k subsidy per unit with a maximum of \$200k per owner to cover FORTIFIED roofs and repairs to HVAC, weatherization, windows, and other issues that will ensure rental units pass Healthy Homes inspections. For larger subsidy amounts, this program requires deeper levels of affordability and longer terms of affordability. It also requires contractors to work with landlords willing to hold units at 80% AMI or lower for 3-10 years. Program will require landlords to meet national standards of renter protections and provide those protections in all rental leases (Source of Income non-discrimination, Just Cause eviction protections, Louisiana Housing Corporation's criminal background screening policy, 30-day eviction notice, etc.).
- **Implementation Period:** 2026-2028
- **Target Neighborhood(s):** Citywide
- **Overall Program Objective:** Increase the number of affordable rental units that pass Healthy Homes inspections and increase the number of affordable rental units that meet and include national standards of renter protections in rental leases
- **Overall Program Goal:** 57
- **Program Budget:** \$2,867,901
- **Funding Source:** HTF
- **2026 Program Goal:** 27 rental units pass Healthy Homes inspections and include national renter protection standards in rental leases

Objective: Leverage NORA assets to return property to commerce, create new housing opportunities, and generate revenue to support investment in future programs

Property Inventory & Asset Management

Maintenance and Disposition Activities

- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Pursuant to available NORA inventory
- **Program Budget:** \$3,200,000
- **Funding Source:** CDBG-Entitlement and CDBG-PI

Property Maintenance

- **Activity Description:** NORA maintains a portfolio of former Road Home properties in support of its disposition strategies. At the end of 2025, NORA expects to own approximately 800 properties, including approximately 600 former Road Home properties (down from initial total of approximately 5,200) and 115 Entitlement properties maintained by NORA's maintenance vendors with regular mowing and debris removal as well as property insurance. These activities also provide funding for market analysis, planning, legal services, public outreach, appraisal, and survey work as it relates to returning the properties to commerce. In addition, this funding supports demonstration land management projects designed to stabilize properties on an interim basis while reducing NORA's long-term maintenance costs.

Property Disposition

Lot Next Door transfers (LND)

- **Disposition Description:** A key component of the disposition strategy is the Lot Next Door Program, which promotes stewardship of NORA properties that share a common boundary with a privately owned property by providing adjacent property owners with an opportunity to purchase adjacent NORA lots. NORA will continue to offer credits for beautification improvements up to \$10,000 for income-eligible households at or below 80% of Area Median Income through the Growing Home Program.
- **Overall Program Objective:** Increase access to generational wealth
- **Overall Program Goal:** Up to 75 properties transferred
- **2026 Program Goal:** 5-15 properties transferred

Affordable Housing RFA/P Transfers

- **Disposition Description:** A key component of residential development and land stewardship disposition strategies are property transfers in support of NORA's applications for affordable housing development. The number of property transfers associated with these programs is highly viable and contingent upon the receipt of qualified applications and applicant ability to secure financing.
- **Overall Program Objective:** Increase number of new affordable homeowner and rental units
- **Overall Program Goal:** Up to 350 properties transferred
- **2026 Program Goal:** 20 properties transferred

Auction Transfers

- **Disposition Description:** A key component of the residential development strategy is the public auction that NORA will continue to use to support housing development and investment throughout the city where there are market interest and support for private sector development.
- **Overall Program Objective:** Market rate homes returned to commerce within 18 months of transfer
- **Overall Program Goal:** Up to 450 properties transferred
- **2026 Program Goal:** 65-85 properties transferred to pre-approved purchasers

Alternative Land Use Transfers

- **Disposition Description:** This includes transfers from the Growing Green program and other lots ideal for alternative use cases. It enables the public to lease NORA property for purposes like community gardens, urban agriculture, and pocket parks. Interested individuals need to complete an application, including project details. Once approved, participants can lease the property for three years with an option to purchase after the third year, provided they've successfully completed their project and maintained and insured the property during the lease period. Properties are regularly inspected for compliance and upkeep, and applications are accepted continuously.
- **Overall Program Objective:** Best and highest use case returned to commerce
- **Overall Program Goal:** Up to 25 properties transferred
- **2026 Program Goal:** 1-5 properties transferred



Enhance Corridors

Commercial & Small Business



NORA is committed to the revitalization of commercial corridors near residential neighborhoods to ensure that New Orleans remains a desirable and vibrant place to start and grow small businesses. NORA's commercial revitalization program portfolio supports corridor revitalization through blight reduction, historic building preservation, and local economic development.

Objective: Reduce vacancy and blight along key commercial corridors

Low to Moderate Income (LMI) Area Small Business Marketing Program

- **Program Description:** NORA has observed through the implementation of its economic development programs that small businesses typically lack both the expertise to develop a marketing strategy and sufficient free cash flow to invest in critical marketing to establish and maintain a customer base. The LMI Area Small Business Marketing Program will provide marketing strategy development and implementation to commercial business owners in targeted commercial districts. The LMI Area Small Business Marketing Program Round II builds off the success and lessons learned from its 2025 pilot initiative. Round II will continue supporting and leveraging revitalization efforts taking place along designated LMI commercial corridors, including those corridors currently participating in other NORA commercial corridor programs. This program began in 2025 and will continue into 2026 with a more targeted neighborhood approach.
- **Implementation Period:** 2024-2026
- **Target Corridor(s):** Lower Ninth Ward and New Orleans East
- **Overall Program Objective:** Support local small businesses
- **Overall Program Goals:** Develop marketing strategies for 45 businesses
- **Program Budget:** \$900,000
- **Funding Source:** CDBG-PI
- **2026 Program Goal:** Develop marketing strategies for 25 additional small businesses; complete marketing strategies for existing 20 businesses



Objective: Improve commercial building exteriors and climate change adaptation along key commercial corridors

Façade RENEW 3.0

- **Program Description:** Launched in 2018, the second generation of the Façade Renew program provides grants for property and small business owners to revitalize storefronts and building facades on commercial corridors in Low to Moderate Income neighborhoods across the city.
- **Implementation Period:** 2025-2026
- **Target Corridor(s):** Lower Ninth Ward and New Orleans East
- **Overall Program Objective:** Reduce blight along commercial corridors
- **Overall Program Goals:** 20 projects completed
- **Program Budget:** \$995,000
- **Funding Source:** CDBG-PI
- **2026 Program Goal:** Up to 10 projects completed (current 3 and 7 new projects completed in 2026)

Objective: Support community economic development along key commercial corridors

Lower Ninth Ward Revitalization Program – Grocer Retail

- **Program Description:** NORA completed the retail opportunity study to determine the level of support for new commercial and retail development along the St. Claude Avenue corridor in the Lower Ninth Ward, including, but not limited to, a full-service grocery store. At the conclusion of the study, NORA determined that S. Claiborne would be a more suitable and feasible corridor for a full-service grocer. In 2026, NORA will acquire a HANO property at 1515 Eganias for fair-market value as the grocer site location. NORA may also utilize funds to provide financial assistance, including forgivable and non-forgivable low-interest loans, to private developers (non-profit and/or for-profit) that are interested in rehabilitating or redeveloping this and other commercial properties in the corridor.
- **Implementation Period:** 2024-2027
- **Target Corridor(s):** S. Claiborne Ave. in Lower Ninth Ward for full-service grocer
- **Overall Program Objective:** Support new retail activity with priority for a new full-service grocery
- **Overall Program Goals:** Award of funding to developers and/or operators for retail development
- **Program Budget:** \$1,500,000
- **Funding Source:** City of New Orleans – General Fund
- **2026 Program Goal:** Award of funding to developers and/or operators for the grocery store site



Early Childhood Education (ECE) Facilities Capital Improvements

- **Program Description:** NORA will continue implementing a program for the maintenance, expansion, and development of early childhood education facilities in partnership with Agenda for Children, the designated administrator of funds on behalf of the City of New Orleans. The Early Childhood Education Facilities Maintenance and Expansion program is a forgivable grant program with a multiyear term for implementation. In 2025, NORA awarded \$1.1M (of the \$4.825M) to 5 facilities.
- **Implementation Period:** 2024-2027
- **Target Corridor(s):** Citywide
- **Overall Program Objective:** Increase the number of licensed early education centers that are fully up to code and improve facilities for existing seats
- **Overall Program Goal:** Complete construction of all 25 awards
- **Program Budget:** \$2,548,689
- **Funding Source:** Agenda for Children millage
- **2026 Program Goal:** The 2025 (5) awarded facilities completed in 2026; 20 additional awards to be made with construction started in 2026



Food Business Micro-Grant Program

- **Program Description:** The Food Business Microgrant Program is an initiative implemented by the New Orleans Redevelopment Authority (NORA) in partnership with the City of New Orleans to support food entrepreneurs and strengthen the city's food economy. This Program is designed to provide targeted financial assistance to small businesses operating in the food industry, particularly disaster-related events following Hurricanes Ida, Zeta, and the severe storms of 2020 and 2021. The program aims to address the ongoing challenges faced by food-businesses by offering microgrants to currently operating commercial kitchens. These efforts are intended to promote economic recovery, enhance food access, and foster long-term sustainability in the local food sector.

Through this initiative, eligible food businesses may receive microgrants to support critical business needs such as kitchen improvements and equipment purchases. Eligible food businesses consist of operational commercial kitchens. This program is funded through a federal subaward and administered by NORA, which will oversee all aspects of program implementation, including public outreach, application processing, technical assistance coordination, and grant agreement oversight. Grants will be awarded on a rolling, first-come, first-served basis during the application period, subject to availability of program funds.

- **Implementation Period:** 2026-2027
- **Target Corridor(s):** Citywide
- **Overall Program Objective:** Support small business in food sector
- **Overall Program Goal:** Support 5 commercial kitchens citywide
- **Program Budget:** \$900,000
- **Funding Source:** HUD/State through CNO (D-CDBG)
- **2026 Program Goal:** Award 5 commercial kitchens grants

Strengthen Neighborhoods

Catalytic Investments



NORA is committed to strengthening key neighborhoods through strategic redevelopment initiatives and continued high-level maintenance of NORA's property inventory to prepare for new investment. NORA partnerships with other public agencies and private companies are central to the redevelopment of key sites across the city.

Objective: Repurpose and transform large-scale, high-opportunity, and publicly owned sites

City of New Orleans Redevelopment Framework (Tulane Avenue Development)

- **Program Description:** The City of New Orleans and the New Orleans Redevelopment Authority executed a Cooperative Endeavor Agreement (CEA) in 2021 to facilitate the long-term lease and redevelopment of certain City-owned properties via long-term lease to NORA. NORA will manage the redevelopment process for these properties on behalf of the City and engage the community in support of the creation of affordable housing and economic development opportunities. In 2025, NORA completed the leasing process for 2908-34 Tulane Avenue with the city. NORA also issued and closed the RFP for the development and operation of this permanent supportive housing option for the city's homeless populations.
- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Mid City
- **Overall Project Goal:** Minimum 42 housing units for the unhoused population
- **Project Budget:** \$805,605
- **Funding Source:** HOME-ARPA through CNO
- **2026 Project Goal:** Developer selected, financing secured, and construction started



Six Flags Redevelopment

- **Program Description:** NORA acquired approximately 230 acres of former amusement park and vacant property near the intersection of Interstate 10 and Michoud Boulevard from the Industrial Development Board of the City of New Orleans in March 2023. The property was awarded to Bayou Phoenix as part of a competitive Request for Qualifications and Proposals process administered by the City of New Orleans prior to NORA’s acquisition of the property. The NORA Board of Commissioners has approved a master plan for the redevelopment of the property that contemplates the development of a film and television studio, indoor and outdoor youth sports facilities, hotels, various entertainment venues, and a water park, across multiple phases. NORA leased the property to the developer in October 2023. In 2024, a site assessment was undertaken, and selective demolition began. Additional funding from the City of New Orleans was approved in 2025. Site demolition including critical infrastructure (drainage, utilities, and vegetation) and iconic symbols from Katrina (roller coasters and other theme park rides) was completed in 2025.
- **Implementation Period:** 2024-2028
- **Target Neighborhood:** New Orleans East
- **Overall Project Objective:** Support the development and implementation of the master plan
- **Overall Program Goal:** Fully redeveloped Six Flags site per master plan
- **Project Budget:** \$4,706,285
- **Funding Source:** ARP/CNO GF
- **2026 Project Goal:** BP to complete critical infrastructure site development and financing in line with the master plan



NOLA Public Schools Redevelopment

- **Program Description:** NOLA Public Schools and the New Orleans Redevelopment Authority developed a Cooperative Endeavor Agreement (CEA) in 2024 to facilitate the redevelopment of certain Orleans Parish School Board (OPSB) properties. The first CEA, executed in 2025, included two properties, Israel Augustine in Mid City and Valena C. Jones in the 7th ward. Also in 2025, NORA managed the community engagement and outreach process for these properties on behalf of NOLA Public Schools in support of the adaptive reuse of these sites. NORA released the first of two RFPs in the 4th quarter of 2025 and will release the second RFP in the first quarter of 2026. NORA will then make recommendations to the Orleans Parish School Board for its consideration.
- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Mid City and Seventh Ward
- **Overall Project Objective:** Provide developer recommendations to the school board
- **Overall Project Goal:** Provide developer recommendations to the school board
- **Project Budget:** \$175,000
- **Funding Source:** NOPSB
- **2026 Project Goal:** Provide developer recommendations for both sites to the school board



St. Bernard Circle

Phase II - Affordable Homeownership Development:

In 2025, NORA offered and successfully transferred five lots along N. Robertson through NO-HIP.

- **Implementation Period:** 2024-2028
- **Target Neighborhood:** Seventh Ward
- **Overall Project Objective:** Increase the number of new Affordable homeownership opportunities in the 7th ward
- **Overall Project Goal:** 5 affordable homeowner units
- **Project Budget:** See NO-HIP Program Budget page 3
- **Funding Source:** CDBG-PI
- **2026 Project Goal:** 5 completed affordable homeownership units (under NO-HIP)

Phase III - Food Incubator Economic Development:

This project is to establish a Food Manufacturing Facility Incubator that strengthens the Greater New Orleans region's position as a leader in food innovation, entrepreneurship, and local economic development. By providing a state-of-the-art, shared manufacturing space designed for small and emerging food producers, the facility will promote business growth, job creation, and sustainable production within the city's historic food economy. The incubator will serve as a hub for local food entrepreneurs, helping them scale production, access new markets, and grow sustainable businesses that contribute to Louisiana's culinary economy. The development is expected to serve as an economic development business hub for food industries in a centralized location and platform fostering economic growth in Orleans Parish. The hub will serve the purpose of stimulating innovation and fostering industry stabilization through uncertainties of disaster, providing entrepreneurs greater ability to resume operations.

- **Implementation Period:** 2026-2027
- **Target Corridor(s):** the 7th ward
- **Overall Program Objective:** Diversify and invest in food-related sector businesses operating outside of the French Quarter
- **Overall Program Goal:** Fully constructed food incubator & operator in place
- **Program Budget:** \$3,350,000
- **Funding Source:** HUD/State through CNO (DCDBG)
- **2026 Program Goal:** Developer & Operator awarded, financing secured, groundbreaking in Q4 2026



Objective: Expand development alternatives that enhance neighborhood character

Real Estate Asset Land Banking Mechanism (REALM)

- **Program Description:** Using non-federal funds, NORA implements strategies to reduce blight such as interim nuisance abatement, disposition of formerly blighted properties, management of rental units, acquisitions and disposition activities, redevelopment planning, grant application preparation, and reuse of vacant blighted properties as active outdoor space.
- **Implementation Period:** 2024-2028
- **Target Neighborhood(s):** Citywide
- **Program Budget:** \$500,000
- **Funding Source:** NORA
- **2026 Program Goal:** General support for redevelopment activities

