

The logo features a large green number '5' inside a green circle, with the words 'COMMUNITY IMPROVEMENT PLANS' in blue and grey text to its right.

# 5 COMMUNITY IMPROVEMENT PLANS

The logo is a dark blue rectangle with a white zigzag border at the bottom. It contains the text 'EAST BATON ROUGE REDEVELOPMENT AUTHORITY' in white, all-caps font.

EAST BATON ROUGE  
REDEVELOPMENT  
AUTHORITY

## Scotlandville Gateway Community Improvement Plan Appendix

Prepared by:  
Phillips-Davis Legacy & BROWN+DANOS landdesign, inc.  
February, 2011

The logo consists of three rows of text with decorative squares. The first row has 'PHILLIPS-DAVIS LEGACY' with a green square on the left and right. The second row has 'BROWN + DANOS' with a green square on the left and right. The third row has 'a joint venture, inc.' with a green square on the left and right.

PHILLIPS-DAVIS LEGACY  
BROWN + DANOS  
a joint venture, inc.



## CIP APPENDIX | Outreach

The following information illustrates outreach methodologies utilized throughout the CIP process as well as results of the same. Documents included are the Scotlandville Gateway Outreach Strategy, the Scotlandville Gateway Stakeholder Interview Summary, the Scotlandville Gateway Visioning Workshop Report, and the Scotlandville Gateway Alternatives and Implementation Workshop Report.



East Baton Rouge Redevelopment Authority  
Community Improvement Plans (CIPs)

# **Outreach Strategy**

## **Scotlandville Gateway**

January 27, 2010

## Inter-Community Promotion

### Community Improvement Plan Introduction

A Community Improvement Plan (CIP) is a tool that will be used by the East Baton Rouge Redevelopment Authority (RDA), in coordination with elected officials and community partners, to guide redevelopment and neighborhood improvements within a defined area. This plan will be created by overlaying the community's vision with professional expertise to develop strategies that will address the priorities of the targeted area.

The objective of the Community Improvement Plan program is to provide economically distressed communities with a regulatory framework that will guide redevelopment efforts in a manner that addresses each community's needs, while protecting its vision and character.

CIPs seek to create or re-establish sustainable, mixed-use, mixed income communities and enhance the quality of life for all residents. The CIP will maintain and enhance the positive attributes in the neighborhoods and build on those strengths while aggressively addressing the challenges of the neighborhood. This will be based on balancing the importance of long term vision with the necessity of identifying short term realistic goals.

### Stakeholder Interviews

Community stakeholders are critical in building confidence and trust in any community project, while also serving as great sources of historical and working knowledge of the communities in which they live and serve. Continual communication with these stakeholders, via e-blasts and the provision of promotional materials for distribution in the communities, will play a key role in the success of the community workshops.

Stakeholder interviews in the first Community Improvement Area, Scotlandville Gateway, will be held 4 weeks before community workshops begin in order to collect necessary human data on the project, and subsequently allow word of mouth communication within the respective communities to build awareness and anticipation.

Stakeholders will be asked to encourage their friends and colleagues to participate in the upcoming workshops. The dates and locations for the Scotlandville Gateway and stakeholder interviews are:

**Scotlandville Gateway  
February 9-10, 2010  
9:00 am – 7:00 pm**

Scotlandville Branch Library  
7373 Scenic Highway  
Baton Rouge, LA 70807

---

## Media Promotion and Relations

### Earned Media

#### Press Releases and Public Service Announcements (PSAs)

Press releases and Public Service Announcements (PSAs) will be released to News, TV, and Radio before and leading up to CIP 1 & 2 Visioning and Alternatives and Implementation Workshops. Press releases and PSAs will initially be released upon confirmation of workshop venues and 1-2 days preceding each workshop, with approval by RDA staff before submission. Recommendations for earned media include WAFB TV, WBRZ TV, Fox 44, WVLA TV, The Advocate, The Weekly Press, and all local radio stations, including those broadcast by Citadel, Guarantee, and Clear Channel Communications, with an emphasis on stations with strong listenership in the urban communities.

#### Live Radio Interviews

Live radio interviews will be sought for stations with key inner-city programs during the promotional period. The President of the RDA, Walter Monsour, will conduct these interviews.

#### Morning Show Guest Appearance

A representative of the RDA will make a one-time appearance on a local television morning show to introduce the RDA and announce the five Community Improvement Plans that are underway. Stations to be targeted for this effort are WAFB and WBRZ.

#### Media Contact for CIP Project

The consultant team will develop press releases and PSAs. The issuance of these releases can be executed through the consultant or the RDA, dependent on the client's preference. Regardless, all media inquiries will be directed to Walter Monsour, President of the RDA.



**Paid Media**

**Newsprint Advertisements**

While the majority of media promotion will be through earned media, the local paper, The Weekly Press is widely read throughout the Scotlandville Gateway area. Paid advertisements in this publication 1-week prior to community workshops could greatly increase workshop attendance.

**Media Promotion Schedule & Costs**

Press Releases and PSAs	<ul style="list-style-type: none"> <li>• PR/PSA I - 7 days prior</li> <li>• PR/PSA II - 1-2 days prior</li> </ul>	No cost
Morning Show Appearance	<ul style="list-style-type: none"> <li>• 1 week prior</li> </ul>	No cost
Newsprint Advertisements	<ul style="list-style-type: none"> <li>• 1 week prior</li> </ul>	\$164.16 - 1,313.25 1-week advertisement (depending on size of ad)

**E-Promotion**

**Website**

Design of a website for Scotlandville Gateway has begun and research regarding setup is being completed.

**E-blast Announcements**

E-blasts are an effective way of reaching individuals directly and instantaneously. An initial Save the Date/Spread the Word e-blast will be sent 3-4 weeks prior to the workshops, and a reminder e-blast will be sent 3-4 days prior to the workshops. E-blasts will be drafted by the project team, but will be sent via the RDA’s email with the RDA logo attached.

E-blasts also serve as an effective viral means of communication, as we request recipients to share the information with their respective distribution lists.

**E-Promotion Schedule & Costs**

Website	<ul style="list-style-type: none"> <li>Launched 3-4 weeks prior</li> </ul>	No cost
E-blasts	<ul style="list-style-type: none"> <li>E-blast I “Save the Date/Spread the Word” – 4 weeks prior</li> <li>E-blast II “Reminder” – 2-3 days prior to each workshop</li> </ul>	No cost

**Direct Canvassing**

**Yard Signs**

Yard signs are an effective way to create buzz within an area over an upcoming event or project. Yard signs will be placed within the Scotlandville Gateway Improvement Plan boundaries to generate interest and let the viewers know how they can learn more details.

A general yard sign bearing the RDA logo and reading: **“Learn about your Community’s Improvement Plan,”** followed by the website and a toll-free number, will be used for all CIP areas and will stay in place for the length of the project. Yard signs will be placed with permission, with the help of community stakeholders.

It is recommended to order 60 yard signs to be distributed throughout all CIP areas 4-5 weeks before visioning workshops begin. The quantity of distribution in each CIP will be determined by population density and opportunities for high visibility. Since the signs will be designed to apply to all CIPs, it is more cost-effective to print them all at the same time.

**Toll-Free Number**

Not all residents have access to the internet. A toll-free number will be set up specifically for this project, offering details on upcoming workshops through a pre-recorded message. This message will be changed and updated as the project progresses. The toll-free number will not have a voice messaging system; therefore callers will not be able to leave a message. This number will be displayed on project yard signs and in other promotional materials.

**Roadside Banners**

While yard signs build an awareness of the project, larger roadside banners will be erected at high traffic intersections 2 weeks prior to CIP workshops, displaying specific workshop dates. These banners will not remain erect throughout the duration of the project, but will only be displayed before each workshop to draw particular attention to the workshop dates.

It is recommended that 6-8 banners be made, with the ability to change workshop dates and details for each workshop. The same 6-8 banners will be used and reused for all CIP areas. Banners will be



printed with a permanent logo and catch-phrase, with interchangeable workshop titles, locations, and dates. Therefore, there will be a one-time cost to create the banners, and a lower follow-up cost to update the information for each workshop.

**Fliers & Doorhangers**

Fliers and doorhangers will be utilized in the Scotlandville Gateway area for canvassing businesses and homes. While doorhangers will be placed on residences, fliers will be posted in high-traffic areas such as the post office, gas stations, banks, grocery stores, community centers, and other businesses, with permission granted.

**Direct Canvassing Schedule & Costs**

Yard signs	<ul style="list-style-type: none"> <li>4-5 weeks prior to initial workshops, and for length of project</li> </ul>	\$470.00 - \$634.00, for 60 double-sided, 1-color or 2-color chloroplast yard signs (18"x 24")
Toll Free Number	<ul style="list-style-type: none"> <li>For use on yard signs and press releases/PSAs</li> </ul>	\$3.00 to purchase toll-free number
Roadside Banners	<ul style="list-style-type: none"> <li>Erect 2 weeks prior to workshops</li> </ul>	\$84.00 per banner, \$30-\$35 to update information on each banner
Fliers & Doorhangers	<ul style="list-style-type: none"> <li>Canvass 1-2 weeks prior to workshops</li> </ul>	Fliers \$225-\$450 per CIP (500 - 1,000 quantity) Doorhangers \$127-\$211 per CIP (500 - 1,000 quantity)

## Indirect Canvassing

**School Backpacks:** Through coordination with the school board, fliers promoting the community workshops can be placed in student backpacks of all the schools with the Scotlandville Gateway project area, including:

The Center, Inc.	2271 E Mason Avenue
Jami's Enterprise, Inc. (Adult Day Care)	2287 Mason Avenue
Monte Sano Head Start	3002 East Mason Street
First Christian School (B)	1729 Monte Sano Street
Community Christian Academy	1729 Monte Sano
Banks Elementary School	2401 72nd Avenue
Banks Head Start Center	2305 72nd Avenue
Chambers and Valentine Day Care Inc.	2157 73rd Avenue
St. Michael's Episcopal Day School	1666 77th Avenue
Community Day Care Center of Scotlandville	2315 Harding Boulevard
Southern University Laboratory School	129 Swan Street
Southern University and A & M College	G. Leon Netterville Drive
Children's World Development & Learning Center	1384 Swan Street
EBRP Juvenile Services Detention	8333 Veterans Memorial Boulevard
Harding Elementary School	8600 Elm Grove
Southern University Head Start	Southern University Building 131
Scotlandville Magnet High School	9870 Scotland Avenue
Scotlandville Elementary & Middle School	9147 Elm Grove Garden Drive
C. N. Burrell Sr. Christian Academy	9185 Wilbur Street
Kelly Terrace Head Start	999 Rosenwald Road
Pat's Day Care, Inc #3	999 Rosenwald Road
Gordon's Day Care Center, Inc.	9537 Southern Avenue
Compassionate Daycare and Learning Center	9713 Avenue C
Scenic Alternative High School (JRDC)	15200 Scenic Highway
Discovery Head Start	9700 Scenic Highway
Progress Elementary School	855 Progress Road
Progress Head Start Center	1881 Progress Road
Ryan Elementary School	10337 Elm Grove
Crestworth Middle School	10650 Avenue F
Crestworth Elementary School	11200 Avenue F

**Church Bulletins and Announcements**

Churches also serve as an excellent way of communicating a message to a large, local population. Write-ups in the church bulletin, announcements at the pulpit, or pushcards made available at the back of the church are all methods that will be requested of the churches in the Scotlandville Gateway CIP project area. Those churches include, but are not limited to:

Camphor Memorial United Methodist Church	8600	Scenic Highway
Church Of The Faith	8607	Scenic Highway
Special Deliverance Temple	8607	Scenic Highway
Puritan Baptist Church	1047	Rosenwald Road
Richardson Chapel Outreach Ministry	757	W K Gordon Street
First Presbyterian Church Of Scotlandville	1246	Rosenwald Road
Richardson Chapel-Church Of God In Christ	731	W K Gordon Street
Truevine Baptist Church	905	Grebe Street
Richardson Chapel-Church Of God In Christ	731	W K Gordon Street
New Beachgrove Baptist Church	4420	Crown Avenue
Greater Central Baptist Church, The	9012	Scenic Highway
Richardson Chapel Outreach Ministry	757	W K Gordon Street
The Church Of The Living God-Pillar 7 Ground Of The Truth	1042	Rosenwald Road
Faith Bible Church	1292	Cardinal Street
Promised Land Baptist Church	7234	Plank Road
Mt. Pilgrim Baptist Church	9700	Scenic Highway
Bible Believers Church	9130	Scenic Highway

**Other indirect canvassing**

Project pushcards and fliers will be made available to any community organization willing to distribute them to their members.

**Indirect Canvassing Schedule & Costs**

School Backpacks	<ul style="list-style-type: none"> <li>1 week prior to workshops</li> </ul>	\$225 - \$700 per CIP, dependent on school population (500 - 5,000 quantity)
Church Bulletins/Announcements	<ul style="list-style-type: none"> <li>To be announced/published 1 and 2 weeks prior to workshops</li> </ul>	No cost
Pushcards	<ul style="list-style-type: none"> <li>Available for churches and community organizations</li> </ul>	\$59 - \$175 per CIP (500 - 5,000 quantity)

**Outreach Strategy Compiled Costs**

	<b>Minimum Cost per CIP</b>	<b>Maximum Cost per CIP</b>	<b>Minimum Cost Total Project</b>	<b>Maximum Cost Total Project</b>
Newspaper Ads *	\$ 165.00	\$ 1,314.00	\$ 990.00	\$ 7,884.00
Yard Signs	--	--	\$ 470.00	\$ 634.00
Toll Free Phone Number	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00
Roadside Banners **	--	--	\$ 784.00	\$ 952.00
Fliers	\$ 225.00	\$ 450.00	\$ 1,125.00	\$ 2,250.00
Doorhangers	\$ 127.00	\$ 211.00	\$ 635.00	\$ 1,055.00
Push Cards	\$ 59.00	\$ 175.00	\$ 295.00	\$ 875.00
Backpacks	\$ 225.00	\$ 700.00	\$ 1,125.00	\$ 3,500.00
<b>TOTAL COSTS</b>			<b>\$ 5,427.00</b>	<b>\$ 17,153.00</b>
<b>TOTAL PRINT BUDGET</b>				<b>\$ 10,000.00</b>

\* Note that Newspaper Ads will be purchased 6 times, once before each set of meetings (6 sets).

\*\*Note that 6 banners (min) to 8 banners (max) per CIP, each updated once.

**Outreach Schedule – Visioning Workshops**

Scotlandville Gateway Workshop – March 16, 2010	
Week of February 8	<ul style="list-style-type: none"> <li>• Conduct Stakeholder Interviews</li> </ul>
Week of February 15	<ul style="list-style-type: none"> <li>• Send out E-blast 1</li> <li>• Outreach to community organizations for indirect canvassing opportunities</li> </ul>
Week of February 22	<ul style="list-style-type: none"> <li>• Erect yard signs with 1-800 number</li> <li>• Contact churches for inclusion in bulletins for next 2 weeks</li> </ul>
Week of March 1	<ul style="list-style-type: none"> <li>• Erect Road-side Banners in CIP areas</li> <li>• Conduct Direct Canvassing</li> <li>• Morning Show interview with RDA spokesperson</li> <li>• Press release to weekly papers</li> <li>• Contact churches for inclusion in announcements</li> </ul>
Week of March 8	<ul style="list-style-type: none"> <li>• Provide fliers to schools for distribution in backpacks</li> <li>• Press release / PSA 1– pitch stories as needed</li> <li>• Send out E-blast 2 (reminder e-blast)</li> <li>• Fliers in school backpacks</li> <li>• Contact churches for inclusion in announcements/need for pushcards</li> <li>• Paid media in The Weekly Press</li> </ul>
Week of March 15 (Workshops Week)	<ul style="list-style-type: none"> <li>• Send Press Release / PSA 2 (reminder)</li> <li>• Conduct workshops</li> </ul>

**Outreach Schedule – Alternatives and Implementation Workshops**

Scotlandville Gateway Workshop – May 15, 2010	
Week of April 19	<ul style="list-style-type: none"> <li>• Send out E-blast 1</li> <li>• Outreach to community organizations for indirect canvassing opportunities</li> </ul>
Week of April 26	<ul style="list-style-type: none"> <li>• Erect Road-side Banners in CIP area</li> <li>• Press release to weekly papers</li> <li>• Contact churches for inclusion in announcements/bulletins for next 2 weeks</li> </ul>
Week of May 3	<ul style="list-style-type: none"> <li>• Press release/PSA 1 – pitch stories as needed</li> <li>• Fliers in school backpacks</li> <li>• Contact churches for inclusion in announcements/need for pushcards</li> <li>• Conduct Direct Canvassing</li> </ul>
Week of May 10 (Scotlandville G. Workshop)	<ul style="list-style-type: none"> <li>• Send Press Release/ PSA 2a (Scotlandville Gateway reminder)</li> <li>• Send out E-blast 2a (Scotlandville Gateway reminder)</li> <li>• Paid media in The Weekly Press</li> <li>• Conduct Scotlandville Gateway workshop</li> </ul>



East Baton Rouge Redevelopment Authority  
5 Community Improvement Plans (CIPs)

# Stakeholder Interview Summary Scotlandville Gateway

February 16, 2010

Prepared by:  
Franklin Industries  
1201 Main Street, Suite B  
Baton Rouge, LA 70809  
(225) 768-9060



*“In my 37 years of life here I have been literally watching this community die. Some of the most affluent African-Americans in Baton Rouge lived in this area and they’re getting old. People of my generation have no incentive to invest in this area because I can’t even go get a gallon of milk. Piggly Wiggly is closest grocery. We have only one place to go get a hamburger, no place to go have a pizza. The Palisades is full, but there is no mixed use, just residential. No coffee shop, and there are all these students with funds.”*

-Excerpt from Scotlandville Gateway stakeholder interview

## Contents

Contents .....	1
Overview .....	2
1. Community Values .....	3
2. Landmarks .....	4
3. Areas of Concern .....	4
4. Planning Considerations .....	6
5. Long-term Vision .....	8
6. Economic Development: Challenges and Aspirations .....	8
7. Safety Concerns .....	10
8. Hopes for Scotlandville Gateway CIP .....	10
Appendix A: Stakeholders Interviewed .....	12
Appendix B: Stakeholder Questions .....	13
Appendix C: Map and Chart Exhibits .....	14

## Overview

As part of the Scotlandville Gateway Community Improvement Plan underway by the East Baton Rouge Redevelopment Authority and its consultant Team, Franklin Industries (Franklin), as sub-consultant to Phillips-Davis Legacy & Brown+Danos, conducted 15 stakeholder interviews on February 9 and 10, 2010.

Franklin interviewed individuals and representatives from both public and private entities, including, the City-Parish, businesses, faith-based organizations, community organizations, and local residents of the Scotlandville Gateway community. Stakeholder interviews were conducted as open-ended discussions, allowing the stakeholder to speak freely about their community and the positive or negative areas they would like to see replicated or improved upon. However, a uniform briefing and list of questions were followed to ensure needed information was captured (see Appendix B). Each interview lasted approximately 45 minutes, with some running longer and some shorter.

Each stakeholder was briefed on the status of the Redevelopment Authority (RDA), its mission, and current endeavor to develop improvement plans for 5 underserved areas in North Baton Rouge. Each stakeholder was also presented a map of the project area and a project schedule (see Appendix C).

All stakeholder interviews were conducted by Perry Franklin, Risa Mueller, Rachel LeCompte or Kyla Hall of Franklin Industries with representatives from the RDA present as observers. This report summarizes the results of the 15 Scotlandville Gateway stakeholder interviews. Choosing the participants for the stakeholder interview process was a joint effort of the RDA and Franklin.

## 1. Community Values

Stakeholders were asked what they most value in the Scotlandville Gateway community. Below is a summary of their responses:

- **The people.** At least 3 stakeholders commented that the people of Scotlandville Gateway are the best resource. Some stakeholders grew up in the area and live amongst their former classmates. They commented on the sense of “closeness” that exists among neighbors and speak of a connection and pride of being from the area. One stakeholder did comment that there was a flight of some residents, though some have moved back. Other stakeholders commented on their respect for and value of the older generation in Scotlandville Gateway and recognized the intellectual wealth the community has generated in the form of public service. However, they also recognized that they are aging and younger residents are not staying. Stakeholders also made reference to the “sense of community” that exists, and how it’s a community of families.
- **Community organizations and volunteers.** Community organizations exist that have a vision for improvements in the area, and are supported by a strong base of community volunteers and activists.
- **Southern University.** Southern University is considered by some as the engine that drives the Scotlandville Gateway area, though there was one comment on a lack of leadership and community engagement from the university.
- **The fire station.** At least 2 stakeholders commented on the positive impact the fire station poses due to its 24-hour presence. That, coupled with the nearby sheriff substation, gives the community hope that “better things are happening.” One stakeholder shared that the firemen cook lunch for the volunteers and consider them a tremendous asset to the community.

## 2. Landmarks

The following places were mentioned as having value, or landmarks, to the Scotlandville Gateway community.

- Buildings along Scenic Highway near Highway 19 are considered icons
- Sewell's and Son Grocery building and drug store next door (on Scotland Avenue)
- Charlie's Shoe Shop (now abandoned building on Scotland Avenue)
- Mini-park area at the intersection of Scotland Avenue and Scenic Highway (would like to see it enhanced)
- American Legion Post (1566 Rosenwald Road)
- Mount Carmel Baptist Church (1414 Sora Street)
- New Light Baptist Church (650 Blount Road)
- Poole's Pharmacy located on Stilt Street and Highway 19, currently an abandoned building
- Anna T. Jordan Center (1750 Stilt Street), historically considered the place where decisions concerning the community were made
- The Railroad Overpass leading to the Southern University entrance
- Liberty Bank at 7990 Scenic Highway, (former location of Life Federal Savings Bank, which was instrumental in building the Scotlandville community)

## 3. Areas of Concern

Stakeholders were asked what most troubled them about Scotlandville Gateway. Below is a summary of their responses.

- **Blight and empty buildings.** At least 7 stakeholders referenced the blight and empty/abandoned buildings as the most troublesome aspect of Scotlandville Gateway. They stated the closed, empty, and dilapidated businesses need to be restored to functional use. They attribute low property values to outdated housing and blight, and feel there is a lack of maintenance in the area in relation to property upkeep, public easements, and building clean-up. They would like to see enforcement of building codes, cleaning of the streets, and eradication of broken-down cars in driveway.
- **Crime.** The issue of crime was equally mentioned, and also tied to the reasons why some businesses have closed. The Housing Authority cited that the top reason for eviction from their units for the last 3 years has been criminal activity. One pastor noted that crime and safety is high on the list of concerns of her congregation, while another stakeholder stated that the issue

of crime aids in the elder population's decision to move to assisted living homes outside of Scotlandville Gateway. Stakeholders specifically cited the criminal activities of drugs and prostitution in their concerns, and fear that there are a lot of youth on the streets. One stakeholder summarized his concern by saying that crime is a hybrid word for "no opportunity".

- **Lack of development.** At least 4 stakeholders said a lack of retail development, and development in general, most troubles them about their area. Most commented that they do not have a local grocery store, nor mom and pop shops to frequent. There was a question raised as to why, even with a traffic count of 13,000-15,000 vehicles/day\* at Harding Boulevard and Scenic Highway, there hasn't been development in that area, believing there must be a lack of vision and reinvestment in the community. Stakeholders believe Scotlandville Gateway is at a standstill and is not receiving the cooperation from entities with adequate resources to improve the area. Specifically, stakeholders cited a lack of family-oriented restaurants, adequate shopping (grocery and retail), entertainment for the youth (teenagers, college students, and young adults), and public lighting. \*estimate has not been verified
- **Outside perception of Scotlandville Gateway.** Some stakeholders are troubled by the perceptions of their community to the rest of East Baton Rouge Parish, and feel there is a reputation of Scotlandville Gateway being a bad, run down area with un-friendly people. They feel they are just like any other community with many friendly people, and perhaps some bad, and feel this perception is hindering their progress.
- **Other Concerns.** Other concerns mentioned by stakeholders include:
  - Lack of affordable housing (rental or homeowner)
  - Lack of attractive and progressive programs for the youth
  - Lack of quality education
  - Lack of skilled workforce
  - Lack of mechanisms for existing homeowners to improve their properties
  - Apathy in the community in regard to the smell of the chemical plants, quality education, and school attendance (secondary and high school)
  - Lack of positive publicity about historic points, libraries, and schools in Scotlandville Gateway (no signage or way-finding)
  - Lack of homeless shelter
  - The sewer system
  - The use of the airport exit from I-110 to access Baker discourages folks from coming from Baker, for fear they will get stuck in the return traffic
  - Danger posed by the railroad and lack of alternative means for digress and ingress for cars and pedestrians

## 4. Planning Considerations

Stakeholders were asked what planners should take into account when discussing improvements to Scotlandville Gateway. Below is a summary of their responses.

- **Provide a small business incubator.** One stakeholder would like to see a corridor of small businesses that employ residents and cater to the local community, and expressed that this can be encouraged by providing an incubator that would provide the storefront and support resources needed to help small businesses get started. The LSU Small Business Incubator program was used as an example.
- **Utilize education assets.** Some stakeholders would like to allow the community to utilize the computers at area public schools after school hours and see adult education programs. There are currently 3 adult education programs at Southern University: Engineering (sponsored by the LaDOTD), law (taught by Southern law students), and an entrepreneurial program.
- **Listen to the community.** Stakeholders want planners to gather input from the community, partner with homeowners, and discuss issues such as housing, streets, sewer system, and infrastructure.
- **Public transportation.** Transportation routes should be revisited, as well as covered bus stops.
- **Preserve and celebrate the history of the community.** Preserve the history of Scotlandville, but at the same time make it a vibrant, economically sound, and progressive community.
- **Make Scotlandville Gateway beautiful.** People of the community want to see landscaping and efforts to keep the community clean.
- **Ideas for Scenic Highway include:**
  - A beautification of the Scenic Highway corridor – a conversion to the road truly being “scenic” to produce a wow-effect. Stakeholders believe this would draw attention from the community in redevelopment efforts.
  - Mixed use, including a housing development, some type of “strip mall,” and something recreational. This development would serve as a beacon for future development in the longer term. Similar to the effect the Towne Center at Old Hammond and Corporate Boulevard had for East Baton Rouge, but more to scale with this community.
  - Zoning Scenic Highway as a commercial zone only.



- General Development Ideas include:
  - Supermarket (alternative to Piggly Wiggly)
  - Stores
  - Mall-type development
  - Coffee Shop
  - Youth Center
  - Alzheimer Center
  - Halfway House
  - Museum and park
  - Public middle school
  - Wal-Mart
  - Developments that include mentoring, sports, or cultural events to help build pride
  
- Specific Development Ideas include:
  - Strip mall by the Hilton Hotel on Harding Boulevard (via a small business incubator).
  - Cook's Theater should be developed into an arts center or gallery, to present a different side of life to that community.
  - The 300 acres next to the Palisades on Highway 61 should be considered a prime location. Could be a potential site for UPS, or moreover a business park.
  - Start at the north end of the area and work your way back.
  - Need commercial business near Howell Place (i.e. a Wal-Mart or Walgreens). This would be accessible to both Scotlandville and Zion City.
  - Liberty Bank is occupying prime real estate and should be come down or be downsized to make room for a CVS or Walgreens.
  - Old pharmacy site should become something of value to the community, like a coffee shop.
  - Places to stop on their way to Southern University, for example nice shops near gates of the university like there are near LSU, and more signage. Would like to see a great building at corner of Swan Avenue and Scenic Highway, with shops on bottom floor and maybe apartments or businesses above.
  - Rezone Harding Boulevard to commercial development, with supplemental retail and mixed use (apartment living and homes) to create similar developments schemes near LSU. Focus more on Harding Boulevard as a gateway to Southern University.
  - Gas station on corner of Scenic Highway and Harding Boulevard would be catalytic focal point for more growth.
  - Development along Airline Highway to Harding Boulevard.
  - Existing neighborhood “stores” – i.e. homes turned into convenience stores – might be brought into the mainstream with specific, but innovative business strategies (i.e. cooperative, group purchases, etc)

## 5. Long-term Vision

Stakeholders were asked what they would like to see when they think about the long-term future of Scotlandville Gateway. Below is a summary of their responses.

- **A community that caters to and motivates youth.** Some youth are disadvantaged in the community and don't see that there is a hope for Scotlandville Gateway. Most of the youth's goals are to get out of the community and go some place better. Stakeholders see a need to reverse that trend - and would like to see Southern University involved in that effort. Some envision the area being geared toward the 18 - 40 year olds that addresses all aspects of life (theater, fitness, food, entertainment). Like a city within a city with boutique and special shopping centers, something dealing with arts, coffee shops, maybe a spa/massage area, along the Scenic Highway corridor. More walk-able areas near Swan Avenue.
- **Aesthetic landscape.** Driving into Scotlandville Gateway, some stakeholders want to see landscaped areas, trees along boulevards, lighting, well-established businesses along the main street, clean areas, and advertising signs in good condition.
- **Better public transit system.** There is a great need for a better public transit system in the area. This would improve homeowners' quality of life.
- **Sustainable businesses.** Having sustainable businesses that the community can support.
- **Drainage improvements.**

## 6. Economic Development: Challenges and Aspirations

Stakeholders were asked what challenges to economic development they see and experience in Scotlandville Gateway, as well as their aspirations for economic development. Below is a summary of their responses.

### 6.1. Challenges

- **Seasonal nature of patron influx.** The presence of Southern University in the area lends to seasonal changes in inflow of customers (due to football season, semester sessions, etc.). Businesses take that into consideration when making decisions to site in the area.
- **Resident flight from the community.** A lot of second-generation people have moved away from this area, decreasing the consumer base. These individuals are also attending churches closer

to their new homes instead of worshipping in and contributing to community churches they once attended.

- **Lack of planning, partnerships, and leadership.** Stakeholders believe that there has never been a plan around Southern University, like the plan around LSU. There needs to be a quality decision on part of leadership of this area to say that developing the area around Southern is a priority. Stakeholders would like to see city fathers, like the Governor or Mayor, communicate with businesses, bank owners, property owners and the Chamber to voice that Scotlandville Gateway is a priority. They feel like people would like to see Scotlandville Gateway as a spot where events like press conferences would occur.
- **Lack of infrastructure improvements.** There's a belief that free market isn't doing well because city leaders aren't providing updates to basic services such as roadways, drainage systems, etc.
- **Lack of awareness from outside areas.** There is a perception that people believe they won't be able to do business in Scotlandville Gateway. The Hilton hotel built at Harding Boulevard was used as an example to negate that perception. Stakeholders also believe that people outside of Scotlandville Gateway don't know how to get to Southern University.
- **Maintenance.** Once structures are built and programs are established the lack of adequate strategies to maintain them is lacking. Plans and strategies to tackle the lack of support and maintenance that has become commonplace in the Scotlandville area needed to be developed.
- **Perception of crime.** The perception of crime is possibly stopping economic growth. It's more of a perception than a reality here. Two areas of most concern would be hard to pinpoint. Many people think of the avenues as a heavy crime area but it's hard to say.
- **Attracting new residents to the community.** Older neighborhoods have difficulty attracting new residents; need to create quality products that they love, despite the neighborhood conditions.
- **Need for grant writers and resources.** Some churches and non-profits have difficulty locating grant dollars and affording the cost of a grant writer to apply for those monies.
- **Fear.** Some investors are afraid to come to this area.

## 6.2. Aspirations

- **Promote existing assets.** There are some great parks here (i.e. recently renovated Anna T. Jordan park). The Baton Rouge Metropolitan Airport and Southern University are both advantages and should be tied into the Scotlandville area.

- **Make Southern University a draw.** We need to make the university look like a university. Community could also utilize the agriculture center for livestock shows and development of agriculture/livestock handling skills, much like the agriculture center at LSU is used.
- **See churches playing a bigger role in economic development** (i.e. purchase businesses and encourage locals to work there).
- **Utilizing contractors who live in area** to play a part in the redevelopment process to give people a sense of pride and ownership in the area and project. Bricks, mortar, and visible change are important to changing the mindsets.
- **Develop programs to assist business start-up and business development** (i.e. an incubator that taps into the intellectual capital of Southern University that can assist people with better management techniques).
- **Other aspirations** included starting education programs as an anti-poverty program, identifying more funds for small business owners, seeing more community involvement from Exxon, and providing retail shops for college students/young adults.

## 7. Safety Concerns

Stakeholders were asked what the top two safety concerns they have for the Scotlandville Gateway area. The two major themes heard were **crime** and the **chemical plants**. A lack of public lighting and positive activities for the youth were mentioned, as well as an explosion at Copolymer that cracked building foundations and the possibility of terror attacks on Exxon's plant.

## 8. Hopes for Scotlandville Gateway CIP

Stakeholders were asked what their hopes and concerns for the Community Improvement Plan for Scotlandville Gateway were. Below are some remarks noted from the interviews.

- That it becomes something of a legacy and people for years and years will come to see Scotlandville Gateway.
- Would like to see the city think about cross marketing between CIPs and create complimentary solutions instead of opposing solutions for all communities. For instance, the Choctaw corridor, if enhanced, would provide warehousing services for the Scotlandville Highway corridor. Plants from Choctaw Drive could develop shuttles to bus workers to come to the Scotlandville Highway corridor for lunch.

- 
- That this will serve as a catalyst for optimism, to help others generate their own neighborhood development.
  - That it is realistic, and that it really happens. We do a lot of things for aesthetics or to say this is what we're planning. But to realistically put a plan into action, with timetables, showing what can happen within year two, so that it's not just lip service. Don't let this sit on a shelf.
  - Would like to see an Advisory Committee evolve, where folks could help make future recommendations about additional needs or adjustments as time goes forward, as well as a continued voice in the process.
  - That it will develop an economic strategy to retain the dollars that leave the area from Southern University faculty, staff, and students and retain the dollars from the Scotlandville residents.
  - That the development that comes from this CIP is sustainable.

## Appendix A: Stakeholders Interviewed

- |  |                 |
|--|-----------------|
| • Sharon Weston Broome, Louisiana Senator District 15            | Public Official |
| • Willie Parme   | Property Owner  |
| • Randall Henry  | Homeowner       |
| • Geraldine Sims   | Homeowner       |
| • Reverend Bland Washington, Allen Chapel AME Church             | Ministerial     |
| • Reverend Belinda Washington, Disaster Relief Center            | Ministerial     |
| • Pastor Darlene Moore, Camphor Memorial United Methodist Church | Ministerial     |
| • Lynn Clark, Habitat for Humanity                               | Community       |
| • Marion Zachary, Scotlandville CDC                              | Community       |
| • Richard Murray, East Baton Rouge Parish Housing Authority      | Housing         |
| • George Robbins, Liberty Bank                                   | Business        |
| • Ron Smith, Southern University Credit Union                    | Business        |
| • Hall Davis, Davis & Sons Funeral Home                          | Business        |
| • Darryl Robertson, School Board Member (District 3)             | Education       |
| • Jason Lockhart, Southern University Architecture Department    | Education       |

## Appendix B: Stakeholder Questions

### Global questions (all interviewees)

1. Tell us about you or your organization/services/the geographic areas that you serve.
2. What do you value most about Scotlandville?
3. What are the things that most trouble you about Scotlandville?
4. What do you think should be taken into account by planners when discussing improvements to Scotlandville?
5. When you think about the long-term future of Scotlandville, what do you most want to see happen?
6. What is your vision for economic development in Scotlandville? Do you feel the area has a competitive advantage?
7. What are the challenges to economic development in Scotlandville? What kind of actions should the public and private sectors take to address these challenges?
8. What are the top two safety concerns you have for your area?
9. If you could do three things to improve the economic development/redevelopment climate in Scotlandville, what would they be?
10. What is your hope for this Community Improvement Plan effort? – most desired outcome? Biggest concern?
11. Are there any venues that come to your mind that would be accessible, welcoming and/or familiar to the community in which to hold the community meetings?

### Organizational questions (Ministerial, Education, Community, Businesses)

12. What factors about Scotlandville make your efforts successful?
13. What are the primary challenges for your organization?
14. What are your highest priorities?
15. What are your aspirations for growth? What tools and resources do you need to be more successful?

### Business questions (Businesses)

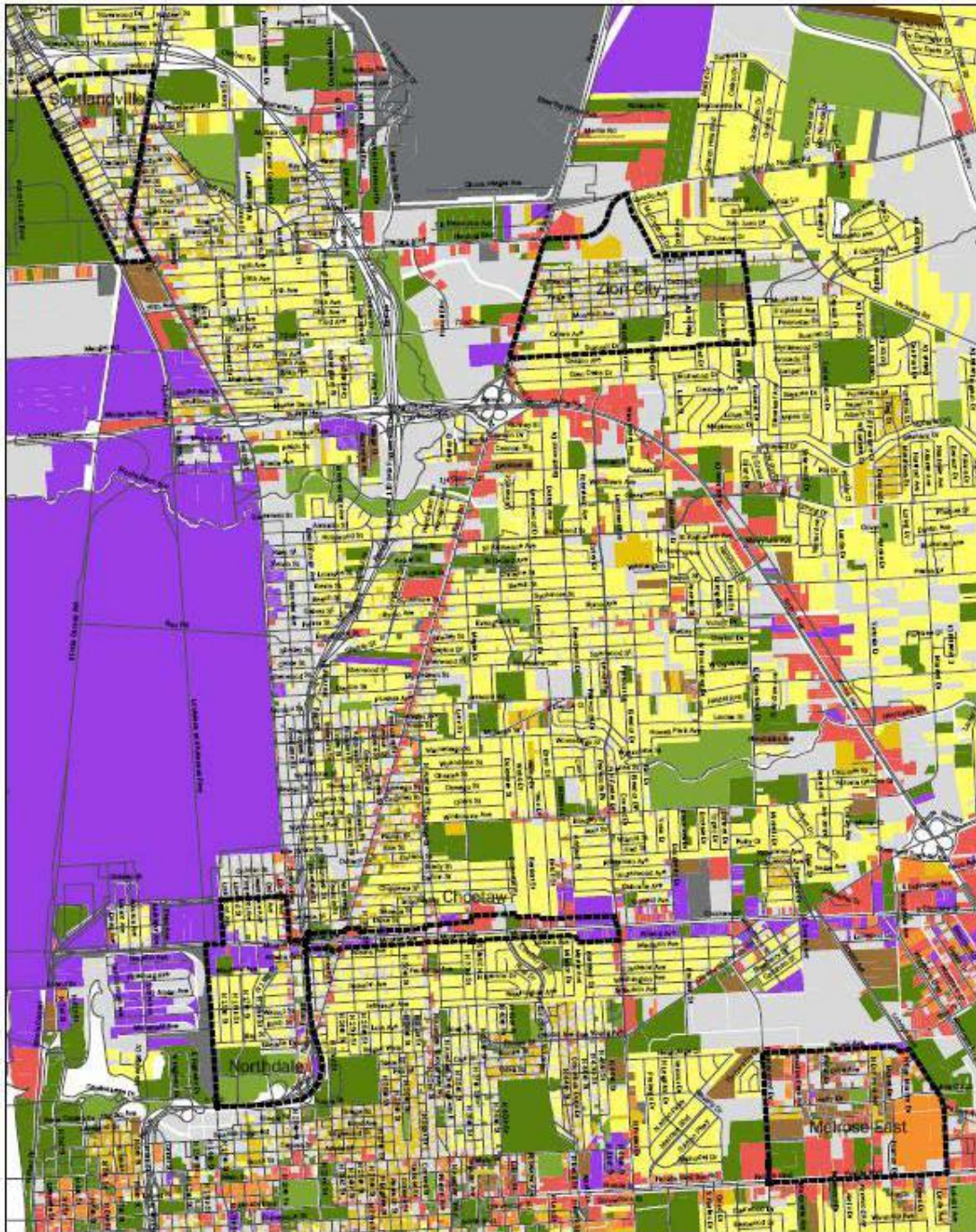
16. What are the challenges you face working in Scotlandville? (prompts: raising funds? Attracting and retaining quality staff? Competition among entities for scarce resources?, etc)
17. How do you think your organization contributes to the economic well being of Scotlandville?

### Development questions (Businesses, CDCs and some Ministerial)

18. Tell us about the development process here? Cost of development? Securing financing (equity and debt)? Permitting process and timeframes?
19. Have you participated in public-private partnerships? To what extent? If so, have these been beneficial for you? If not, are you open to participating in partnerships?
20. Do you work with local businesses in the community? With the chamber of commerce? Other organizations?

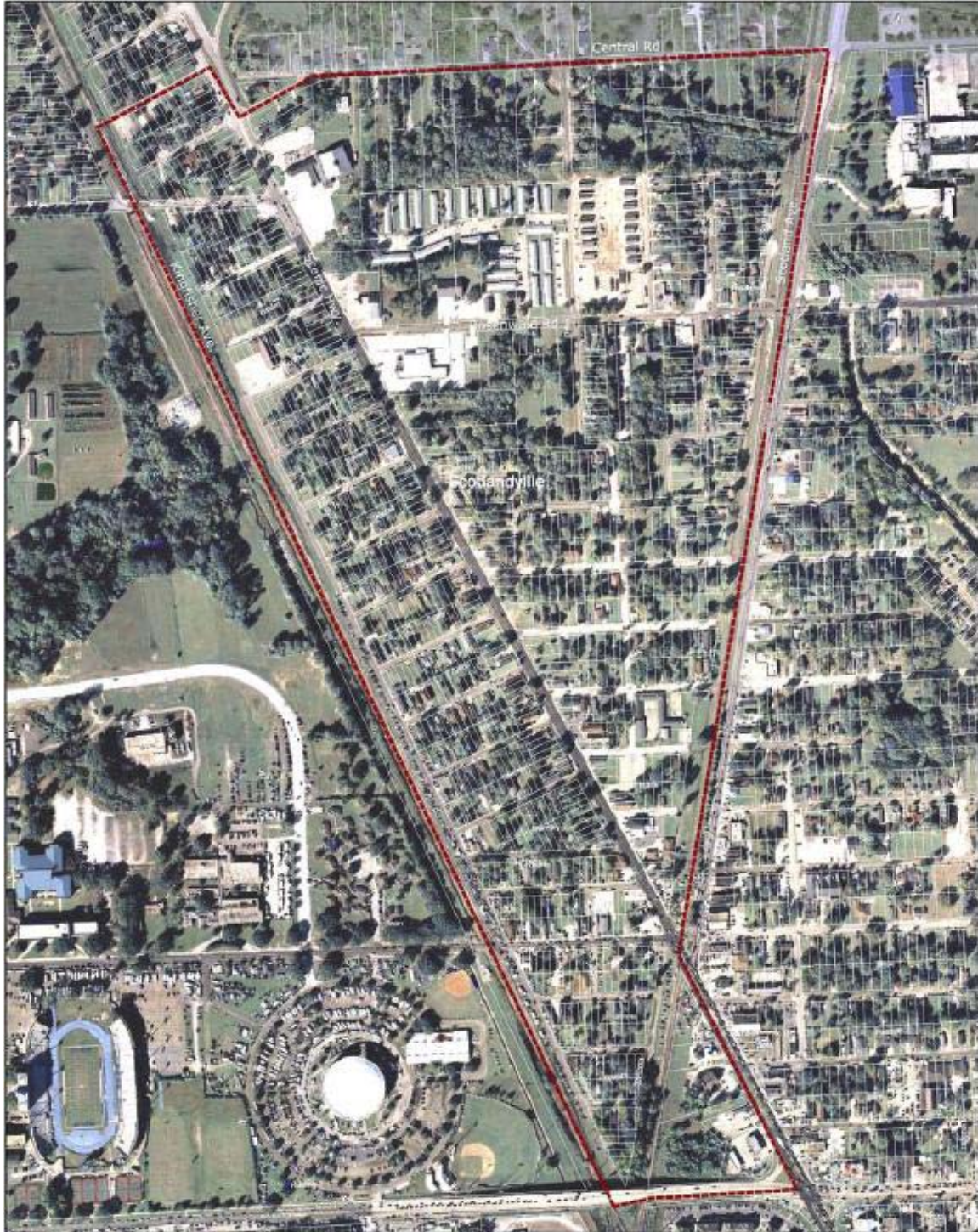
## Appendix C: Map and Chart Exhibits

Existing Land Use

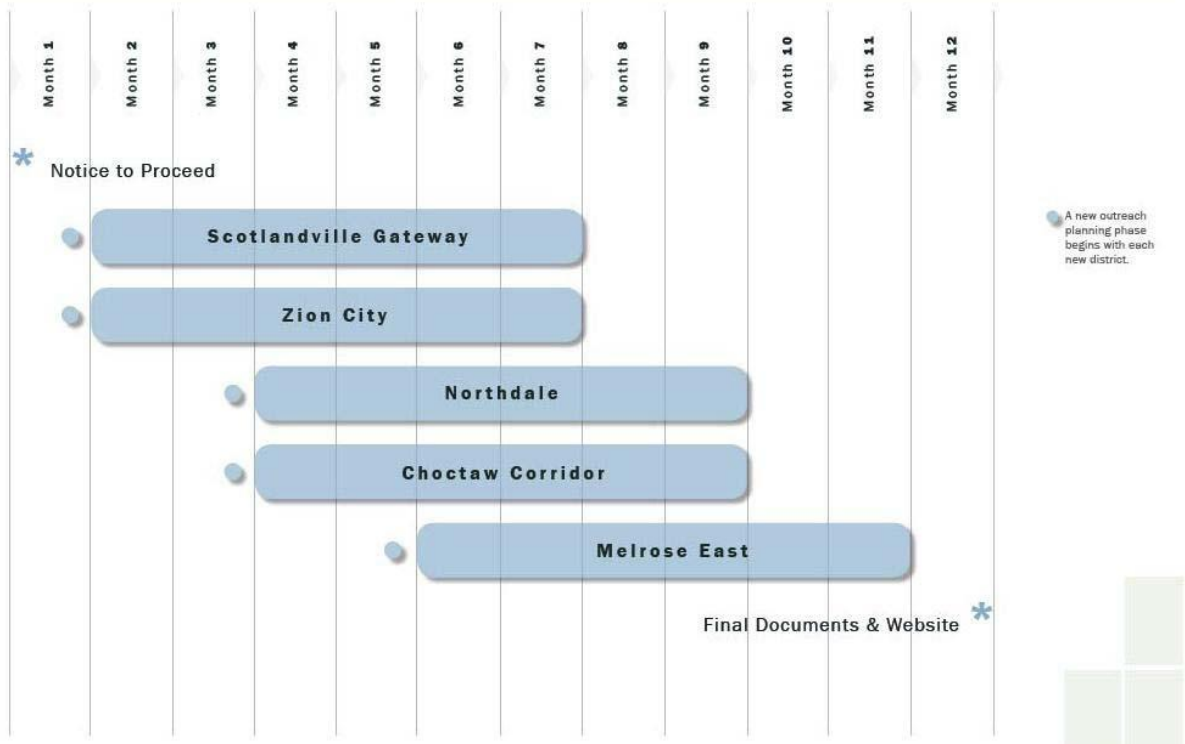




Scotlandville Gateway CIP Area



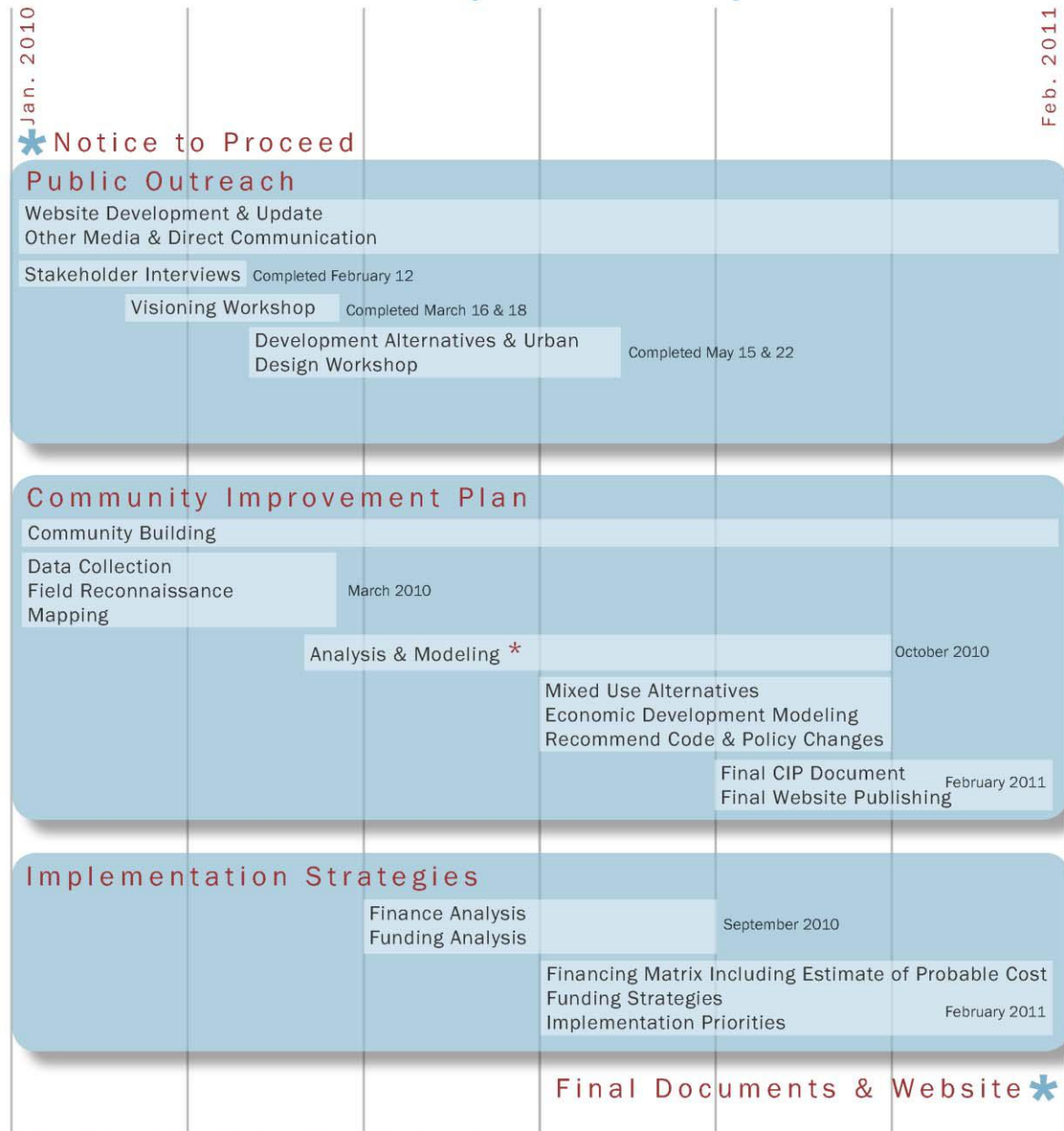
### East Baton Rouge Redevelopment Authority



**Proposed Timeline:** Overall

Community Improvement Plan - 5 Districts within East Baton Rouge Parish

## Scotlandville Gateway & Zion City



## Schedule Status

Community Improvement Plans - 5 Districts within East Baton Rouge Parish

**Analysis & Modeling \***

- |                            |                                      |                                       |
|----------------------------|--------------------------------------|---------------------------------------|
| 1. Context Analysis        | 5. Uniform Development Code Analysis | 9. Safety & Crime Analysis            |
| 2. Land Use Analysis       | 6. Brownfields Analysis              | 10. Green Space & Recreation Analysis |
| 3. Housing Design Modeling | 7. Transportation Analysis           | 11. Market Analysis                   |
| 4. Economic Analysis       | 8. Infrastructure Analysis           |                                       |





**5** COMMUNITY  
IMPROVEMENT PLANS

EAST BATON ROUGE  
REDEVELOPMENT  
AUTHORITY

# Scotlandville Gateway Visioning Workshop

**Location:** North Baton Rouge Community Center

**Time:** March 16, 2010 5:30-8:00pm

Prepared by:

Phillips-Davis Legacy & BROWN+DANOS landdesign, inc.

March 30, 2010

■ ■ PHILLIPS-DAVIS LEGACY ■ ■  
■ ■ BROWN + DANOS ■ ■ ■ ■  
■ ■ a joint venture, inc. ■ ■ ■ ■

# Introduction

Presenters:

## **RDA**

Walter Monsour, President & CEO

## **Phillips-Davis Legacy, BROWN+DANOS**

Karen Phillips, FASLA

Dana Nunez Brown, ASLA, AICP, LEED AP

## **Franklin Industries**

Perry Franklin

Facilitators:

## **Phillips-Davis Legacy, BROWN+DANOS**

Leigh Lafargue, ASLA, Associate

Christopher Hall, ASLA, Associate

Austin Evans, ASLA, Associate

Christopher Africh, ASLA, Associate

Samantha Montoya, Intern

## **Franklin Industries**

Kyla Hall

Rachel LeCompte

## **Trahan Architects**

Trey Trahan, AIA

Erik Hermann

David Merlin

## **Providence Engineering**

Mart Black, AICP

## **RDA**

Susannah Bing

Vickie Smith

Mark Goodson

Harold Briscoe

The intent of the Visioning Workshop on March 16, 2010 was to gain public input to develop the Vision for the Scotlandville Gateway Community Improvement Plan. First, an introduction regarding the East Baton Rouge Redevelopment Authority's mission and an outline of the 5 CIPs project was given by Walter Monsour and Karen Phillips, followed by a brief description of smart growth principles and an explanation of the first mapping exercise by Dana Brown. Following the presentation, groups discussed assets and challenges within the CIP boundaries, and prioritized them to present to the room. A second brief training presentation describing catalyst projects was given. Scotlandville Gateway maps and a series of catalyst project program chips were then provided to the groups and they were invited to participate in a charrette to develop a Visioning Map. Participants worked in seven groups, facilitated by consultant Team members, to graphically express ideas and opportunities for the revitalization of Scotlandville Gateway. The Phillips-Davis Legacy, BROWN+DANOS Team will develop the Scotlandville Gateway Community Improvement Plan based on public charrette input from each group, technical analysis, collaboration with the RDA, and the team's expertise and will bring alternative designs to the public in May.

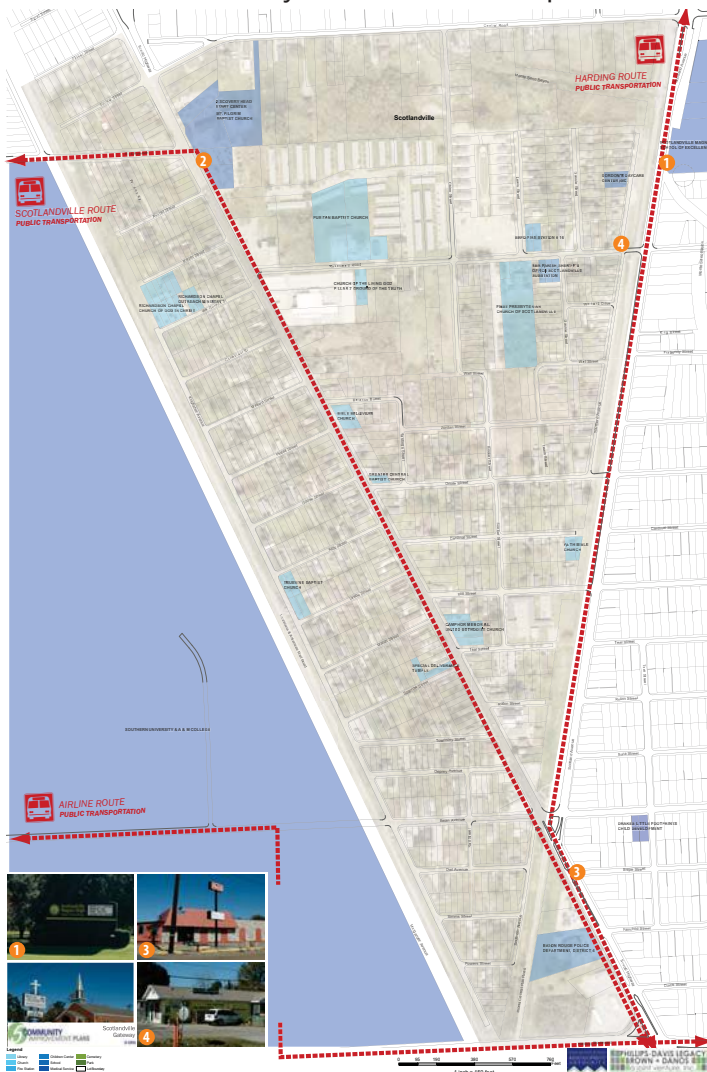


# Assets & Challenges

- Assets
- Challenges

The purpose of the first mapping exercise was to determine what residents view as the assets and challenges to improvement of the Scotlandville Gateway area. Groups were provided maps of the neighborhood and were asked to place blue stickers on areas that they viewed as assets and red stickers on things that they felt were a challenge to the neighborhood. Groups were then asked to give a description of each and prioritize the identified assets and challenges for presentation to the group. Facilitators at each table answered questions and kept the dialogue moving. Results of the assets and challenges mapping exercise are presented on the following pages.

Scotlandville Gateway Table Exercise Map



Scotlandville Gateway CIP Boundary



Scotlandville Gateway roadside banner

## Table 1

### Prioritized Assets:

1. New Police Station
2. New Fire Station
3. Habitat for Humanity Development

### Prioritized Challenges:

1. Too many abandoned properties
2. Lack of stores/shopping areas
3. Localized illegal activities



Table 1

## Table 2

### Prioritized Assets:

1. Proximity to University
2. Police station/high school
3. Proximity to Airport

### Prioritized Challenges:

1. Streetscapes
2. Vacancies
3. Athletic facilities at high school



Table 2





Table 3

**Table 3**

**Prioritized Assets**

1. Churches
2. Existing businesses
3. Law enforcement

**Prioritized Challenges**

1. No grocery stores
2. No schools
3. Lack of jobs, businesses, entertainment

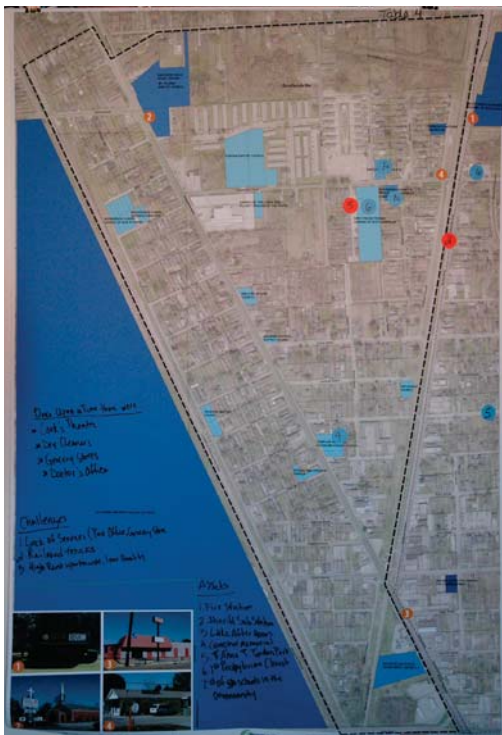


Table 4

**Table 4**

**Prioritized Assets**

1. Number of schools
2. Presence of active churches
3. Fire station

**Prioritized Challenges**

1. Lack of services; grocery, post office, etc.
2. Railroad tracks
3. High rent, low quality apartments

## Table 5

### Prioritized Assets:

1. History & Southern University
2. Old Commercial Center, Theater
3. Force of faith institutions

### Prioritized Challenges:

1. Sidewalks
2. Blighted property
3. Lack of shopping establishments



Table 5

## Table 6

### Prioritized Assets:

1. Anna T. Jordan park
2. Historic buildings
3. Proximity to Southern University

### Prioritized Challenges:

1. Lack of financing for black businesses
2. Highway 19 (poor condition, poor lighting)
3. Entrances to Southern University



Table 6

**Table 7**

**Prioritized Assets**

1. Schools
2. Medical Centers
3. Swan Avenue Improvements

**Prioritized Challenges**

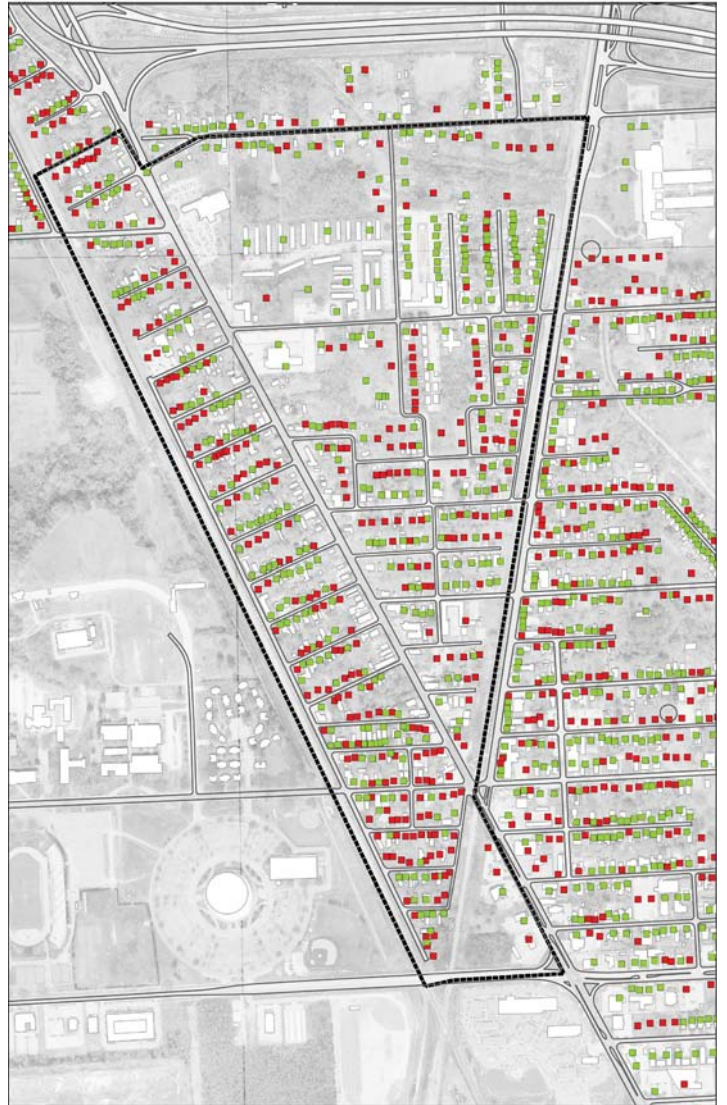
1. Pedestrian access/safety
2. Crime
3. Abandoned buildings



Table 7



Open Space Diagram



Occupied and Vacant Properties

# Catalyst Projects

Following each group's presentation of its prioritized assets and challenges map, a brief presentation describing catalyst projects was given by Dana Brown. The tables were provided a new map of the Scotlandville Gateway CIP and a series of "chips," each depicting a different program or land use that could be contained within a catalyst project. The tables were asked to place the chips where they would like to see new or revitalized development and then give a specific explanation of the intended use. Facilitators encouraged groups to cluster uses together in an area in order to create a substantial, highly visible improvement and to comply with smart growth principles of mixed use and walkability.



---



Healthcare - Clinic, Pharmacy



Community Center - Public Services, Recreation



Commercial - Office, Shopping, Dining



Housing - Condo, Apartment



Day Care- Child Care, After School Care, Elderly Care

Visioning Chips Legend

## Table 1

Table 1 focused catalyst development in three specific clusters: at the corner of Swan Avenue and Scotland Avenue, near the intersection of Jordan and Booker Streets, and along Scenic Highway near Bittern Street. They placed commercial developments with some housing along Scotland Avenue and Scenic Highway, while their development within the neighborhood focused more on community services and housing.

### Program Elements:

#### Housing

Apartments  
Condos  
Small Homes

#### Commercial

Shopping  
Grocery  
Restaurants  
Bookstore

#### Healthcare

Clinic  
Fitness Center  
Pharmacy

#### Day Care

Child Care  
Day Care

#### Community Center

Recreational Center



Table 1 Catalyst Project Map

**Table 2**

Table 2 did not cluster catalyst development opportunities, but rather focused them within only the southern portion of the CIP boundary.

**Program Elements:**

**Housing**

Townhomes  
Student housing

**Commercial**

Geared toward college students

**Healthcare**

Pharmacy

**Day Care**

Assisted living facility



Table 2 Catalyst Project Map

### Table 3

Table 3 also primarily focused growth and redevelopment toward the southern and eastern boundaries of the CIP area with most commercial development along Scotland Avenue.

#### Program Elements:

##### Housing

Apartments  
Condos

##### Commercial

Shopping  
Grocery  
Restaurants  
Entertainment

##### Healthcare

Clinic  
Urgent Care

##### Day Care

Child Care

##### Community Center

Recreational Center  
Bus terminal



Table 3 Catalyst Project Map



**Table 4**

Table 4 focused most catalyst development along the southern end of Scotland Avenue and along Swan Avenue with a smaller cluster featuring community services near the northern boundary of the CIP area along Scotland Avenue.

**Program Elements:**

**Housing**

- Apartments
- Condos
- Lofts

**Commercial**

- Grocery
- Dry cleaning
- Entertainment
- Dining
- Bowling
- Bakery

**Healthcare**

- Walgreens
- Pharmacy

**Day Care**

- Elderly Care

**Community Center**

- Bill payment center
- Gym



Table 4 Catalyst Project Map

## Table 5

Table 5 spread commercial catalyst development along Scotland Avenue and placed housing developments within the center of the CIP boundaries. They placed special emphasis on reusing existing buildings.

### Program Elements:

#### Housing

Townhomes  
Small Homes

#### Commercial

Shopping  
Grocery

#### Healthcare

Clinic

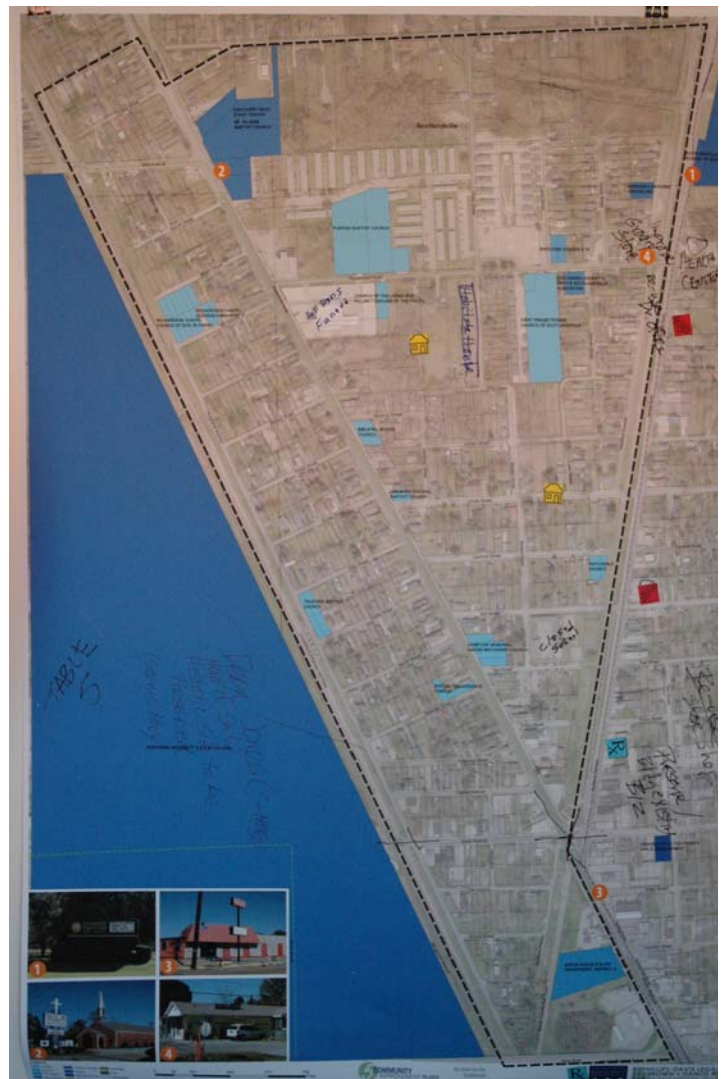


Table 5 Catalyst Project Map

**Table 6**

Table 6 spread catalyst development throughout the CIP but focused on commercial development toward the southern end of the boundary (near Swan Avenue) with medical, housing, and community services toward the center and northern boundary.

**Program Elements:**

**Housing**

- Small Homes
- Student Housing
- Apartments

**Commercial**

- Grocery

**Healthcare**

- Pharmacy

**Day Care**

- Child Care
- After school care

**Community Center**

- Recreation
- Teen Activities

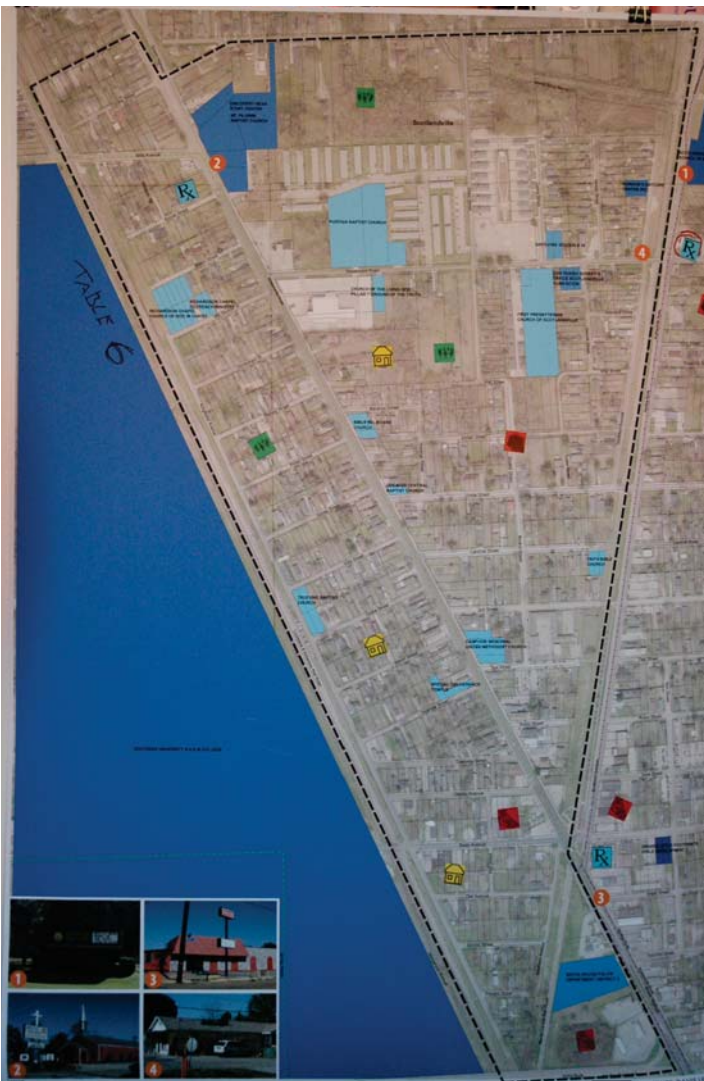


Table 6 Catalyst Project Map

## Table 7

Table 7 focused catalyst development near Swan Avenue but provided housing and care services in the central and northern areas of the CIP.

### Program Elements:

#### Housing

Small Homes  
Student Housing  
Apartments

#### Commercial

Grocery  
Furniture  
Gas Station  
Restaurant  
Boutique shopping  
Entertainment (theater)  
Bakery  
Coffee Shop

#### Healthcare

Pharmacy  
Clinic

#### Day Care

Affordable child care  
After school care  
Elderly care

#### Community Center

Elderly activities  
Teen activities  
Gym



Table 7 Catalyst Project Map

## Analysis

The Visioning workshop generated interaction and revealed consensus among community members. The seven randomly assigned groups identified many of the same assets and challenges. Although various locations were chosen, the themes remained the same with nearly every table identifying the following priorities:

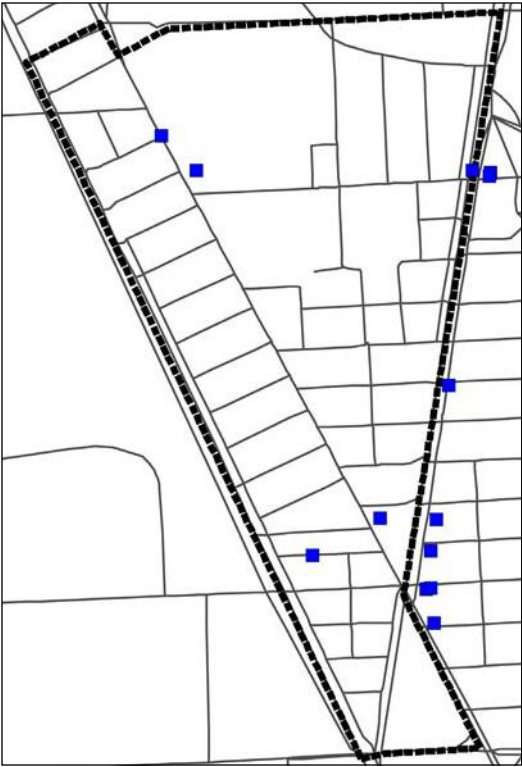
Assets -  
Police and Fire Station  
Schools  
Faith based organizations

Challenges -  
Vacant properties/buildings  
Streetscapes (lighting, sidewalks, street condition)  
Lack of shopping (particularly grocery)

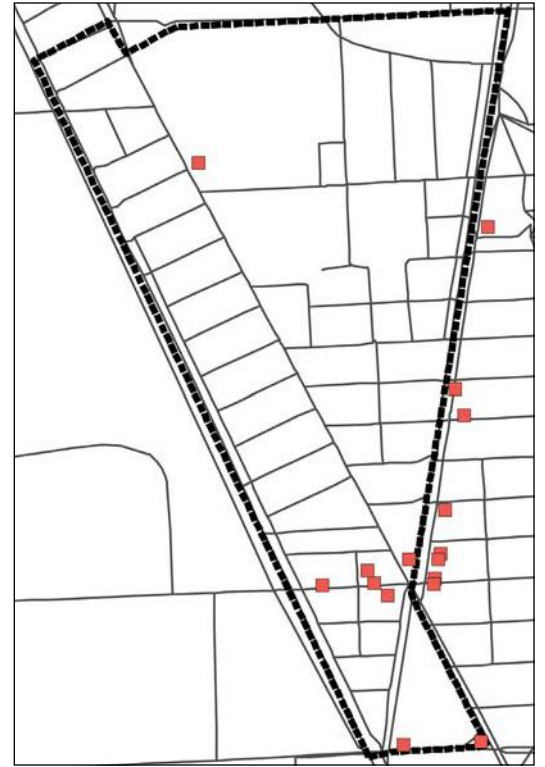
These challenges should be addressed through the catalyst projects while being sure to protect the identified assets.

The catalyst project exercise also revealed the community's similar visions for revitalization. The details of that analysis can be found following the maps.





Healthcare



Commercial



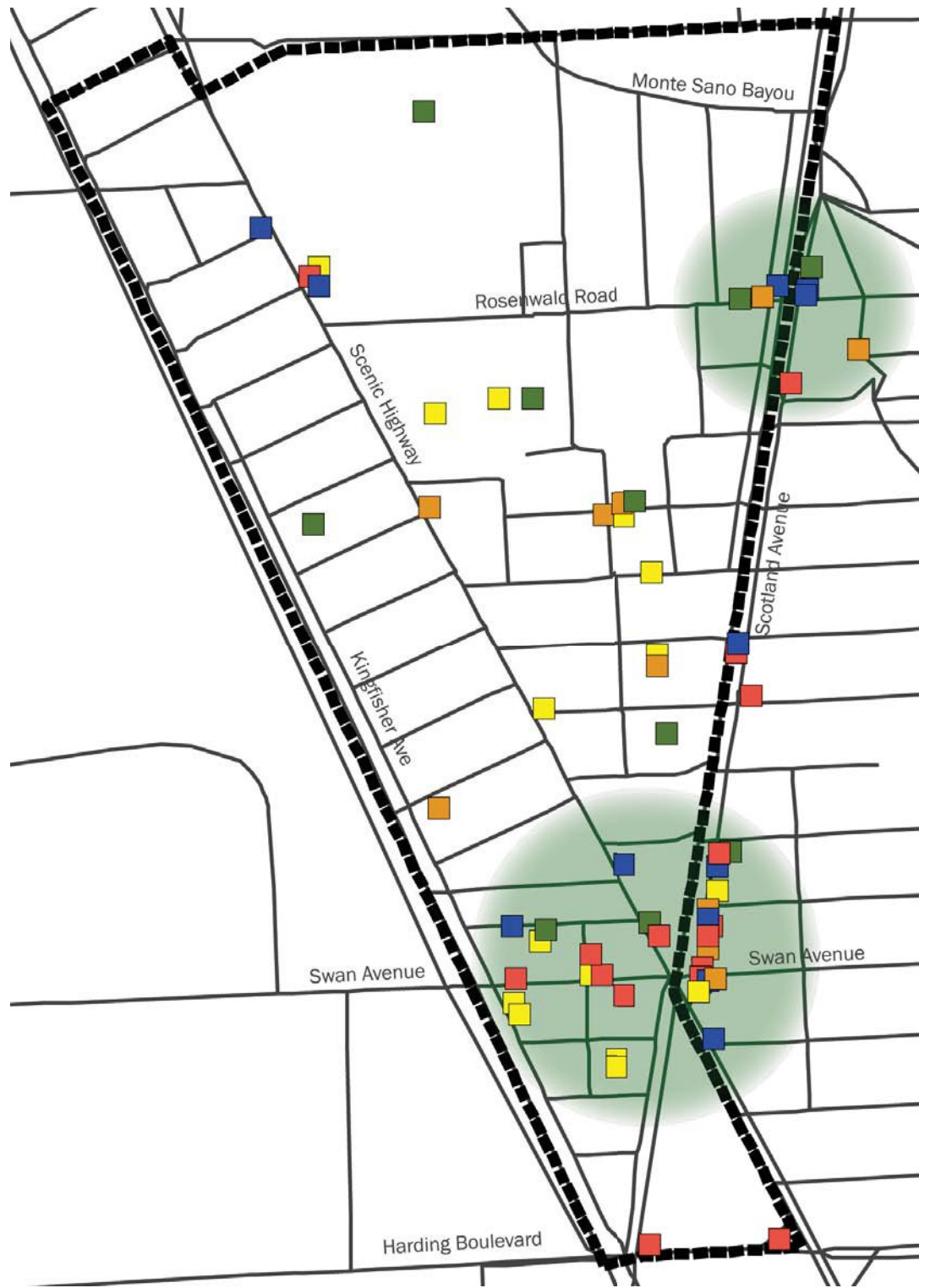
Community Center



Housing



Day Care



Composite Catalyst Map

**Legend**

- Healthcare
- Community Center
- Commercial
- Housing
- Day Care



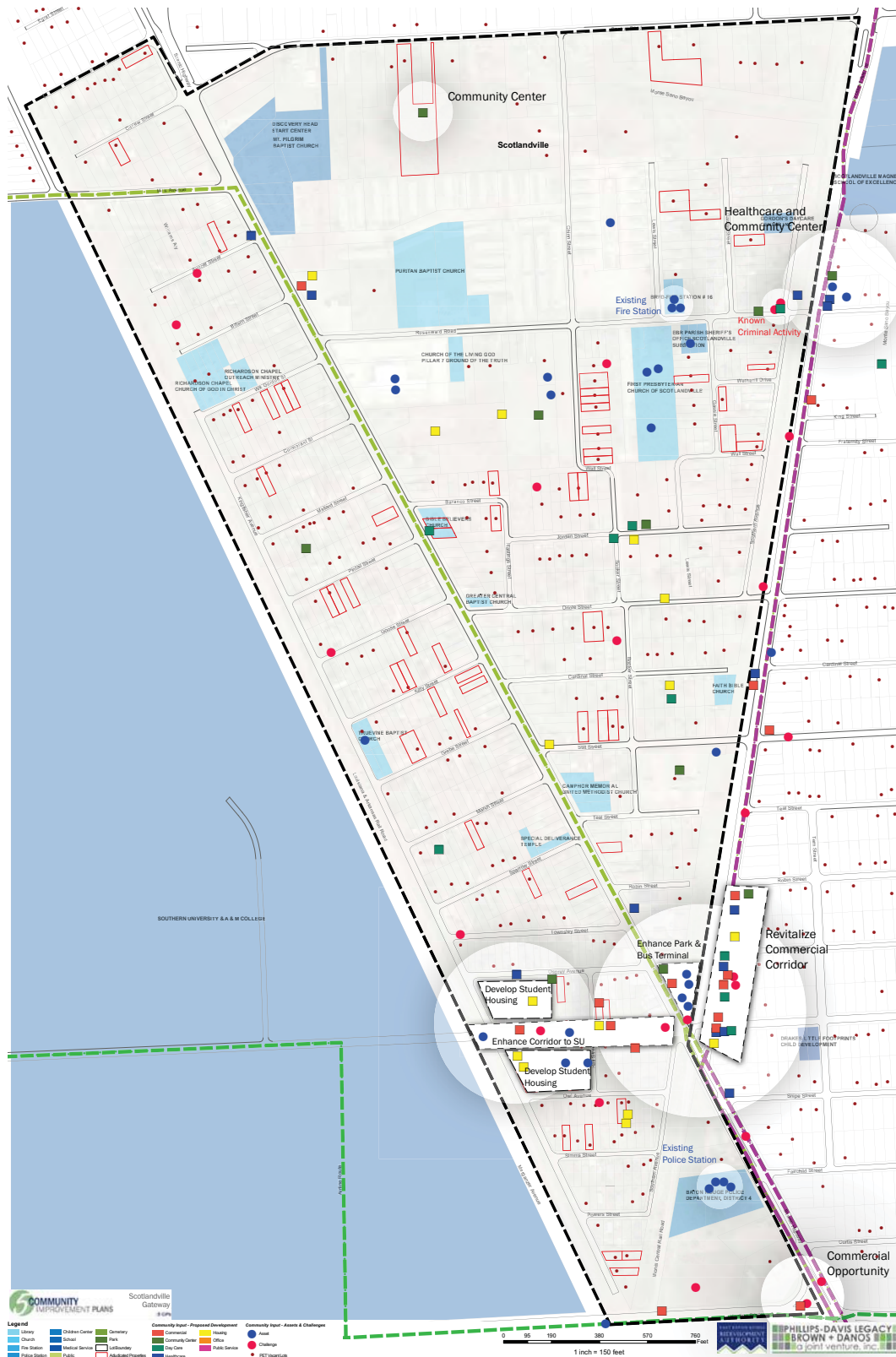
## Scotlandville Gateway Visioning Workshop



As shown in the composite map, the general consensus among community members is for commercial and mixed-use development to be focused near the intersection of Swan Avenue and Scotland Avenue. According to workshop participants, this is the area most suitable for catalyst projects that will spur revitalization and strengthen the identity of the Scotlandville Gateway CIP. Also identified was the need for more community services, such as healthcare, community centers, and day care facilities, near the intersection of Rosenwald Road and Scotland Avenue. This area should also be considered for further analysis as it could serve to build upon the positive efforts already implemented in that area, including the new fire station and the Habitat for Humanity homes.



Table Presenters



Analysis Map

## Attendees

Name	Name	Name
Anita Y. Hill	Perry Franklin	Kyla Hall
Sara Penfield	Leoise Lyons	Pat McCallister - Led
FOV	Brad Madden	FORNIE ESTRELLAS
Lucl Holtan	HILLERY JOHNSON	TIA T. MILLS
Rachel DiResh	Dale Arzune	Nancy McPherson
Greg Garland	Robert Combs	KENNETH WASHINGTON
Mark Milligan	Erin Rice	Betty Noel
Eric Lewis	JOHN SPAIN	JOE JENKINS
Elvora Allen	Jason Lockhart	
Aledie Patterson	William Johnson	
Joy M. Bruce	TOM COCKERHAM	
Lynn T Clark	JERRY R. JAMES	
Frank Brown	Clotiel Paul	
Lonnie Wilkinson	CLIFTON LEVY	
Randall Henry	LARRY KING	
Katie M. Vernon	Woodrow Muhammad	
J. Sumrell	Chip Boyles	
Donald Warner	Cheryl G. Keams	
Shawn B. Mikawig	Brenda Moore	
Kevin Fulton	Tanika J. Green	
MARVOLVIN ALEXANDER	Brod Bagert	

# 5 COMMUNITY IMPROVEMENT PLANS

## Help Create YOUR Community's Improvement Plan

The East Baton Rouge Redevelopment Authority and its consultants are working to create a Community Improvement Plan in your neighborhood. You are invited to attend a community workshop to view and give your input on the community improvements designed from comments received at the visioning workshop.

### Scotlandville Gateway Alternatives & Implementation Workshop

**Saturday, May 15, 2010**

9:00 am – 12:30 pm

#### North Baton Rouge Community Center

2013 Central Road

Refreshments will be provided.

EAST BATON ROUGE  
REDEVELOPMENT  
AUTHORITY



EAST BATON ROUGE  
REDEVELOPMENT  
AUTHORITY







**5** COMMUNITY  
IMPROVEMENT PLANS

---



EAST BATON ROUGE  
REDEVELOPMENT  
AUTHORITY

## Scotlandville Gateway Alternatives & Implementation Workshop

**Location:** Jewel J. Newman Community Center

**Time:** May 15, 2010 9:00 am - 12:30 pm

Prepared by:  
Phillips-Davis Legacy & BROWN+DANOS landdesign, inc.  
May 17, 2010



PHILLIPS-DAVIS LEGACY  
BROWN + DANOS  
a joint venture, inc.

Presenters:

**RDA**

Mark Goodson, Vice President

**Phillips-Davis Legacy, BROWN+DANOS**

Karen Phillips, FASLA

Dana Nunez Brown, ASLA, AICP, LEED AP

Facilitators:

**Phillips-Davis Legacy, BROWN+DANOS**

Leigh Lafargue, ASLA, Associate

Christopher Hall, ASLA, Associate

Christopher Africh, ASLA, Associate

Samantha Montoya, Intern

**Franklin Industries**

Kyla Hall

Rachel LeCompte

**Trahan Architects**

Trey Trahan, AIA

Blake Fisher

**RDA**

Susannah Bing

Vickie Smith

Harold Briscoe



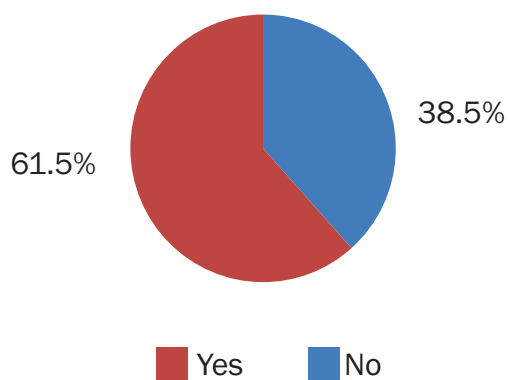
Presentation



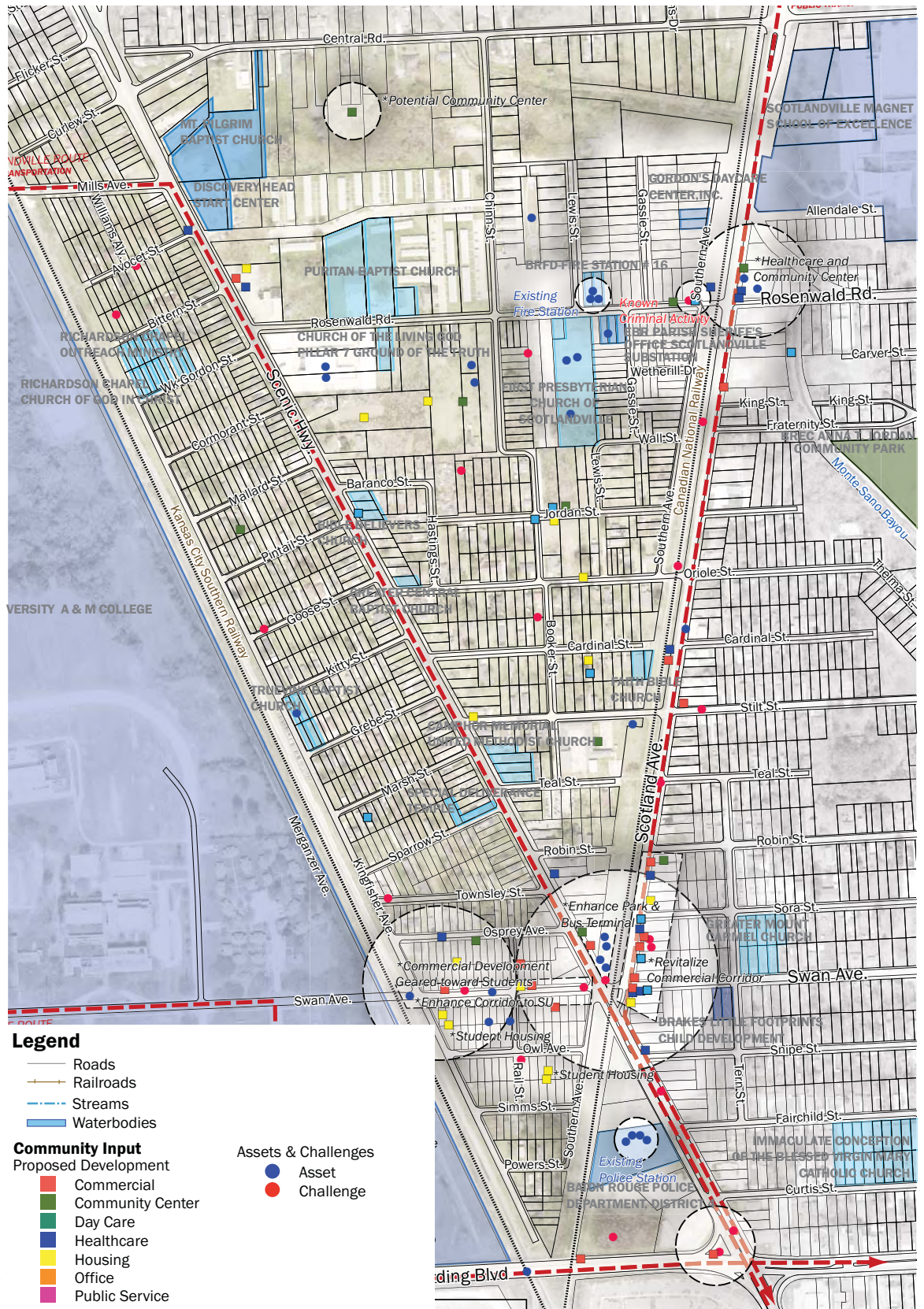


## Introduction

The intent of the Alternatives & Implementation Workshop on May 15, 2010 was to gain public input on the catalyst area concepts developed by the Phillips-Davis Legacy - BROWN+DANOS Team. The concepts were based on conducted market assessments and information received from the community at the Visioning Workshop on March 15, 2010. First, an introduction regarding the East Baton Rouge Redevelopment Authority's mission and an outline of the 5 CIPs project was given by Mark Goodson. Karen Phillips followed with a brief description of the process completed up to this point. Following the introductory presentations, Dana Brown revealed the concept plans created for the two identified target areas within Scotlandville Gateway. Attendees were given digital voting devices and were asked to vote on the concepts as a whole as well as individual components within each. Their votes were immediately displayed on the screen, which provided input to the team for "on-the-fly" revisions to the preferred concept. After voting was completed, respondents took a brief break to visit participants of the Resource Fair while the consultant Team made adjustments to the concepts. Finally, attendees reconvened at the tables and were shown an overall vision for the area and the preferred concepts illustrating their input were revealed. The Phillips-Davis Legacy BROWN+DANOS Team will continue to develop the Scotlandville Gateway Community Improvement Plan based on input received at both the Visioning and Alternatives & Implementation Workshops, technical analysis, collaboration with the RDA, and the Team's expertise.



Percentage of respondents who attended the Visioning Workshop



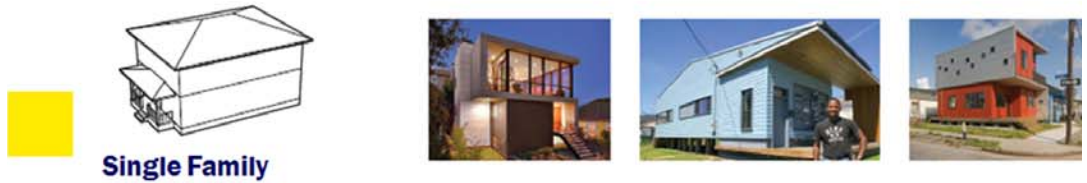
## Concepts

Analysis of input received by area residents at the Scotlandville Gateway Visioning Workshop identified two target areas for future catalyst development. The first area, Swan Avenue from Southern University to Scotland Avenue, illustrated resident desires focusing primarily on commercial development with some housing. The second area, Rosenwald Road, showed residents requesting additional housing and some commercial but primarily only at Rosenwald's intersections with Scenic Highway and Scotland Avenue. Market assessment of the area was conducted to determine what types of development could be supported. Conceptual designs were developed based on both the market analysis and the input from community residents. Two concepts for each of the two target areas were created for presentation to the public.



Visioning Workshop - March 15, 2010

# Concept Development Types



**Single Family**



**Townhouses**



**Apartments**



**Commercial**



**Mixed Use**



**Shaded gathering area and seating**



**Walking trails**

## Concept Development Types

In each of the four concepts that were presented to attendees of the workshop, basic development types were defined. These included those developments set forth in the Louisiana Land Use Toolkit to be appropriate for urban areas including: Single Family, Townhouses, Apartments, Commercial, and Mixed Use. The development types were color coded on the concept plans and two printed copies of the "Concept Development Types" flyer, shown on page 4, were placed at each table.

-  Single Family Residential
-  Multi-Family / Apartment
-  Commercial
-  Mixed Use
-  Civic / Public Space
-  Existing Roads
-  Existing Parking
-  Proposed Parking



Resident ready to vote

# Swan Avenue Area Concepts

## Swan Avenue Area - Concept A

Concept A focused on a combination of commercial and mixed use infill. Parking was made visible from the street by placing it on the side of proposed new buildings. A small playground was placed in the existing park between Scenic Highway and Scotland Avenue and transit stops were placed on either side of the park. A greenway was shown along the rail line and several pedestrian crossings were illustrated. In both concepts A and B, the existing historic commercial buildings along Scotland Avenue were adapted for reuse.



- Single Family Residential
- Multi-Family / Apartment
- Commercial
- Mixed Use
- Civic / Public Space
- Existing Roads
- Existing Parking
- Proposed Parking
- Vacant Land / Open Space
- Proposed Green Space

Concept A Illustrations

## Swan Avenue Area - Concept B

Concept B focused primarily on commercial development as well as several townhouse and multi-family housing options. In this option, buildings were placed close to the street with parking behind in order to activate the street. Transit stops and a basketball court were placed in the existing park between Scenic Highway and Scotland Avenue. In both concepts A and B, the existing historic commercial buildings along Scotland Avenue were adapted for reuse.



- Single Family Residential
- Multi-Family / Apartment
- Commercial
- Mixed Use
- Civic / Public Space
- Existing Roads
- Existing Parking
- Proposed Parking
- Vacant Land / Open Space
- Proposed Green Space

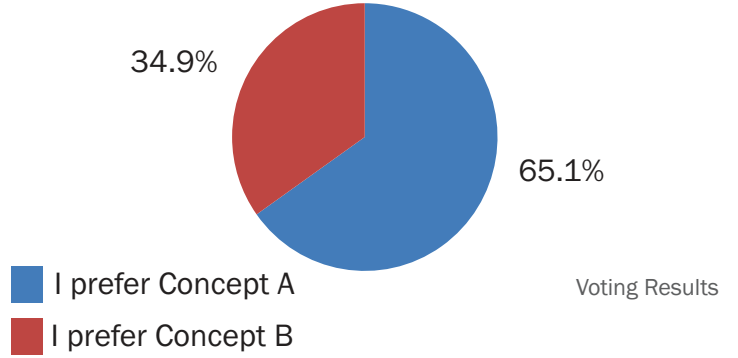


Concept B Illustrations



# Scotlandville Gateway Alternatives & Implementation Workshop

Following a description of both Concept A and B, attendees were asked to vote on their favorite of the two.



Concept A



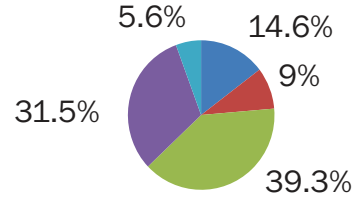
Concept B



Swan Avenue Area Concept A - Tilt Up

# Swan Avenue Area - Concept A Questions

Question: Within concept A, which of the following elements do you like the most? (choose 2 in order of preference)



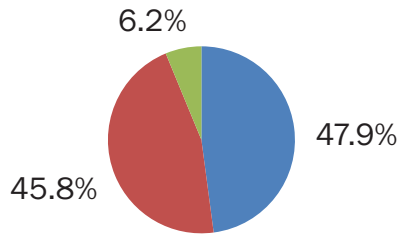
Voting Results

- Playground
- Parking visible from the street
- Mixed use (retail & residential development)
- Reuse of existing buildings
- Location of the transit stops

- A. Playground
- B. Parking visible from the street
- C. Mixed use (retail & residential) development
- D. Reuse of existing buildings



Question: At the corner of Swan Avenue and Southern Avenue, new commercial development is shown. Do you prefer... (Choose 1)



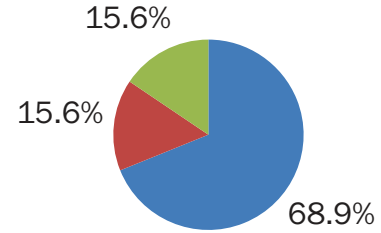
Voting Results

- I prefer commercial development in this location
- I prefer mixed use (retail & residential in this location)
- I prefer apartments in this location



# Scotlandville Gateway Alternatives & Implementation Workshop

Question: This concept shows reuse of the existing historic commercial buildings along Scotland Avenue. Do you prefer... (Choose 1)

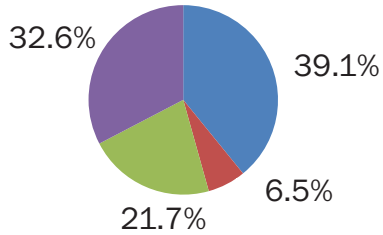


Voting Results





- I like reusing those buildings
- Replace the building with new retail
- Replace the building with new mixed use



Question: This concept shows playground equipment within the neighborhood park. Do you prefer... (Choose 1)



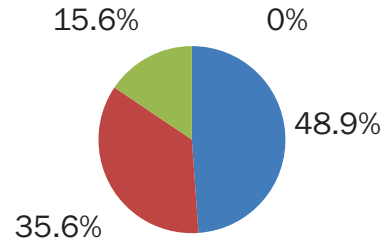
Voting Results

-  I would like a playground within the park
-  I prefer a basketball court within the park
-  I prefer walking trails within the park
-  I prefer a shaded gathering area with seating in the park







# Scotlandville Gateway Alternatives & Implementation Workshop

Question: This area shows a new commercial building and several mixed-use (retail and residential) buildings along Swan Avenue. Do you prefer... (Choose 1)



Voting Results

-  I prefer more mixed use and less commercial.
-  I prefer to add apartments or townhouses.
-  I like the combination of mixed use and commercial at this location
-  I prefer more commercial and less mixed use.



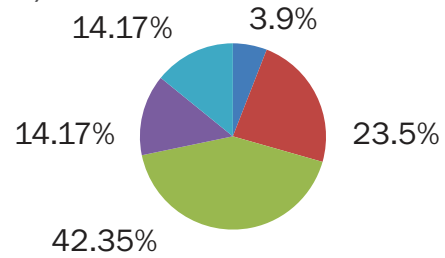


Swan Avenue Area Concept B - Tilt Up



# Swan Avenue Area - Concept B Questions

Question: Within concept B, which of the following elements do you like the most? (choose 2 in order of preference)



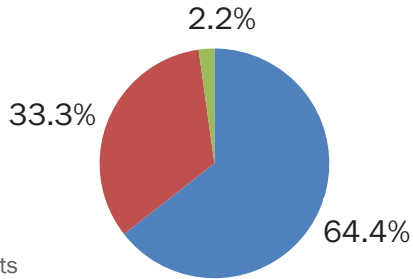
Voting Results

- Basketball courts
- Parking away from the street
- Commercial development
- Housing options
- Location of the transit stops




- A. Basketball courts
- B. Parking away from the street
- C. Commercial development
- D. Housing Options
- E. Location of the transit stops

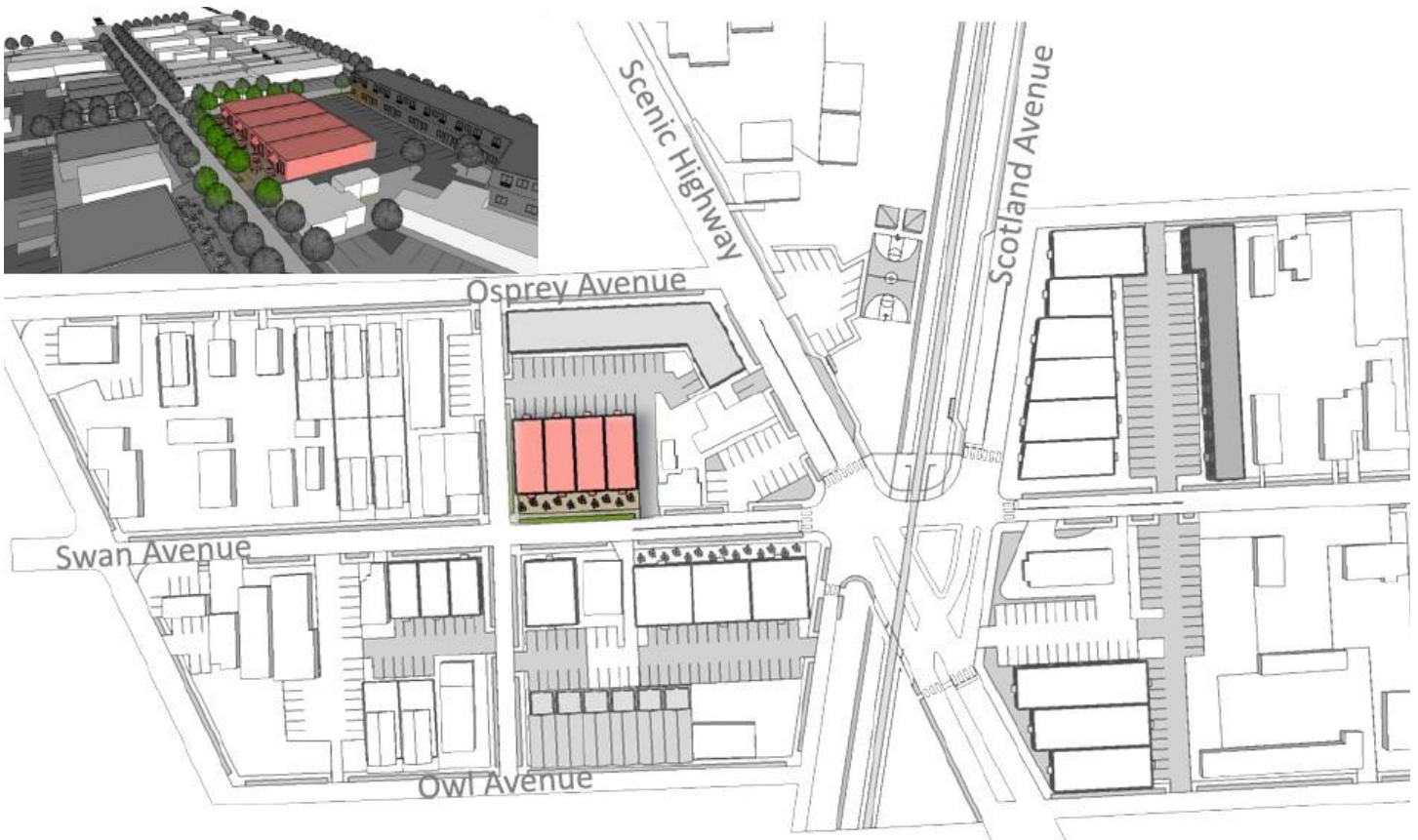


Question: Along the first block of Swan Avenue, new commercial development is shown. Do you prefer...  
(Choose 1)



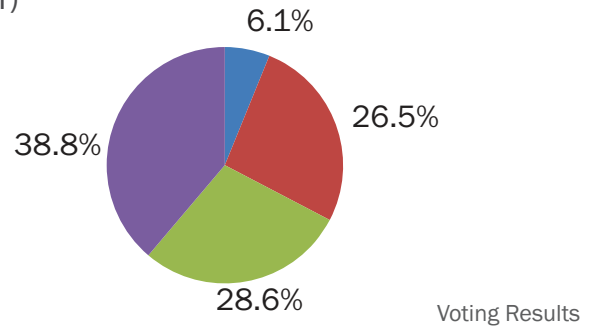
Voting Results

-  I like commercial development in this location
-  I prefer mixed use in this location
-  I prefer apartments or townhouses in this location

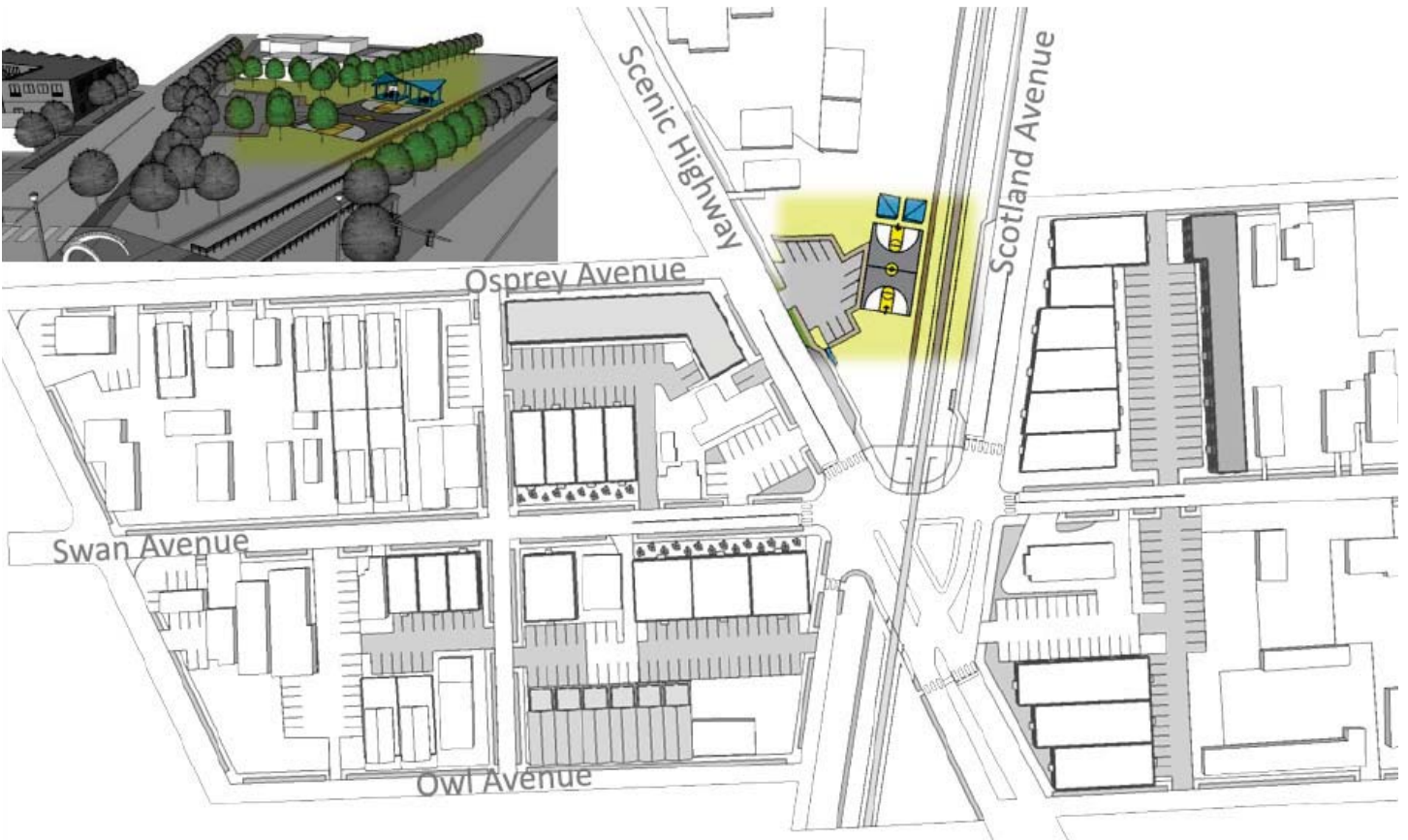


# Scotlandville Gateway Alternatives & Implementation Workshop

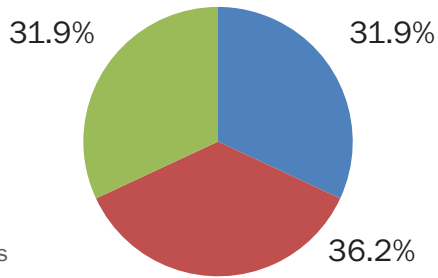
Question: This concept shows a basketball court within the neighborhood park. Do you prefer...  
(Choose 1)



- I prefer walking trails within the park
- I prefer a shaded gathering area with seating
- I like basketball courts in the park
- I prefer playground equipment in the park



Question: There is an apartment complex shown on Osprey Avenue. Do you prefer... (Choose 1)



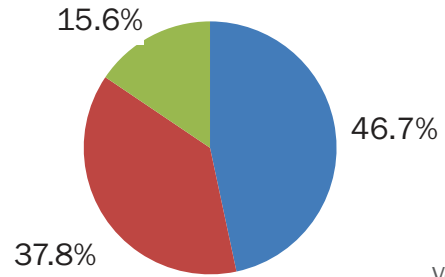
Voting Results

- I like apartments at this location
- I prefer mixed use in this location
- I prefer apartments or townhouses in this location



# Scotlandville Gateway Alternatives & Implementation Workshop

Question: Along the second block of Swan Avenue, single family residences are shown. Do you prefer... (Choose 1)

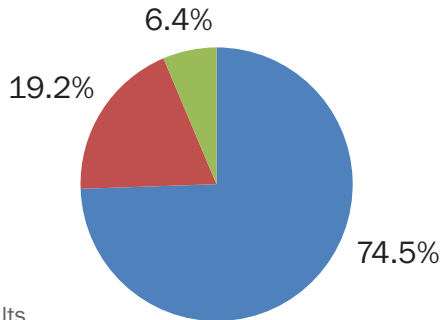


Voting Results

- I like single family homes at this location
- I prefer townhouses at this location
- I prefer apartments at this location



Question: Cafe seating is shown at this location along Swan Avenue. Do you prefer... (Choose 1)



Voting Results

- I like cafe seating at this location
- I prefer the building close to the seat and cafe seating behind it
- I don't want cafe seating



# Rosenwald Road Area Concepts



## Rosenwald Road Area - Concept A

Concept A was sited at the intersection of Rosenwald Road and Scenic Highway and featured a combination of commercial, mixed use, and multi-family housing infill. Upon presentation of the initial concept, it was determined that the property being shown belonged to the adjacent church who currently has plans to develop the area. Therefore, further questions regarding this concept were not pursued and the presentation continued to Rosenwald Road Area Concept B.



- Single Family Residential
- Multi-Family / Apartment
- Commercial
- Mixed Use
- Civic / Public Space
- Existing Roads
- Existing Parking
- Proposed Parking
- Vacant Land / Open Space
- Proposed Green Space

## Rosenwald Road Area - Concept B

Concept B is located at the intersection of Rosenwald Road and Scotland Avenue near the existing High School. It features a combination of commercial, mixed use, and multi-family housing infill. A new transit stop was placed on Scotland Avenue in front of the proposed new development. Conceptual development was sited around the existing medical clinic as this was identified as an asset to the community during the visioning workshop.



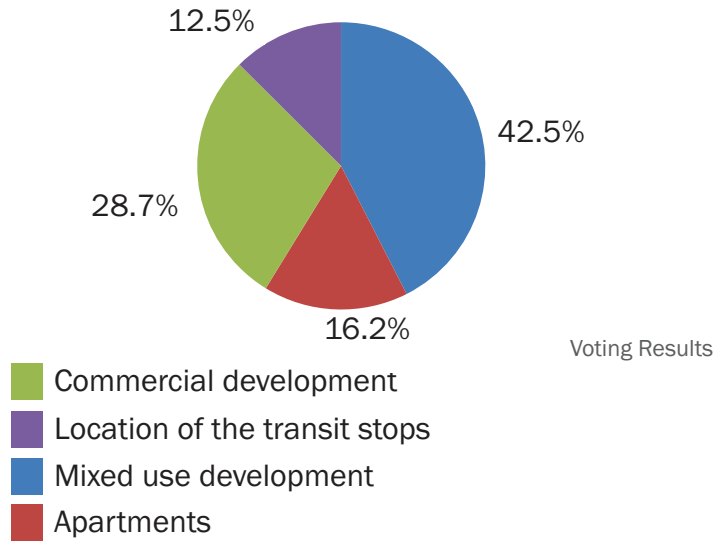
- Single Family Residential
- Multi-Family / Apartment
- Commercial
- Mixed Use
- Civic / Public Space
- Existing Roads
- Existing Parking
- Proposed Parking
- Vacant Land / Open Space
- Proposed Green Space



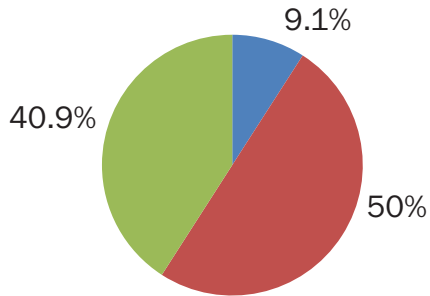


# Rosenwald Road Area - Concept B Questions




Question: Within Concept B, which do you like the most? (Choose 2 in order of preference)



Question: This concept shows a group of apartments along Rosenwald Road. Do you prefer...  
(Choose 1)



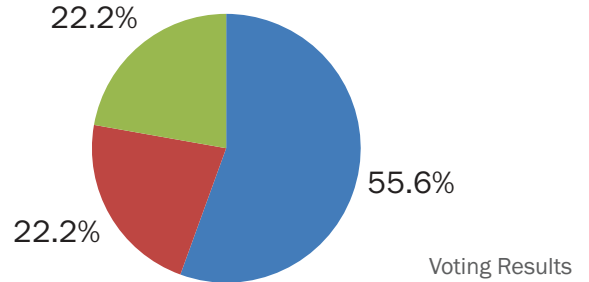
Voting Results

-  I like apartments at this location
-  I prefer less apartments and more townhouses
-  I prefer single family houses at this location



# Scotlandville Gateway Alternatives & Implementation Workshop

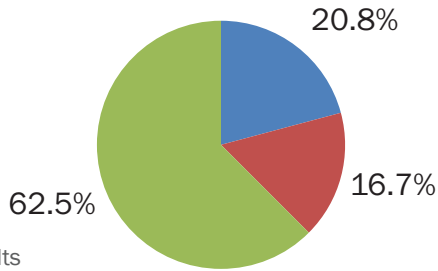
Question: Along Scotland Avenue, a mix of commercial and mixed use (retail & residential) is shown. Do you prefer... (Choose 1)






- I like the combination of commercial and mixed use
- I prefer less commercial and more mixed use
- I don't want mixed use at this location



Question: Looking at the open green space near the apartments, do you prefer... (Choose 1)



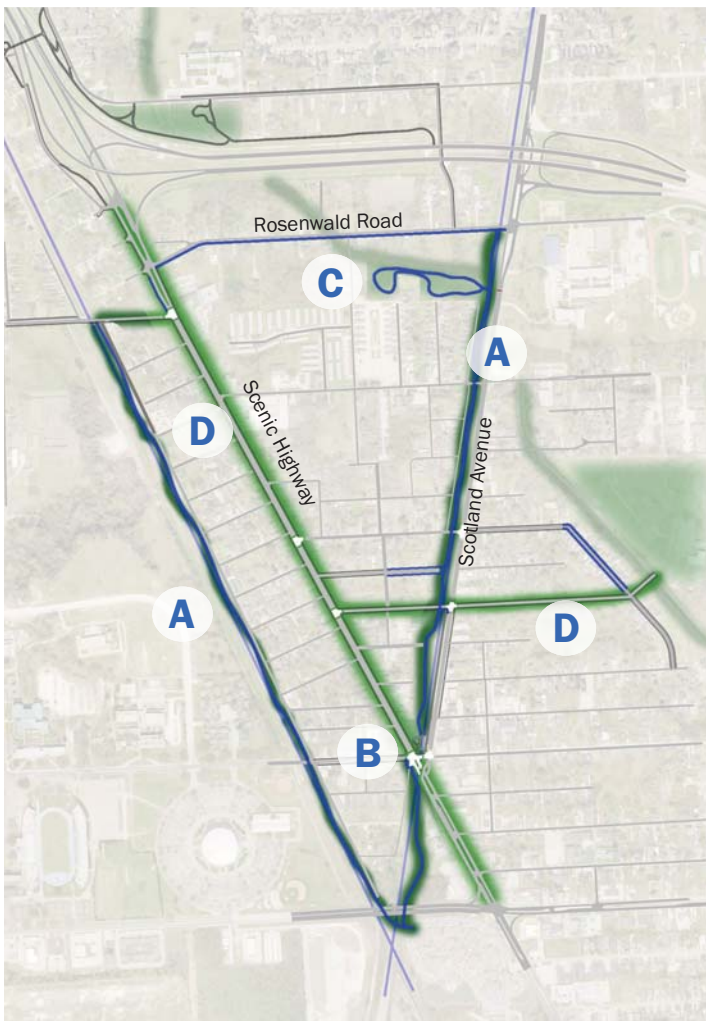
Voting Results

-  I like the amount of open green space shown
-  I would like more open green space between the homes
-  I would like more open green space between the commercial and residential uses



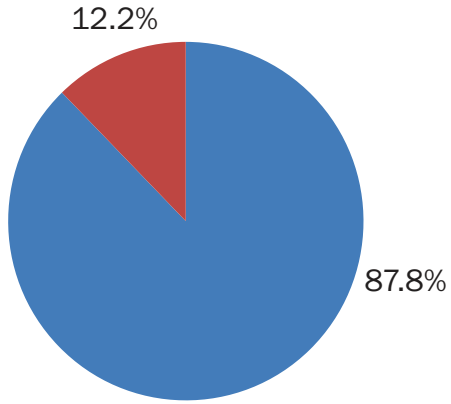
## Community Opportunities

A break was provided for attendees to visit the Resource Fair. Following the break, a concept for making connections within the community was presented. It featured crosswalks, street beautification opportunities, a greenway, and a nature park. Attendees were asked a series of questions regarding the elements.



- A. Greenway
- B. Crosswalks
- C. Nature Park
- D. Street Beautification

Question: Would you walk or bike in the Greenway illustrated in the community scale concept?



Voting Results

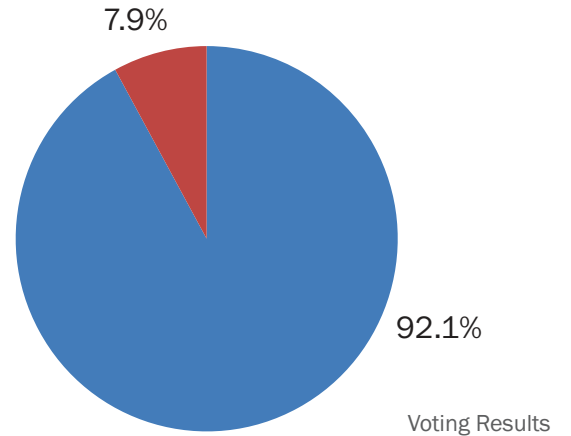
- Yes
- No



Greenway illustrations



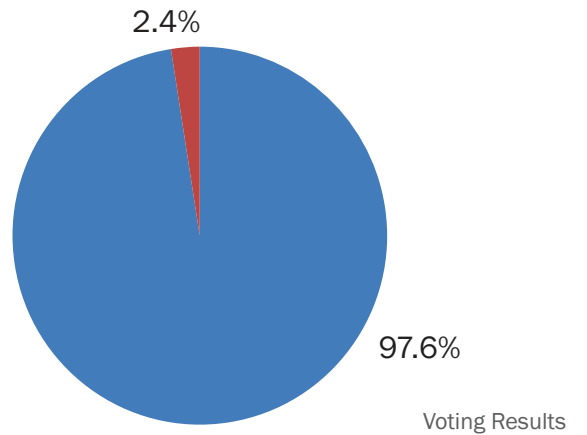
Question: Do you think the crosswalks would be helpful to increase the safety of the area?



Yes  
No



Question: Do you like the idea of community inspired crosswalks as illustrated on the opposite screen?

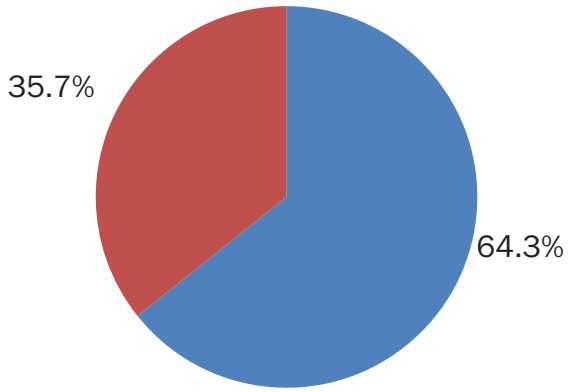


Yes  
No



Crosswalk illustrations

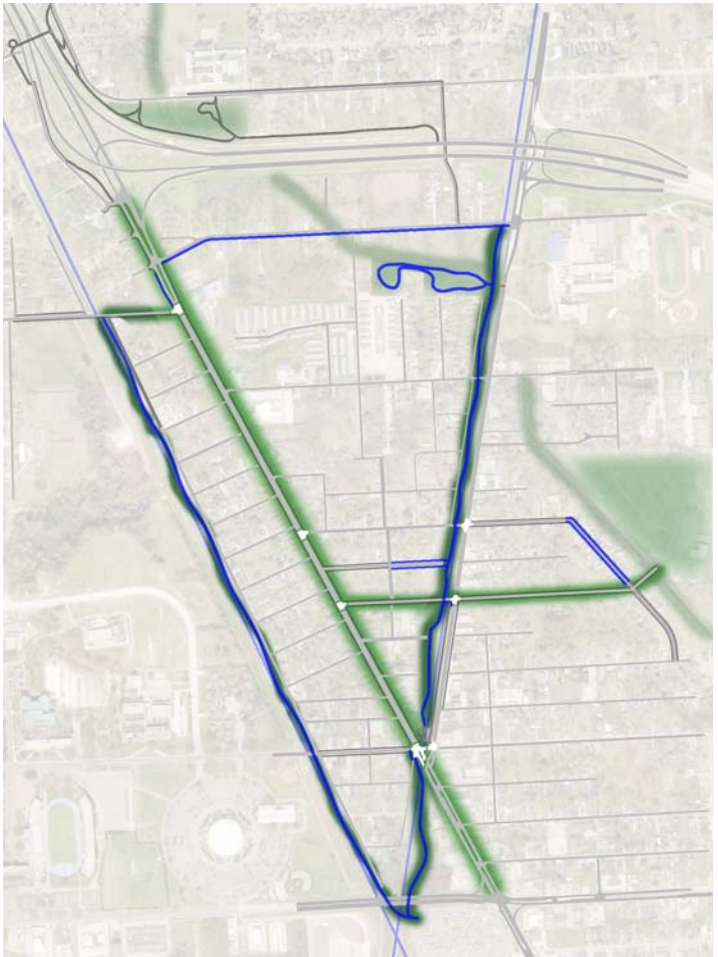
Question: Would you walk or picnic in a nature park if it were located along Bayou Monte Sano?



Voting Results

Yes

No

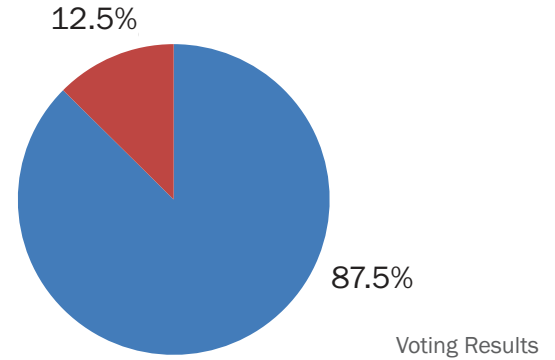




# Regional Opportunities

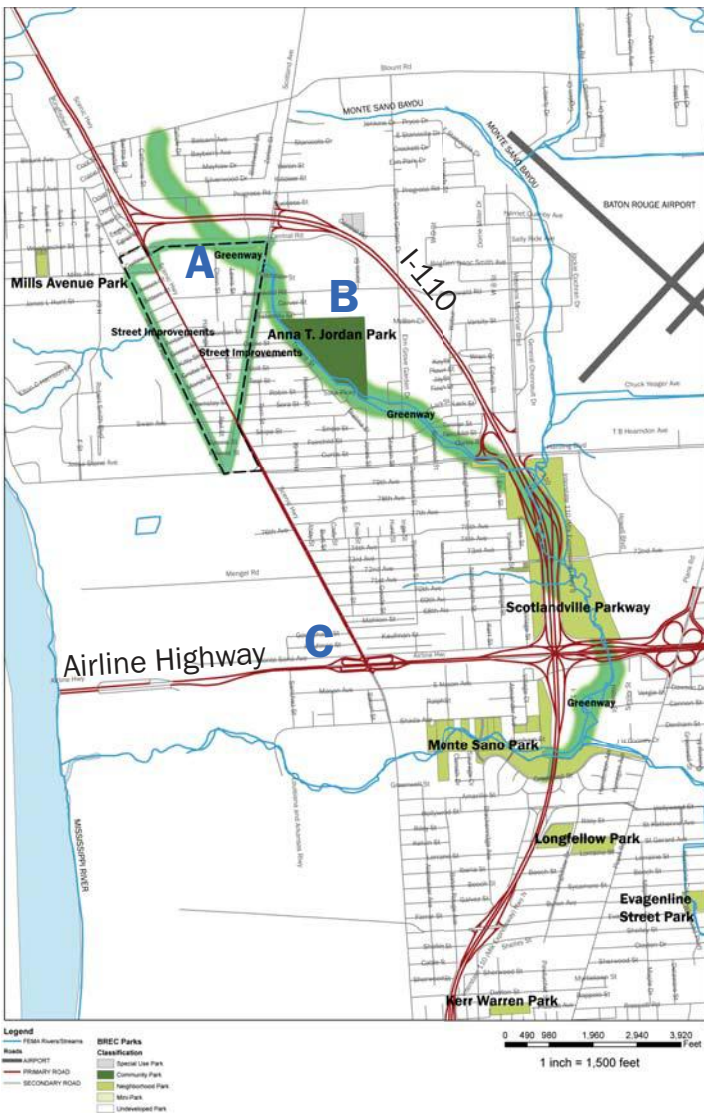
Attendees were then shown a map illustrating Regional Connection Opportunities, possible ways to connect the community to the rest of the city..

Question: Would you walk or bike along a greenway connecting area parks?



- Yes
- No

- A. Greenway
- B. Parks
- C. Major Roadways



# Preferred Concepts

As workshop attendees answered questions regarding elements of each concept, designers worked to adjust the concepts to fit their responses. While residents took advantage of the Resource Fair, the adjustments were completed. Following the presentation of community and regional scale connection opportunities, the preferred concepts were revealed.



Resource Fair Table

## Resource Fair Participants

East Baton Rouge Career Center  
Family Road of Greater Baton Rouge  
FuturEBR  
Human Development and Services  
Mid-City Redevelopment  
Office of Community Development  
Office Of Neighborhoods  
AARP Louisiana  
BREC  
Capital Area United Way  
Capital Area Transit (CATS)  
City of Baton Rouge Fire Department  
City of Baton Rouge Police Department  
Department of Public Works

# Swan Avenue Area Preferred Concept

In the original presentation of Concept A and B for the Swan Avenue area, residents indicated that they generally preferred Concept A. That concept was used as the base concept and adjustments were made regarding specific elements. In the original concept, the building at the corner of Swan Avenue and Scenic Highway was shown as commercial. Respondents were fairly evenly divided between wishing to keep that as commercial or turning into mixed use. Therefore, the design team split the building between the two uses. The park between Scenic Highway and Scotland Avenue was first shown containing only a playground. Respondents were almost equally divided between the desire

to have a playground, incorporate trails, or have a shaded gathering area, leading the designers to incorporate all of those elements within the space. In the original Concept A there were no single family housing options shown, however, when voting on Concept B, most respondents indicated that they would like to see housing options in this area. A set of small residential infill was added along Osprey Avenue. The multi-family housing originally shown behind the existing historic commercial strip was modified to be a mixed use building. Additionally, the cafe seating, shown originally in Concept B, was incorporated into the two mixed-use buildings on Swan Avenue.



# Rosenwald Road Area Preferred Concept

Working with Rosenwald Area Concept B, designers made adjustments to the concept based off of community feedback through the polling questions. Respondents generally liked the combination of commercial and mixed use development located along Scotland Avenue but were evenly divided in regards to having either townhouses or singly family residential where apartments were shown. The apartments were removed and replaced with single family homes on both Rosenwald Road and the

proposed new street and townhouses were added between the two. Additionally, comments were overwhelming regarding the desire for green space between the commercial and housing developments as well as more green space between residences. Designers accommodated this request by placing a larger, more heavily planted buffer behind the commercial development and larger lots to hold the residential developments.



## Next Steps

The preferred designs for both the Swan Avenue Area and Rosenwald Road Area will continue to be refined by the Philips-Davis Legacy - BROWN + DANOS Team. The final designs will be based off of the information received from both the Visioning and Alternatives & Implementation Workshops as well as market assessments, technical analysis, input from the RDA, and the Team's expertise. Additionally, the Team will make recommendations for code or policy changes and new funding strategies that may be necessary to provide for the success of the Scotlandville Gateway Community Improvement Plan.





**5** COMMUNITY  
IMPROVEMENT PLANS

---



EAST BATON ROUGE  
REDEVELOPMENT  
AUTHORITY

# Scotlandville Gateway Architectural Survey and Adaptive Reuse Analysis

Prepared by:  
Phillips-Davis Legacy & BROWN+DANOS landdesign, inc.  
March, 2010



**PHILLIPS-DAVIS LEGACY**  
**BROWN + DANOS**  
a joint venture, inc.

# Contents

Introduction	5
Windshield Survey Summary	7
Adaptive Reuse General Recommendations	11
Architectural Ranking	13

## Introduction

In order to make appropriate recommendations for the future physical change and growth of Scotlandville Gateway, Trahan Architects conducted and prepared the Scotlandville Gateway Architectural Survey and Adaptive Reuse Analysis. The review began with a windshield survey conducted in March 2010 in order to examine the existing general conditions of the area. Once a catalyst area was determined via input from the community and analysis by the Team, a more thorough review was conducted in July 2010 observing each building individually, noting its physical condition as well as its existing use. Finally, analysis of this information was completed which led to recommendations for the area as a whole as well as each building within the catalyst area.



# Scotlandville Windshield Survey Summary

## OBSERVED CONDITIONS

**A Neighborhood in Transition** - When driving through Scotlandville, an observer quickly comes to understand the patchwork nature of this neighborhood. Areas of blighted residential units are scattered throughout the area, while it also contains promising commercial hubs and well-developed residential zones.

**New Homes** - New housing stock is under construction in Scotlandville at the site of the ongoing Habitat for Humanity project. However, it should be noted that this growth is extremely localized, since Habitat constructs homes in a continuous row.

**Infrastructure Improvements** - The Scotlandville area is experiencing several infrastructural improvements in two key areas: road improvements and civic structures. The road improvements are located at Swan Avenue as part of the Green Light Plan. According to the project's website, the improvements include landscaping, crosswalks, lighting and street furniture. Fire Station #16 was constructed in 2008 at a cost of 1.5 million dollars. It replaced the fire house located only a few blocks away constructed in 1956. This property (1200 Rosenwald Road) is currently vacant and should be assessed for possible reuse.

**Vacant Commercial, Residential, and Civic Spaces** - Vacancy is a primary concern in the Scotlandville area, with adjacent property values being heavily damaged by abandoned and unkempt structures.

**Fragmented Urban Fabric** - Wedged between two converging railroad lines and divided by a major highway, the observation that Scotlandville is a fragmented urban fabric should come as little surprise. Still, there are obvious, localized opportunities for focused intervention which could reduce the challenges of navigating the neighborhood. Both commercial frontages and

streetscapes need infill to complete the fabric. In the residential districts, an increase in density is needed.

**Entrenched Businesses and Places of Worship** - The Scotlandville area possesses several entrenched businesses and places of worship that have become landmarks of the district.

**Burned Out Structures** - Several homes and businesses in the area have been ravaged by fire. In some instances, the damage is clearly a total loss, and no further assessment is needed. Demolition of these structures due to safety concerns should be recommended immediately. Others require additional analysis to determine the feasibility of repair.

**Connection to Southern University** - The presence of Southern University is clearly lacking in the area, despite its proximity. Minimal signage is the only cue that a major university lies adjacent to the study area. There are several apparent reasons for this. First and most obviously, the railroad track is a physical boundary separating the neighborhood from Southern University. Secondly, access points to the neighborhood from the university and vice versa are limited to only three points along a boundary spanning over sixteen blocks (approximately one mile). Thirdly, where there is an access point to the University (such as at the intersection of Swan Avenue and the railroad tracks) Southern University lacks a clear, visible gateway or threshold. Lastly, the university has not developed the property directly adjacent to the neighborhood, instead utilizing it as a landscape buffer.

**Interested Residents** - The design team happened upon an interested resident, owner of a neighborhood store on Swan Avenue. He is excited about the infrastructural improvements on Swan Avenue, although he felt slighted by the organizers of the project, who failed to engage him. He appealed to the design team to

ensure communication with the business owners in the neighborhood. He also noted that several business owners have closed their shops, but are holding the property with no further development plans. He noted that this was the case for at least two properties he knows of located on Swan Avenue.

**Opportunity and Risk** - An initial survey of the Scotlandville area by the design team leaves the impression that the area has several unique investment opportunities, but these are accompanied by risk for developers.

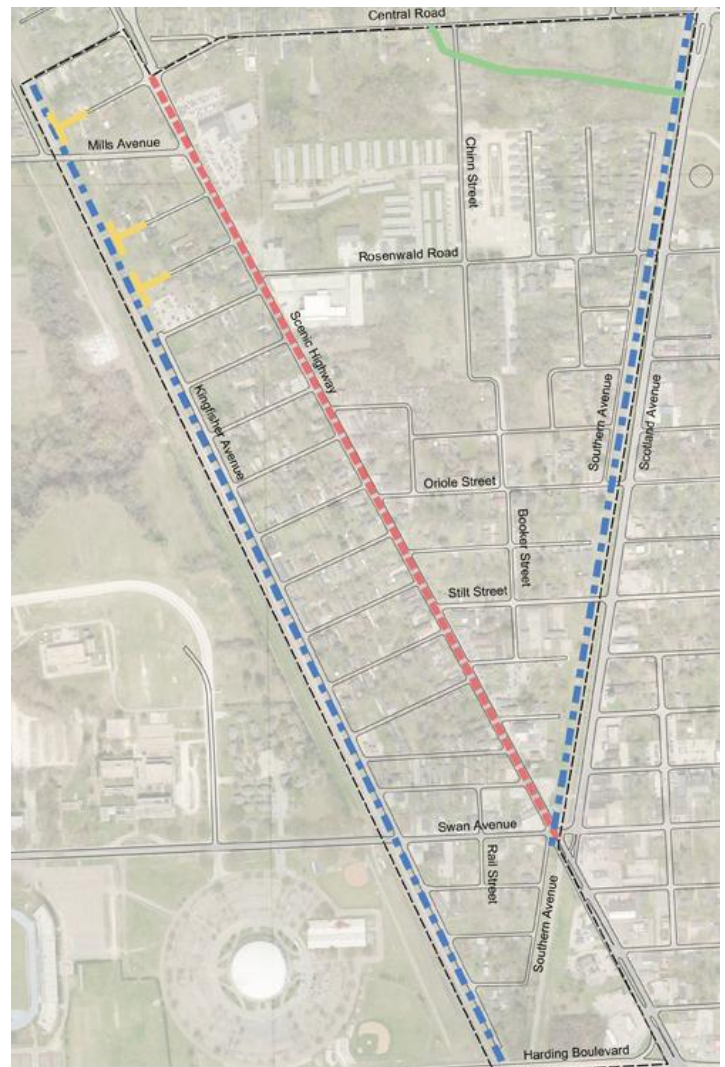
#### EMPIRICAL BOUNDARIES

**Scenic Highway** bisects the neighborhood, creating programmatic relief, but limits pedestrian circulation by not having adequate crosswalks.

**Railroad Lines** running along the west side of Scotland Avenue and Kingfisher Avenue create a physical and visual barrier compartmentalizing the neighborhood from its surrounding context.

**A Series of Dead-End Streets** between Bob White Street and Curfew Street fragment a residential portion of the neighborhood, limiting interactivity and access to resources.

**Monte Sano Bayou** runs between Central Road and Rosenwald Road starting at Scotland Avenue and continues under Chinn Street. Its inherent visual and physiological quality is not fully realized.



- scenic highway
- railroad lines
- a series of dead-end streets
- monte sano bayou

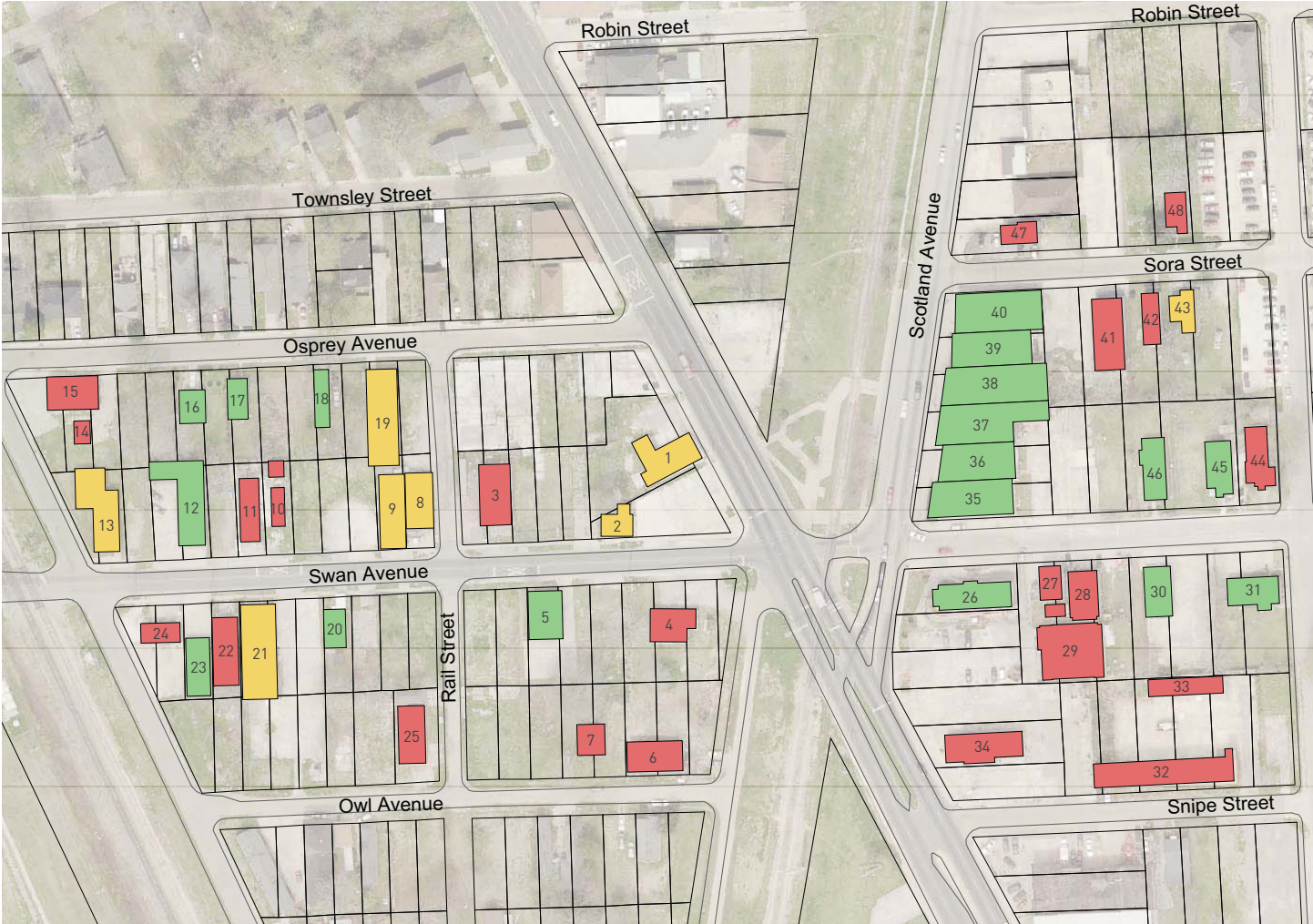
# Scotlandville Adaptive Reuse

## General Recommendations

Existing and ongoing efforts by Habitat for Humanity and extraordinary individuals like Tyler Perry and Oprah Winfrey are aggressively addressing housing issues in Scotlandville. Habitat for Humanity is currently building nine homes on Chinn Street. Tyler Perry and Oprah Winfrey supported the construction of 15 homes on Chinn Street and Lewis Street. Unfortunately this fervor has not trickled into the commercial building stock. In stakeholder interviews performed by Franklin Industries, at least 4 stakeholders said a lack of retail development most troubles them about their area. Empty commercial spaces litter the area. The need for grocery stores, restaurants, and family owned business could be met if these vacant spaces are reoccupied.

Initial observations have identified two corridors that could be the site for commercial catalyst projects. Swan Avenue between Kingfisher Avenue and Scenic Highway (a two block stretch) is currently home to seven businesses: two attorney offices, a dentist, a convenience store, and three hairdressers/ barber shops. Mixed in with these businesses are six vacant and/or structurally unsound commercial buildings, two residential buildings, and a number of undeveloped or vacant parcels. The two block stretch is currently undergoing improvements through the Green Light Plan, which will provide new sidewalks, lighting, landscaping, and crosswalks. The combination of an established commercial corridor, improved infrastructure, and unoccupied space makes it an ideal location for a catalyst project.

The second corridor is Rosenwald Road between Scenic Highway and Scotland Avenue (a four block stretch). This is a mixed use corridor that includes a recently built fire station, police station, weekly news paper, three churches, a funeral home, a convenience store, and a significant stock of single and multi family residential buildings. The Habitat for Humanity projects and the housing efforts supported by Tyler Perry and Oprah Winfrey also run perpendicular to Rosenwald Road. A catalyst project along this corridor would support ongoing efforts in the area. Of particular interest for a catalyst site is the vacant building that housed the fire station before the new facility was complete.



Swan Avenue Corridor

- A - Poor
- B - Fair
- C - Good

## Architectural Ranking

Following the Visioning Workshop, information the community provided along with analysis by the team was used to identify a catalyst area in Scotlandville Gateway. It is the objective of the architectural ranking to better understand the built environment in this area. Two questions were asked of each structure, "is it architecturally sound and viable for redevelopment?" and "if so in what capacity?"

Swan Avenue between Kingfisher Avenue and Scenic Highway and Scotland Avenue between Sora Sreet and Snipe Street is the site identified for catalyst development and was examined in July 2010 for the purpose of this survey. In general this is a single story commercial corridor woven into a neighborhood of single family homes. A large number of structures have fallen into disrepair and are unoccupied. This creates an opportunity to either repair and reoccupy the buildings or adapt the building for an alternative use.

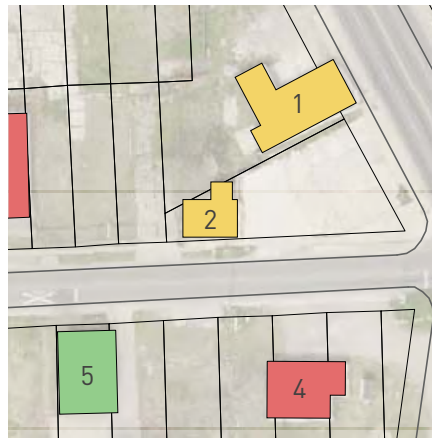
To determine how a building should be addressed, a rating of A, B, or C was given to each one. A rating of "A" indicates the structure is in extremely poor structural condition and should be removed due to safety concerns. A rating of "B" indicates the structure is in poor condition but can and should be rehabilitated. In this case, commercial building owners can explore available rehabilitation programs. A rating of "C" indicates the structure is viable architecturally.

What follows is a map of the catalyst area with each building's rating along with a brief description of the building's existing use and condition and where viable, its reuse opportunities. The information in this survey is based on visually observed conditions from the exterior of the structures. Prior to any action taken regarding each property, a complete structural analysis should be completed.



**BUILDING 01  
PRIORITY B**

The building is in fair condition and is currently in use. It is recommended that the building owner be approached regarding the opportunity for facade enhancement funds due to its prominent location at the entrance of proposed catalyst development.



**BUILDING 02  
PRIORITY B**

The building is in fair condition and is currently in use. It is recommended that the building owner be approached regarding the opportunity for facade enhancement funds due to its prominent location at the entrance of proposed catalyst development.



**BUILDING 03  
PRIORITY A**

The building is in poor condition and is currently unoccupied. The building appears to have been vacant for an extended period of time and does not appear to have been maintained during its vacancy. It appears to be architecturally unviable at this time. Replacement of this building could be considered in order to reduce blight and create new opportunities for development.

# Scotlandville Gateway Architectural Survey and Adaptive Reuse Analysis



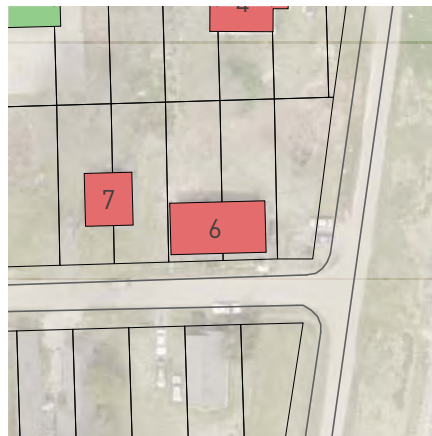
## **BUILDING 04 PRIORITY A**

This building is in poor condition and is currently unoccupied. It does not appear to be architecturally sound and does not represent the architectural character of the surrounding area.



## **BUILDING 05 PRIORITY C**

The building is in good condition and its existing land use is appropriate. Any development proposals should retain the building.



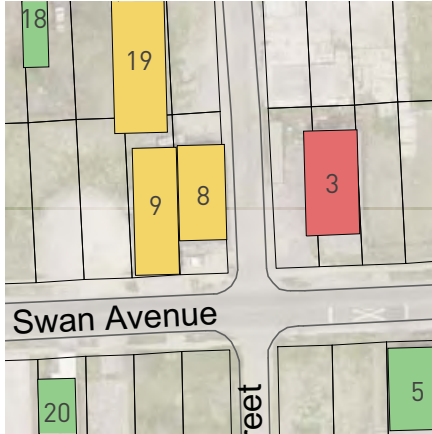
## **BUILDING 06 PRIORITY A**

This single family residence on the corner of Owl and Southern Avenue appears to be in very poor condition and no longer architecturally sound. For safety purposes, opportunities for rebuilding at the same or another location, perhaps through Habitat for Humanity, should be considered by the property owner.



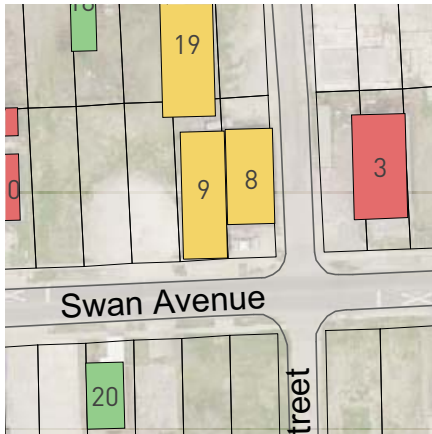
**BUILDING 07  
PRIORITY A**

This single family residence on Owl Avenue and appears to be in very poor condition and no longer architecturally sound. For safety purposes, opportunities for rebuilding at the same or another location, perhaps through Habitat for Humanity, should be reviewed by the property owner.



**BUILDING 08  
PRIORITY B**

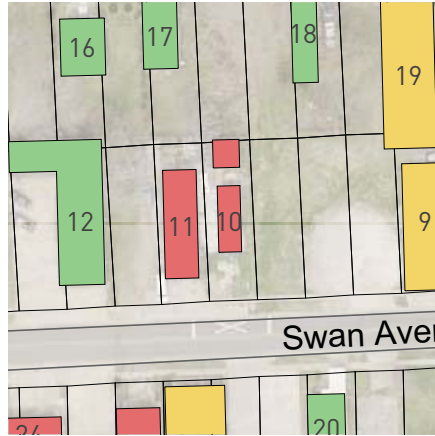
The building is in fair to poor condition and is currently occupied. Following a thorough structural analysis to determine the architectural viability of this building, it may be an excellent candidate for façade grants.



**BUILDING 09  
PRIORITY B**

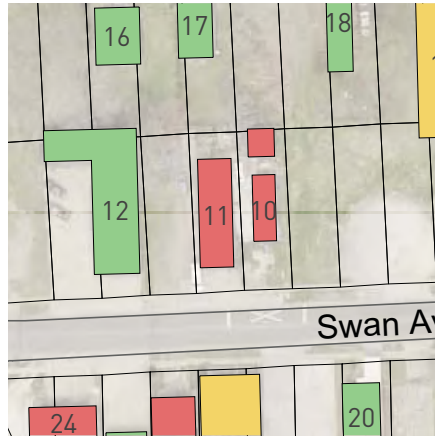
The building is in fair to poor condition and is currently occupied. It's existing use is appropriate for the area and would serve catalytic development well. If a thorough structural analysis proves this building to be architecturally viable, it should be considered a candidate for facade enhancement opportunities.





**BUILDING 10  
PRIORITY A**

This building appears to be used as storage for the adjacent business which is currently occupied. It is in poor condition and does not reflect the existing architectural character of the surrounding area.



**BUILDING 11  
PRIORITY A**

The building is in poor condition but is currently occupied. It should be considered a candidate for facade enhancements. The current use is appropriate for the area.



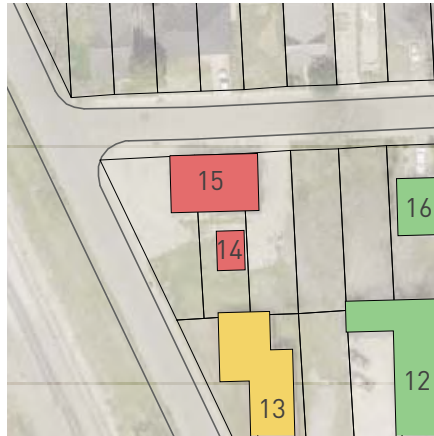
**BUILDING 12  
PRIORITY C**

The building is in good condition and its existing land use is appropriate. Any development proposals should retain the building.



**BUILDING 13  
PRIORITY B**

This is a single family residence in fair condition. It is currently occupied which suggests it should be retained. It appears as though little exterior upgrades have been completed in recent years. Its current land use is appropriate.



**BUILDING 14  
PRIORITY A**

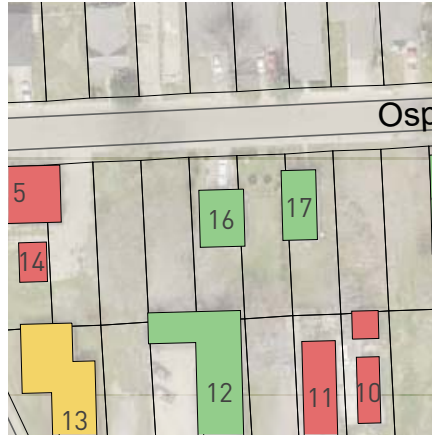
The building is in poor condition and appears to be unoccupied. Its condition, size, and location do not lend it to potential reuse opportunities.



**BUILDING 15  
PRIORITY A**

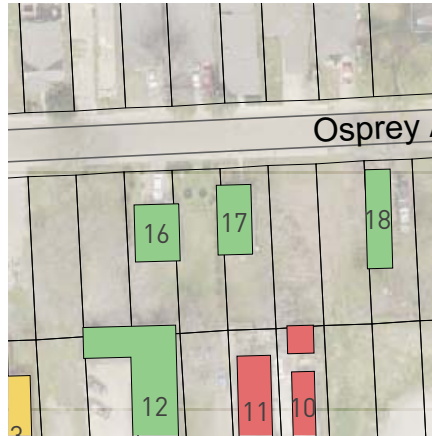
This is a single family residence in poor condition that appears to be unoccupied. Replacement of this building could be considered in order to reduce blight and create new opportunities for development. The site location, surrounding existing uses, and proposed future surrounding uses lend this site to possible future uses such as single family or multi-family residential.

# Scotlandville Gateway Architectural Survey and Adaptive Reuse Analysis



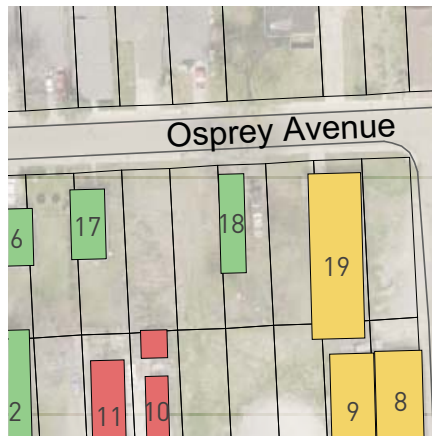
## **BUILDING 16 PRIORITY C**

This is a single family residence in fair to good condition. Any development should retain the building.



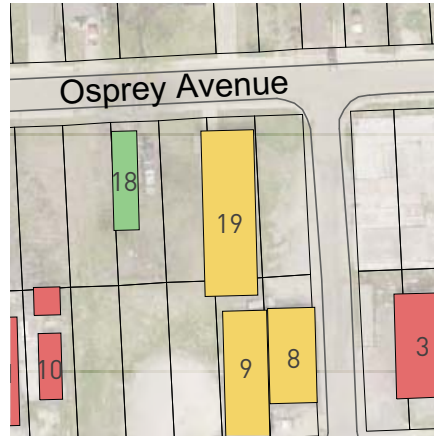
## **BUILDING 17 PRIORITY C**

This is a single family residence in fair condition, but unoccupied. Finding an appropriate occupant should be a priority. Any development should retain the building.



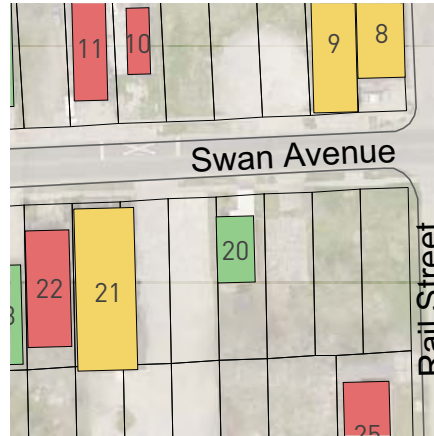
## **BUILDING 18 PRIORITY C**

This is a single family residence in fair condition. Any development should retain the building.



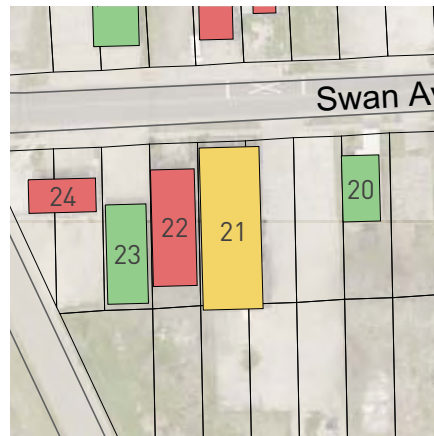
**BUILDING 19  
PRIORITY B**

This is a multi family residence in fair to poor condition. It is occupied which suggests it should be retained. If suitable temporary relocation can be found for its residents, it could be considered for replacement. The existing land use however is appropriate.



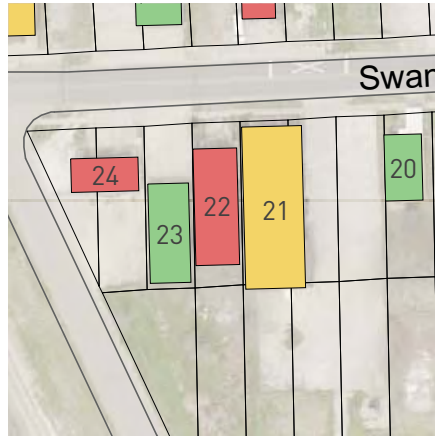
**BUILDING 20  
PRIORITY C**

This is a single family residence in good condition. Any development should retain the building. However, its current use as single family is not conducive to the commercial main street character that is being developed on Swan Avenue. If this property becomes available at a later date, the structure could be reused as a small commercial business.



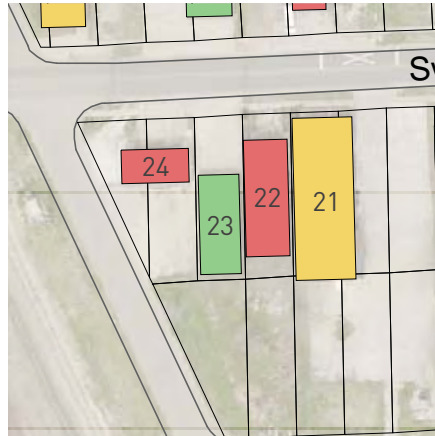
**BUILDING 21  
PRIORITY B**

This is a commercial building in need of extensive renovation due to fire damage. Conversations with the owner suggest this is in progress. Renovations should continue and this building should remain a commercial structure.



**BUILDING 22  
PRIORITY A**

A fire has destroyed most of this building. Restoration does not seem viable as the structural integrity has been severely damaged. Safety concerns suggest the building's removal and rebuilding of a structure for commercial use.



**BUILDING 23  
PRIORITY C**

The building is in good condition and is appropriately occupied. Any development should retain the building.



**BUILDING 24  
PRIORITY A**

The building is in fair condition, but the construction method doesn't meet current UDC requirements. If the business can be temporarily relocated, a new structure could be built on this site for continued commercial use.



**BUILDING 25  
PRIORITY A**

This is a single family residence in poor condition that does not appear to be occupied. Initial inspection indicates that the repairs needed are extensive and replacement may be necessary. The recommended use for this site would be single family residential or townhomes.



**BUILDING 26  
PRIORITY C**

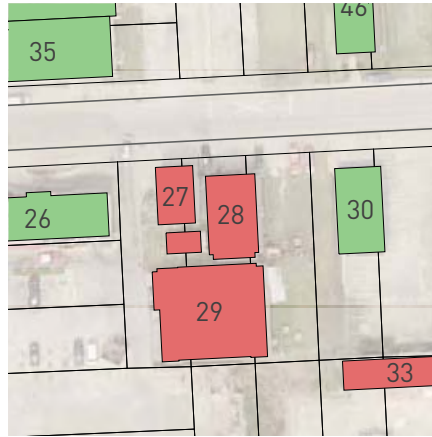
The building is in good condition and its existing land use is appropriate. Any development should retain the building.



**BUILDING 27  
PRIORITY A**

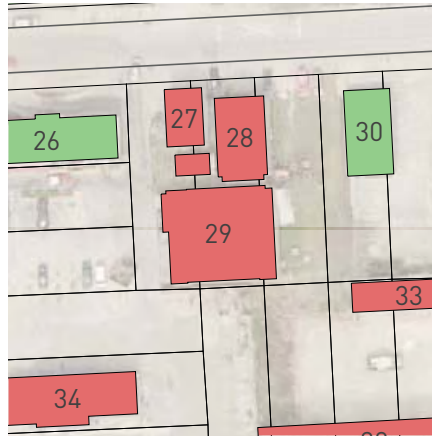
The building is in poor to fair condition but appears to be occupied. Its current use is unclear. Further analysis is needed, but facade enhancement may be a viable opportunity for this structure.

# Scotlandville Gateway Architectural Survey and Adaptive Reuse Analysis



## **BUILDING 28 PRIORITY A**

This commercial building is in poor to fair condition and is currently occupied. Following a thorough analysis to determine the architectural viability of this building, it may be an excellent candidate for façade grants. The existing use is appropriate for this location.



## **BUILDING 29 PRIORITY A**

The building is in poor to fair condition. Its location does not lend itself to appropriate commercial use or access.



## **BUILDING 30 PRIORITY C**

The building is in good condition and its existing land use is appropriate. Any development should retain the building.



**BUILDING 31  
PRIORITY C**

The building is in good condition and its existing land use is appropriate. Any development should retain the building.



**BUILDING 32  
PRIORITY A**

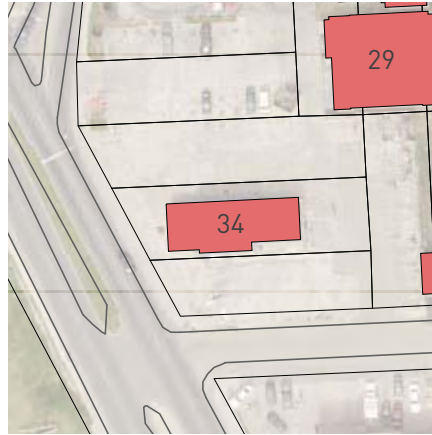
A fire has destroyed most of this building. Restoration does not seem viable and safety concerns lead to a recommendation for its removal. This would eliminate blight and create new opportunities for development. The site location between a commercial corridor and a residential neighborhood lend it to a variety of uses ranging from mixed use, to townhomes.



**BUILDING 33  
PRIORITY A**

The building is in poor condition and is unoccupied. Its condition and location at the rear of several lots makes it unsuitable for reuse.





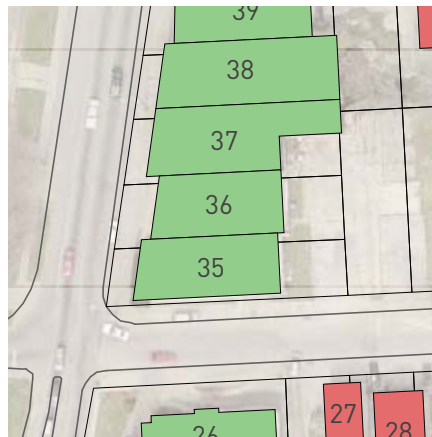
**BUILDING 34  
PRIORITY A**

The building is in fair condition, but in need of upgrades and facade enhancements. Its current commercial use is appropriate for the site.



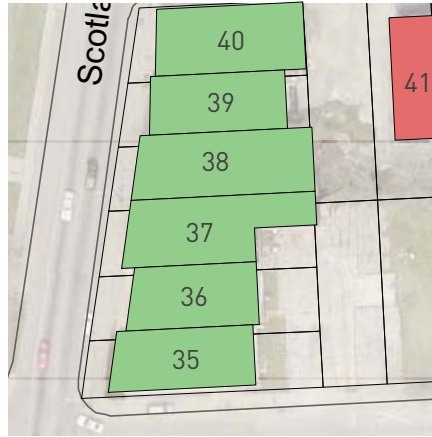
**BUILDING 35  
PRIORITY C**

The building is in fair to good condition and its existing land use is appropriate. Any development should retain the building.



**BUILDING 36  
PRIORITY C**

The building is in fair to good condition and its existing land use is appropriate. Any development should retain the building.



**BUILDING 37  
PRIORITY C**

The building is in fair to good condition and is unoccupied. It is an excellent candidate for reuse because of its value to the community and location. An appropriate use would be commercial occupancy. Additionally, facade enhancements are recommended.



**BUILDING 38  
PRIORITY C**

The building is in fair condition and is unoccupied. It is an excellent candidate for reuse because of its value to the community and location. An appropriate use would be commercial or mixed-use occupancy. Facade enhancements are recommended.



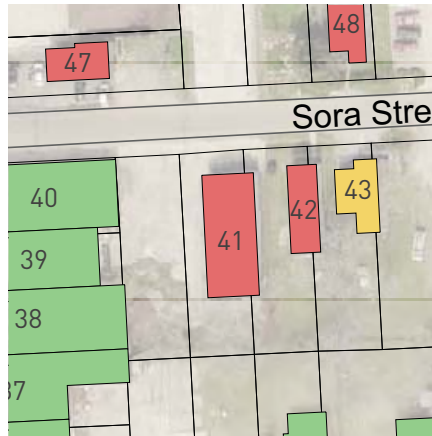
**BUILDING 39  
PRIORITY C**

The building is in fair to good condition and is unoccupied. It is an excellent candidate for reuse because of its value to the community and location. An appropriate use would be commercial occupancy. Facade enhancements are recommended.



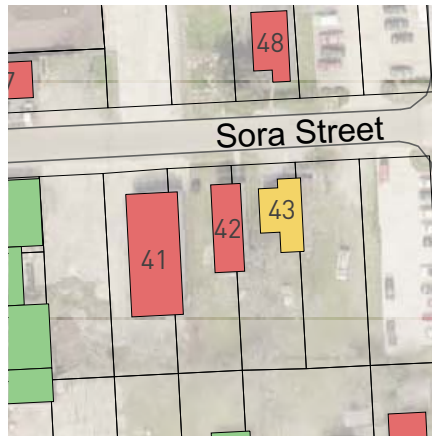
**BUILDING 40  
PRIORITY C**

The building is in fair to good condition and is currently unoccupied. It is an excellent candidate for reuse because of its value to the community and location. Suggested future use is commercial occupancy.



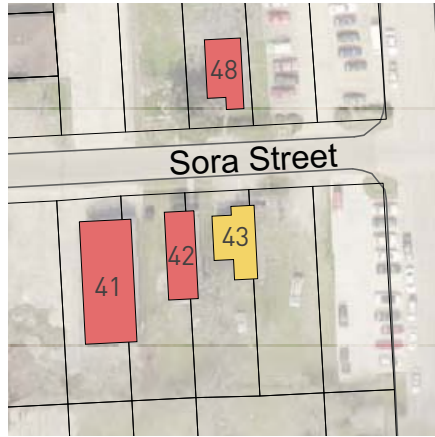
**BUILDING 41  
PRIORITY A**

The building is in poor to fair condition and does not appear to be occupied. The existing structure is not representative of the existing architectural character of the area. Its location is appropriate for commercial occupancy.



**BUILDING 42  
PRIORITY A**

This is a single family residence in poor condition that does not appear to be occupied. The location lends this site to a number of uses including commercial, mixed use, or multi family residential.



**BUILDING 43  
PRIORITY B**

This is a single family residence in fair to good condition and appears to have been recently updated. However, the current land use of the property may become inappropriate as surrounding sites are further developed. If this property becomes available in the future, a more appropriate use, such as a small office, should be considered.



**BUILDING 44  
PRIORITY A**

This is a single family residence in poor condition that appears to be occupied. Its proximity to commercial sites suggests this may be an inappropriate use of the site. If this property becomes available in the future, it is recommended that the structure be replaced to reflect a more appropriate use, such as commercial occupancy.



**BUILDING 45  
PRIORITY C**

This is a single family residence in fair to good condition. It is currently occupied so any development should retain the building. However, if the property becomes available at a future date, a more appropriate site use would be commercial occupancy. The existing structure does not lend itself to this type of reuse.

# Scotlandville Gateway Architectural Survey and Adaptive Reuse Analysis



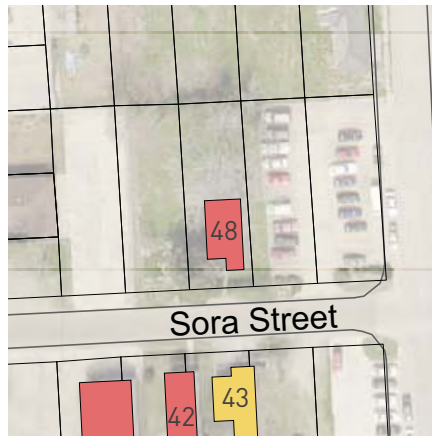
## **BUILDING 46 PRIORITY C**

This is a single family residence in fair to good condition. It is currently occupied so any development should retain the building. However, if the property becomes available at a future date, a more appropriate site use would be commercial occupancy. The existing structure does not lend itself to this type of reuse.



## **BUILDING 47 PRIORITY A**

The building is in poor condition and appears to be unoccupied. The site's location at a busy intersection lends it to commercial occupancy, however the existing structure is not suitable for reuse.



## **BUILDING 48 PRIORITY A**

This is a single family residence in poor condition and does not appear to be occupied. It is unsuitable for reuse. A more appropriate use of the site would be commercial or townhomes.





**5** COMMUNITY  
IMPROVEMENT PLANS

---



EAST BATON ROUGE  
REDEVELOPMENT  
AUTHORITY



# Market Overview for Scotlandville Gateway

Prepared by:  
ECONorthwest  
July 20, 2010



PHILLIPS-DAVIS LEGACY  
BROWN + DANOS  
a joint venture, inc.

# 1 INTRODUCTION

## 1.1 BACKGROUND

The East Baton Rouge Redevelopment Authority (RDA) has engaged the services of the Phillips-Davis and BROWN+DANOS consulting Team to assist in creating a series of Community Improvement Plans (CIPs) for five distinct districts in East Baton Rouge Parish: Choctaw Corridor, Melrose East, Northdale, Scotlandville Gateway, and Zion City & Glen Oaks. ECONorthwest is a sub consultant to the Team. Eco's role is to discuss factors that affect redevelopment in the 5 CIP areas. In addition, Eco's scope includes preparing financial development pro-formas and recommendations for redevelopment financing and implementation. The purpose of this document is to provide an overview of the market and discuss the factors that affect redevelopment in the Scotlandville Gateway. Though this report focuses on the Scotlandville Gateway neighborhood, it is part of a market area that also includes Zion City & Glen Oaks, and therefore some issues will be discussed in regards to the market area as a whole. The overview will help facilitate discussion among residents, the RDA, the Technical Advisory Committee, and the consultant Team.

The balance of this document is organized as follows:

- **Data and methods** describes available data and documents and explains other sources of information used in the market overview.
- **Framework** provides an overview of the Scotlandville Gateway neighborhood and the geographical approximations used for data collection.
- **Factors that affect redevelopment** includes an analysis of the factors that will shape future growth in the Scotlandville Gateway neighborhood.
- **Implications recommendations** lists the implications and recommendations for planning future development in the Scotlandville Gateway neighborhood.

## 1.2 DATA AND METHODS

This document assesses key demographic and real estate market trends. It is not a market analysis for a specific site or use. The following available data and documents were reviewed: 1) Census Bureau: population, household demographics and income, housing ownership and costs, 2) Claritas: demographics and forecasts, 3) Economic census: per capita spending at certain types of stores, 4) Bureau of Labor Statistics, 5) Consumer Expenditure Survey: proportion of income spent on certain products. We assessed growth factors, demographics, and development market trends; conducted a site visit and interviews with developers, brokers, property owners, and other stakeholders and held discussions with the consultant Team and the RDA.

# 2 FRAMEWORK

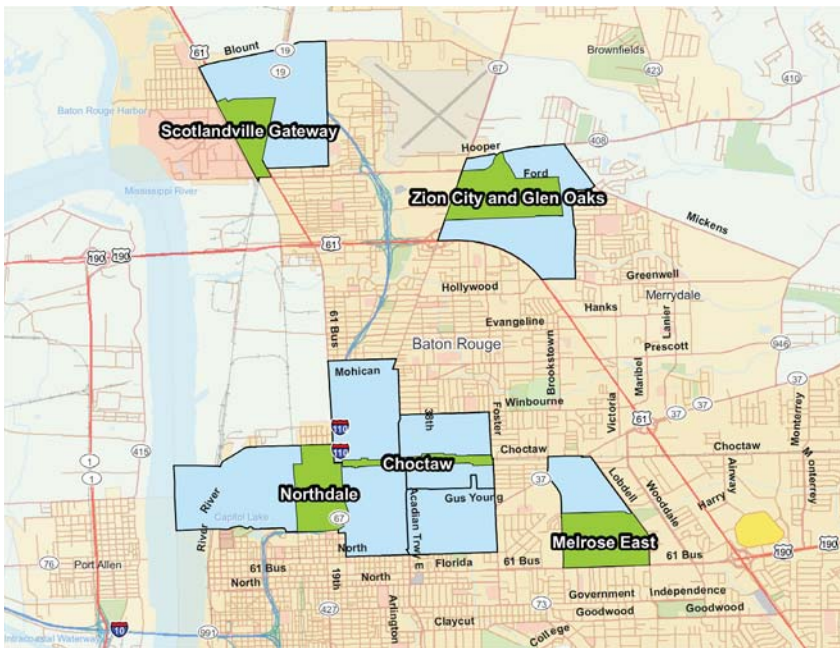
## 2.1 OVERVIEW OF SCOTLANDVILLE GATEWAY

The neighborhood discussed in this document is Scotlandville Gateway (referred to as Scotlandville). The neighborhood is located in the City of Baton Rouge, which is within East Baton Rouge Parish. Exhibit 1 shows the location the neighborhood relative to surrounding parts of the City and Parish.



The assessment relies on data from the U.S. Census Bureau, which can be analyzed at different size geographies: (1) state, (2) parish, (3) city, (4) tracts, (5) block groups, and (6) blocks. The state, parish, and city geographies are too large to provide accurate information about characteristics of the 5 CIPs. Alternately, block groups and blocks are not large enough to yield necessary information about income and housing. Therefore, census tracts were used for this analysis, as they provide the best available balance of geography and data. Exhibit 1 illustrates the relationship between census tract boundaries and the neighborhood boundaries. Note that census tracts do not correspond to the exact boundaries of the 5 CIP neighborhoods. Instead of identifying census tracts by number, neighborhood names were used to refer to the census tracts.

**Exhibit 1. Vicinity map with census tracts, Scotlandville Gateway, East Baton Rouge, 2010**



Source: ECONorthwest, GIS data provided by BROWN+DANOS landdesign, inc.

## 2.2 MARKET OVERVIEW

An overview of market factors can help a community prepare for future growth and change. It can assess whether public policies about land use, public facilities, financial incentives, and economic development are compatible with market forces. A market overview can help identify the degree to which likely demand for development matches the underlying ability of the area to provide built space at expected prices to meet that demand.

Analysis focuses on market factors that affect the potential development of residential, commercial, and industrial uses. Many factors can influence the future supply and demand for development in a specific area. Key among them are 1) growth (or decline) in population and employment in the downtown, the city, the surrounding area and selected neighborhoods, 2) the demographic makeup of expected growth, 3) type of new employment, 4) cost and availability of land, 5) access to land, and 6) land use regulations that determine how and where growth will occur. A logical way to get to the specific questions about the type of development that is desirable and possible is to start more broadly with the region, the Parish, and the City. First it is important to have an idea of what type and how much growth has occurred and where new growth is likely to locate. Some rough estimate of the amount and distribution of growth provides a context for the evaluation of specific development issues in selected neighborhoods.

### **3 FACTORS THAT AFFECT REDEVELOPMENT**

The commercial and residential market within both neighborhoods must be understood in the context of the City of Baton Rouge, the Parish, and the larger region. This section describes key demographic and market trends that affect redevelopment in Scotlandville Gateway.

#### **3.1 POPULATION GROWTH**

Exhibit 2 shows population in the United States, Louisiana, the Baton Rouge MSA, City of Baton Rouge, and Scotlandville in 1990, 2000, and 2008. Population grew by less than 5% in Louisiana over the 28-year period, adding about 200,000 new residents. Much of the growth in Louisiana after 2000 can be attributed to natural increase, as net out-migration from Louisiana was nearly 300,000 for the decade.<sup>1</sup> Population in the Baton Rouge MSA grew by 0.97% annually between 1980 and 2008, accounting for nearly 90% of population growth in the State over the 28-year period. The City of Baton Rouge grew by 4% between 1990 and 2000, an increase of over 8,000 people. Between 2000 and 2008, the City's population declined by 2% or over 4,000 people. Census tracts representing Scotlandville declined by about 1500 people between 1990 and 2008 or by about 1.8% annually.

Statewide population trends were affected by Hurricanes Katrina and Rita in 2005. The region saw an influx of nearly 43,000 evacuees from Hurricanes Katrina and Rita, according to the Louisiana Public Health Institute<sup>2</sup>. While the population of the Parish grew by 13% between 1990 and 2008, the Parish's share of the regional population growth declined from 61% to 55%.

---

1 U.S. Census National and State Population Estimates, Components of Population Change. <http://www.census.gov/popest/states/NST-comp-chg.html>

2 Migration Patterns: Estimates of Parish Level Migrations due to Hurricanes Katrina and Rita. Louisiana Public Health Institute. <http://takecharge.dhh.louisiana.gov/offices/publications/pubs-81/ACT%20242%20of%2003.pdf>

**Exhibit 2. Population and population change, United States, Louisiana, Baton Rouge MSA, East Baton Rouge Parish, City of Baton Rouge, and Scotlandville Gateway, 1990, 2000, and 2008**

Year	U.S.	Louisiana	Baton Rouge MSA	East Baton Rouge Parish	City of Baton Rouge	Scotlandville
1990	249,464,396	4,219,179	624,709	380,699	219,531	5,438
2000	281,421,906	4,468,976	705,973	412,852	227,818	4,453
2008	304,059,724	4,410,796	774,327	428,360	223,689	3,890*
<b>Change 1990-2008</b>						
Number	54,595,328	191,617	149,618	47,661	4,158	-1,548
Percent	22%	5%	24%	13%	2%	-28%
AAGR	1.11%	0.25%	1.20%	0.66%	0.10%	-1.84%

Source: U.S. Census Population Estimates, Claritas 2009

Note: Baton Rouge MSA includes Ascension, East Baton Rouge, East Feliciana, Iberville, Livingston, Pointe Coupee, St. Helena, West Baton Rouge, and West Feliciana parishes.

Scotlandville population figures show 2009 Claritas estimates for East Baton Rouge Census Tract 31.01.

The Louisiana State Census Data Center projects population growth by parish over the 2010 and 2030 period. The State developed forecasts under three different sets of in-migration assumptions. Exhibit 3 shows the State of Louisiana’s population projections for Louisiana and the Baton Rouge MSA for the 2005-2030 period under middle migration assumptions.<sup>1</sup> The Baton Rouge MSA is forecast to grow at 0.98% annually between 2010 and 2030, which is consistent with the population growth rate in the MSA over the 1980-2008 period. Population growth in the Baton Rouge MSA is forecast to account for about 39% of statewide population growth over the 20-year period.

The key findings for the State forecasts of population growth are:

- The Baton Rouge MSA will continue to grow at an average annual rate about twice that of Louisiana between 2010 and 2030 but will only account for 39% of statewide growth over the 20-year period. The MSA accounted for 90% of population growth over the 1980 to 2008 period.
- All population growth in the Baton Rouge MSA is expected to take place in Ascension and Livingston Parishes, which are projected to nearly double in size between 2010 and 2030. The population of East Baton Rouge is projected to decrease over the 20-year period at an annual rate of -0.14%.

<sup>1</sup> Under high migration assumptions, the State forecasts average annual growth of 0.72% in Louisiana and 1.48% in the Baton Rouge MSA. Under low migration assumptions, the State forecasts average annual growth of 0.34% in Louisiana and 0.59% in the Baton Rouge MSA.

- Growth is occurring in outer parishes, southern parts of East Baton Rouge Parish, and in Central/Zachary. Between 1990 and 2008, the City of Baton Rouge grew by 0.10% annually compared to 0.66% in the Parish as a whole, which suggests that unincorporated areas outside the City of Baton Rouge and other municipalities in the parish grew faster than the City.
- Slow growth in the City and the Parish suggest that declining populations in North Baton Rouge neighborhoods may continue without significant changes to policy and economic conditions.

**Exhibit 3. Population projections under middle migration assumptions, Louisiana and Baton Rouge MSA, 2005-2030**

Year	Baton Rouge	
	Louisiana	MSA
2005	4,510,170	731,570
2010	4,369,760	793,630
2015	4,477,680	827,460
2020	4,588,310	868,210
2025	4,699,260	914,390
2030	4,813,420	965,440
<b>Change 2010-2030</b>		
Number	443,660	171,810
Percent	10%	22%
AAGR	0.48%	0.98%

Source: State of Louisiana Population Projections  
[http://www.louisiana.gov/Explore/Population\\_Projections/](http://www.louisiana.gov/Explore/Population_Projections/)

Exhibit 4 shows projected population change over the 2010-2030 period for the nine parishes in the Baton Rouge MSA under middle migration assumptions. Only Ascension and Livingston Parishes are expected to add population over the period.

**Exhibit 4. Population projections under middle migration assumptions, parishes in the Baton Rouge MSA, 2010-2030**

Parish	2010	2030	Change 2010-2030		
			Number	Percent	AAGR
Ascension	109,030	196,140	87,110	80%	2.98%
East Baton Rouge	433,700	421,500	-12,200	-3%	-0.14%
East Feliciana	20,040	17,060	-2,980	-15%	-0.80%
Iberville	30,830	24,640	-6,190	-20%	-1.11%
Livingston	129,420	242,780	113,360	88%	3.20%
Pointe Coupee	22,240	19,380	-2,860	-13%	-0.69%
St. Helena	10,390	8,610	-1,780	-17%	-0.94%
West Baton Rouge	22,720	21,070	-1,650	-7%	-0.38%
West Feliciana	15,260	14,260	-1,000	-7%	-0.34%

Source: State of Louisiana Population Projections  
[http://www.louisiana.gov/Explore/Population\\_Projections/](http://www.louisiana.gov/Explore/Population_Projections/)



**3.2 EMPLOYMENT (EMPLOYEES BY INDUSTRY)**

Exhibit 5 shows labor force participation and unemployment in East Baton Rouge Parish and Scotlandville Gateway in 2009. The labor force participation rate was slightly lower in Scotlandville (54%) compared to 65% Parish-wide. The unemployment rate in Scotlandville was 17%, compared to 6% in the Parish.

**Exhibit 5. Labor force participation and unemployment, East Baton Rouge Parish and Scotlandville Gateway, 2009**

	<b>East Baton Rouge Parish</b>	<b>Scotlandville</b>
Population 16+	338,349	2,734
Labor Force	220,749	1,474
Labor Force Participation	65%	54%
Unemployed	13,211	256
Unemployment Rate	6%	17%

Source: Claritas 2009

Exhibit 6 shows relative employment by sector in East Baton Rouge Parish and Scotlandville Gateway in 2009. The major industry sectors in Scotlandville were educational services, health care and social assistance, and retail trade. These three industries had below-average weekly wages in the Baton Rouge Regional Labor Market in 2009. Scotlandville had more than twice the share of employees in educational services than the Parish. The neighborhood had a relatively low number of employees in finance, insurance, real estate rental and leasing, and professional, scientific, and technical services, industries with average- to above-average weekly wages in the Baton Rouge Regional Labor Market in 2009.<sup>1</sup>

<sup>1</sup> Louisiana Workforce Commission, Labor Market Information, [http://www.laworks.net/LaborMarketInfo/LMI\\_MainMenu.asp](http://www.laworks.net/LaborMarketInfo/LMI_MainMenu.asp)

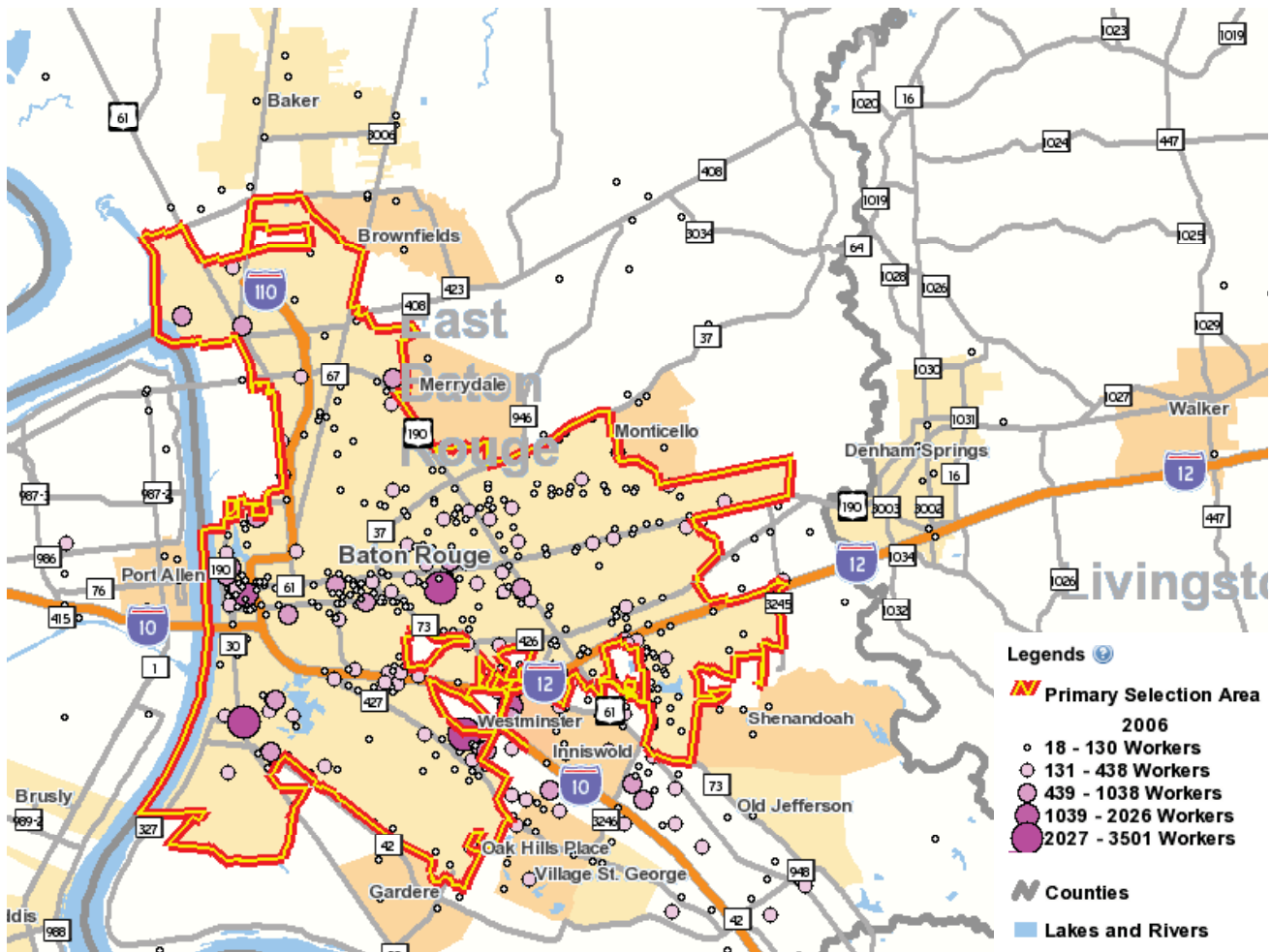
**Exhibit 6. Employment by sector, East Baton Rouge Parish and Scotlandville Gateway, 2009**

<b>Industry Sector</b>	<b>East Baton Rouge</b>	
	<b>Parish</b>	<b>Scotlandville</b>
Agriculture, Forestry, Fishing and Hunting, and Mining	1%	1%
Construction	7%	4%
Manufacturing	10%	9%
Wholesale Trade	3%	2%
<b>Retail Trade</b>	<b>11%</b>	<b>13%</b>
Transportation and Warehousing, and Utilities	4%	3%
Information	2%	3%
Finance, Insurance, Real Estate and Rental and Leasing	7%	2%
Professional, Scientific, and Technical Services	7%	2%
Management of Companies and Enterprises	0%	0%
Administrative and Support and Waste Management Services	3%	5%
<b>Educational Services</b>	<b>12%</b>	<b>24%</b>
<b>Health Care and Social Assistance</b>	<b>11%</b>	<b>12%</b>
Arts, Entertainment, and Recreation	2%	4%
Accommodation and Food Services	6%	6%
Other Services (Except Public Administration)	5%	4%
Public Administration	8%	6%
<b>Total Employment</b>	<b>207,225</b>	<b>1,218</b>

Source: Claritas 2009

Exhibit 7 shows where residents of East Baton Rouge Parish worked in 2006. It provides a useful illustration of where major employment centers are located relative to Scotlandville. While two of the largest employment centers are located in the southern portion of the Parish, there are high concentrations of large, mid-size, and small employment centers located in the north and middle portions of the Parish (Downtown, Florida Boulevard, etc.)

**Exhibit 7. Employment centers, 2006**



Source: U.S. Census OnTheMap, <http://lehdmap3.did.census.gov/themap3/>

### 3.3 DEMOGRAPHIC CHARACTERISTICS

#### Racial composition

Exhibit 8 shows the racial composition of Louisiana, East Baton Rouge Parish, and Scotlandville Gateway in 2009. The population of Scotlandville was 99% black or African American. This ratio was roughly two to three times higher than in Louisiana or the Parish.

**Exhibit 8. Black or African American population of Louisiana, East Baton Rouge Parish, and Scotlandville Gateway, 2009**

	Louisiana	East Baton Rouge Parish	Scotlandville
Total Population	4,455,166	434,260	3,890
Black or African American	1,444,782	197,745	3,857
Percent Black or African American	32%	46%	99%

Source: Claritas 2009

#### Educational attainment

Exhibit 9 shows educational attainment for population above the age of 25 in Louisiana, East Baton Rouge Parish, and Scotlandville Gateway, in 2009. Fifty-nine percent of Scotlandville residents were high school graduates with no higher education, which is comparable to the statewide level (57%), but higher than the Parish (42%).

In contrast, 32% of Parish population and 23% of the Scotlandville population had bachelor's degrees or better, compared to 19% in the State. Scotlandville had a lower proportion of residents with some college experience or associate's degrees (18%) compared to the State (23%) and Parish (27%).

**Exhibit 9. Educational Attainment in Louisiana, East Baton Rouge Parish, and Scotlandville Gateway, 2009**

Educational Attainment for Population 25+	Louisiana	East Baton Rouge Parish	Scotlandville
Less than 9th grade	9%	4%	10%
9th to 12th grade, no diploma	16%	11%	26%
High school graduate	33%	26%	23%
Some college, no degree	20%	24%	16%
Associate's degree	3%	3%	2%
Bachelor's degree	12%	20%	11%
Graduate or professional degree	7%	12%	12%
<b>Population 25+</b>	<b>2,869,067</b>	<b>266,760</b>	<b>2,199</b>

Source: Claritas 2009

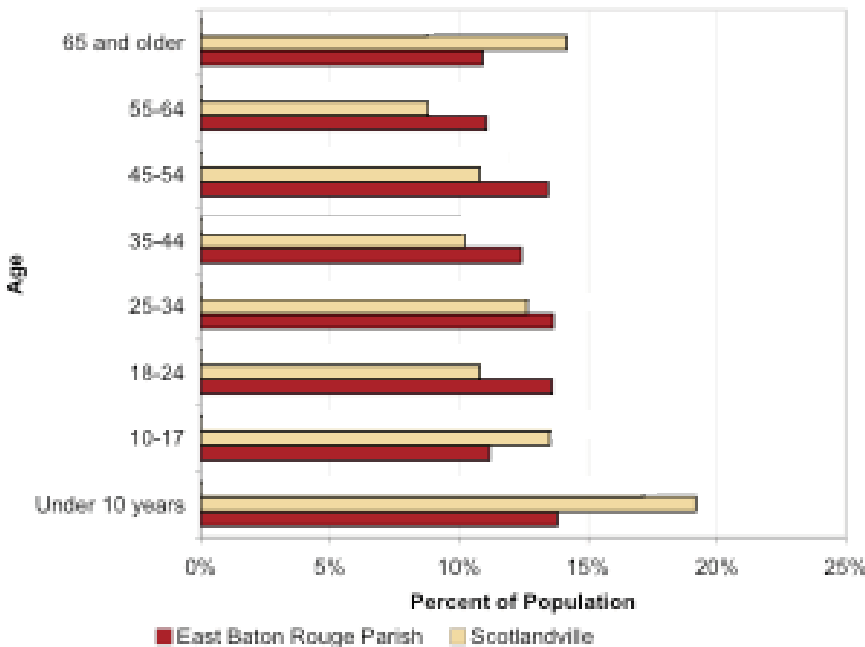


**Age**

Exhibit 10 shows age for residents of East Baton Rouge Parish and Scotlandville Gateway, in 2009. Scotlandville and had a larger proportion of people under the age of 17 (33%) than the Parish as a whole (25%). Nearly 40% of Parish residents were between the age of 25 and 54 compared to only 34% in Scotlandville. Fourteen percent of Scotlandville residents were 65 or older, compared to 11% in the Parish. In summary, Scotlandville has a greater proportion of both young and old residents than the Parish, and a smaller proportion of residents within the traditional workforce age range.

In addition to having a high percentage of residents over the age of 65, Scotlandville is located in a portion of East Baton Rouge Parish with some of the lowest life expectancy in the State. The life expectancy for residents of Central East Baton Rouge Parish are expected to live 71-74 years, compared to 76-77 in the rest of the Parish and 77-78 in West Baton Rouge Parish.<sup>1</sup>

**Exhibit 10. Age in East Baton Rouge Parish and Scotlandville Gateway, 2009**

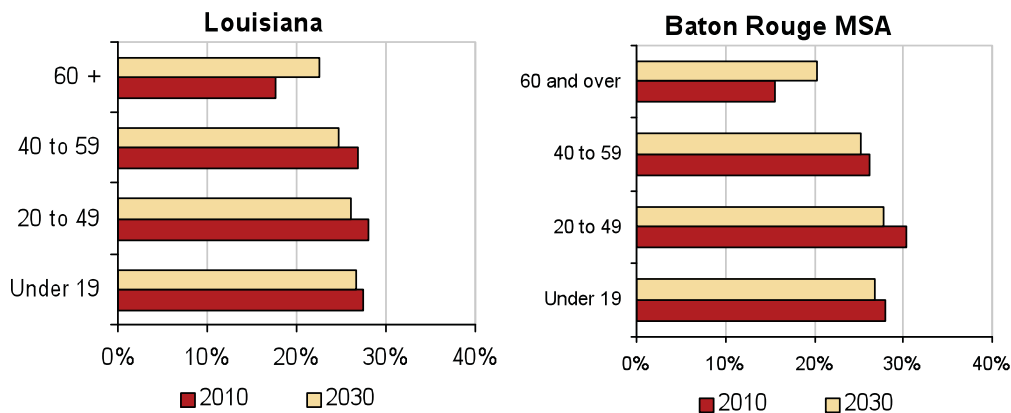


Source: Claritas 2009

<sup>1</sup> Louisiana Human Development Report 2009

Exhibit 11 shows the age composition portion of the State population forecast for Louisiana and the Baton Rouge MSA in 2010 and 2030. The State projects that the greatest growth will be in population over 60 years old, consistent with national trends. The percent of population above the age of 60 is projected to increase over the 20-year period from 18% to 23% statewide and 16% to 20% in the Baton Rouge MSA.

**Exhibit 11. Age distribution, Louisiana and Baton Rouge MSA, 2010 and 2030**



Source: State of Louisiana Population Projections  
[http://www.louisiana.gov/Explore/Population\\_Projections/](http://www.louisiana.gov/Explore/Population_Projections/)

**Income**

Exhibit 12 shows per capita income, and percentage of residents at or below the poverty line in East Baton Rouge Parish and Scotlandville Gateway in 2009. Per capita income in Scotlandville was 58% of the Parish average. The average household income in Scotlandville was about \$36,000 compared to the Parish average of over \$61,000. About 37% of families in Scotlandville lived below poverty, compared to just 13% in the Parish.

**Exhibit 12. Per capita income, average household income, and families below poverty, East Baton Rouge Parish and Scotlandville Gateway, 2009**

	East Baton Rouge Parish	Scotlandville
Per capita income	\$23,796	\$13,725
Average household income	\$61,151	\$35,832
Families	110,862	1,021
Families below poverty line	14,327	379
Percentage of families below poverty	13%	37%

Source: Claritas 2009

Note: Average household income was calculated by dividing aggregate household income in each census tract and dividing by the total number of households. Calculating median income for each census tract was not possible with block group-level data.



### 3.4 LOCATION AND ACCESS

Scotlandville has had several important locational advantages and disadvantages relative to other communities in the Parish. These are described below.

- **Proximity to downtown.** The neighborhood is situated within a 15-minute drive (about 7 miles) to downtown Baton Rouge, which is a major employment center. This gives the area a slight advantage (in terms of commute distance) over other areas located close to one or more employment centers.
- **Proximity to Southern University and A&M College.** Scotlandville is directly adjacent to Southern University, an Historically Black four-year college with approximately 10,300 students and 1,400 staff members. The presence of the university is a comparative advantage to the entire market area, not only as an employment center, but also because it brings thousands of students to the area every year, thus creating potential demand for housing and commercial services.
- **Proximity to Baton Rouge Community College.** Scotlandville is approximately 5-7 miles from Baton Rouge Community College, which provides opportunities for higher/continuing education and job training.
- **Access to medical facilities.** The neighborhood is located within relatively close proximity to the Greater Baton Rouge Surgical Center (at Howell Place) and the state-operated Earl K. Long Medical Center (operated by LSU). It was recently announced that the State will close the Earl K. Long facility in 2013 and move most of its inpatient programs to Our Lady of the Lake (which is located in south Baton Rouge). The closure of Earl K. Long means that the next closest hospital is Baton Rouge General Medical, located on Florida Boulevard in Mid-City.
- **Proximity to airport.** The neighborhood is located within close proximity to the Baton Rouge Municipal Airport, relative to other neighborhoods in the Parish. This proximity gives the neighborhood a comparative advantage, not only for access to the airport, but also as a potential location for employers seeking convenient airport access (distribution, airport services, logistics, transportation).
- **Access.** Scotlandville has relatively convenient access to I-110 and Airline Highway, which provide direct routes to downtown, employment centers, and commercial services via Harding Boulevard and Scotland Avenue.
- **Transit.** Scotlandville is served by the Capital Area Transit System (CATS), which operates a bus system throughout the region via Route 10 (Scotlandville), Route 11 (Harding), and Route 54 (Airline). Headways on these routes are hourly or less. Convenient and reliable access to transit is a challenge throughout the Parish, especially so in areas with lower rates of car ownership.
- **Access to vehicles.** In 2000, 28% of households in Scotlandville did not have access to a vehicle, compared to 9% in East Baton Rouge Parish.<sup>1</sup> The amount of travel a household demands is strongly related to the availability of vehicles. According to the Bureau of Transportation Statistics, persons in households with vehicles in 2001 took on average 50% more trips than households that did not. Households with income less than \$25,000 were almost 10 times more likely to not have a vehicle than households making above \$25,000.<sup>2</sup>

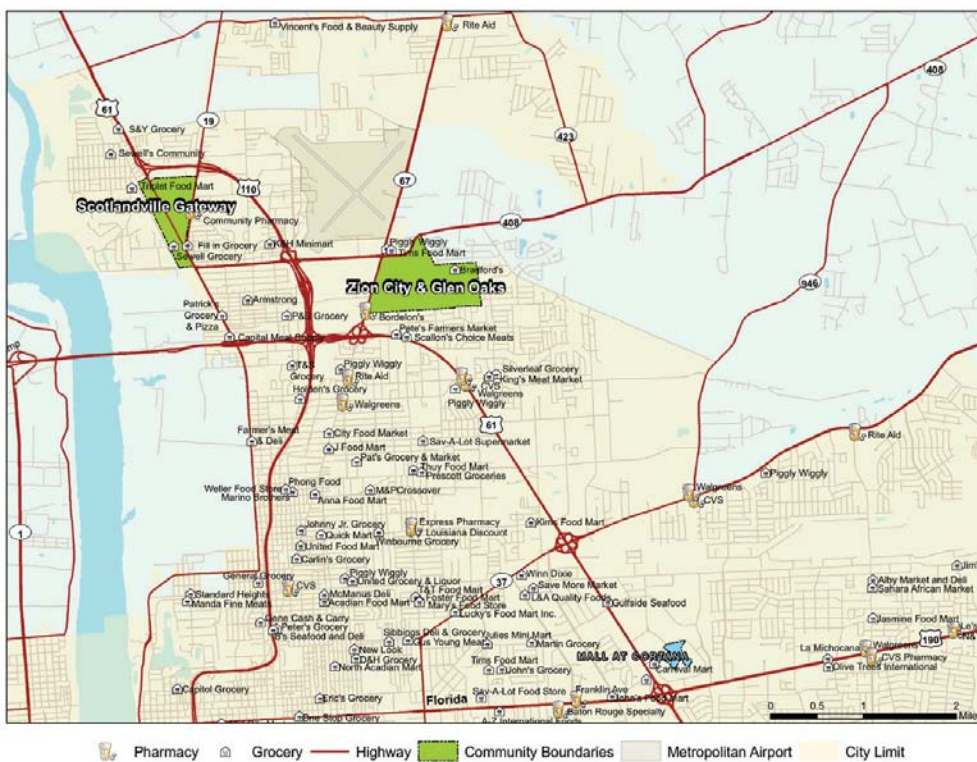
1 U.S. Census 2000, H44 Summary File 3

2 Bureau of Transportation Statistics. [http://www.bts.gov/publications/transportation\\_statistics\\_annual\\_report/2003/html/chapter\\_02/vehicle\\_ownership\\_and\\_availability.html](http://www.bts.gov/publications/transportation_statistics_annual_report/2003/html/chapter_02/vehicle_ownership_and_availability.html)

### 3.5 COMMERCIAL SERVICES

Exhibit 13 shows that there are relatively few full service grocery stores and pharmacies located within a 5- or 10-minute drive of the neighborhood. This data and information gathered from local residents and commercial brokers suggests that Scotlandville is underserved by commercial services, most noticeably by grocery stores and pharmacies. Workshop attendees noted that they travel to preferred grocery stores outside the neighborhood such as Cortana Place, Mid-City, and as far away as the Baker/Zachary area.

**Exhibit 13 Existing grocery stores and pharmacies, Scotlandville Gateway**



Source: ECONorthwest. GIS data provided by Brown + Danos

Exhibit 14 illustrates the location of existing health care services (clinics, hospitals, and other medical services). The nearest major hospital is the Earl K. Long Medical Center, which is about four miles from Scotlandville, on Airline Highway. As noted above, Earl K. Long Medical Center will be closing and most of its services distributed to other area hospitals, which are further from the neighborhood.

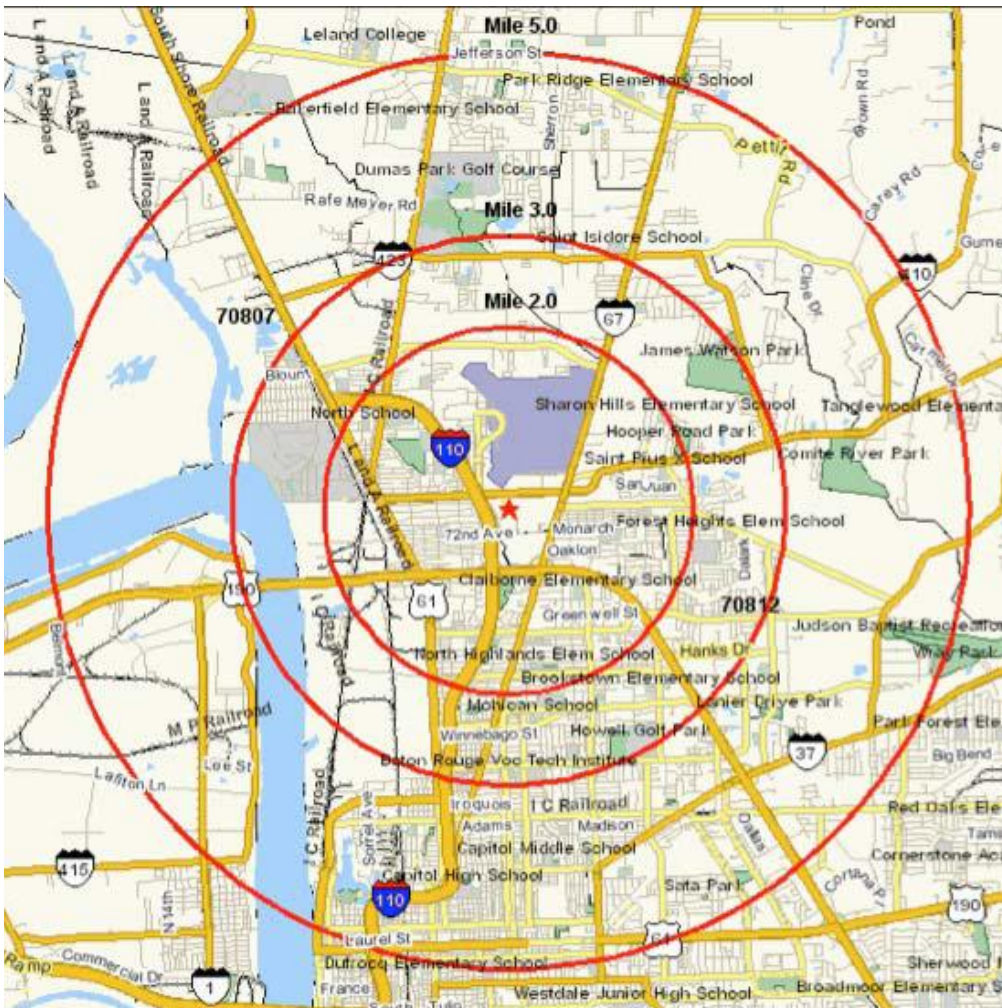
**Exhibit 14. Existing health care services, Scotlandville Gateway**



Source: ECONorthwest. GIS data provided by Brown + Danos

Exhibit 15 illustrates the market area around Scotlandville and Zion/Glen. For the purposes of this analysis and after discussion with the consultant team, we selected a center point located roughly mid-way between Scotlandville (Howell Place). Exhibit 15 shows a 2, 3 and 5-mile radius from Howell Place.

**Exhibit 15. Market area (2, 3, and 5-mile radius from Howell Place)**



Source: Claritas, 2010

Exhibit 16 shows the estimated retail demand and supply for selected types of retail stores within a 2-mile radius and a 3-mile radius of Howell Place. The difference between demand and supply represents a rough estimate of the opportunity “gap” or “surplus” available for each merchandise line within the given radius of Howell Place. When the demand is greater than the supply, there is an opportunity “gap” or an opportunity for more retail sales. For example, a positive value represents an opportunity gap, while a negative value represents a surplus.

**Exhibit 16. Retail sales opportunity gap, 2- and 3-mile radius**

<b>Industry Sector</b>	<b>2009 Demand (Consumer Expenditures)</b>	<b>2009 Supply (Retail Sales)</b>	<b>Opportunity Gap</b>
<b>2-mile radius</b>			
Supermarkets, Grocery Stores	\$32,851,173	\$29,312,234	\$3,538,939
Pharmacies and Drug Stores	\$14,718,570	\$13,290,013	\$1,428,557
Family Clothing Stores	\$4,976,969	\$858,609	\$4,118,360
Building materials, etc.			
<i>Home centers</i>	\$9,698,657	\$997,369	\$8,701,288
<i>Hardware stores</i>	\$2,020,244	\$490,117	\$1,530,127
Health and Personal Care Stores	\$16,946,575	\$14,640,731	\$2,305,844
<b>3-mile radius</b>			
Supermarkets, Grocery Stores	\$74,178,229	\$37,775,678	\$36,402,551
Pharmacies and Drug Stores	\$32,847,372	\$25,987,084	\$6,860,288
Family Clothing Stores	\$11,455,180	\$1,528,551	\$9,926,629
Building materials, etc.			
<i>Home centers</i>	\$22,279,865	\$2,876,222	\$19,403,643
<i>Hardware stores</i>	\$4,697,773	\$877,362	\$3,820,411
Health and Personal Care Stores	\$37,856,181	\$27,815,033	\$10,041,148

Source: Claritas RMP Opportunity Gap data 2-mile radius and 3-mile radius from 7855 Howell Place Boulevard, 2009.

Note: Claritas RMP data is derived from two major sources: the demand data is derived from the Consumer Expenditure Survey. The supply data is derived from the Census of Retail Trade, which is made available by the U.S. Census. Expenditures represent what residents within the radius spend, regardless of where they spend. Retail sales represent what is sold at stores within the 2-mile radius, regardless of where the customers live.

The above table reveals that there may be opportunities for certain types of commercial services to locate in or near Scotlandville.<sup>1</sup>

1 ECO will work with the consulting team and local brokers and developers to prepare financial development proformas for different types of commercial buildings and uses identified here. Our initial research and discussions with brokers/developers suggests that commercial rents in Scotlandville are lower than other areas in the Parish and in many cases, not high enough to support the cost of construction. Baton Rouge Trends estimates that rents for all types of retail commercial buildings in the areas north of Choctaw Drive and northeast of Airline Highway averaged \$10-\$14/square foot in the spring of 2010, compared to \$14-\$18/square foot for areas south of I-10 and West of Airline. Local brokers also estimate that existing commercial building rents range from \$2.00 to \$6.00 per square foot. For newer buildings, retail rents average \$10-\$14/square foot (depending site location factors, such as proximity to other shops and a street corner)

### *Grocery*

We found that there is about a \$3.5m opportunity gap for supermarket expenditures within a 2-mile radius. That jumps to about \$30m in the 3-mile radius (we believe because 3-miles picks up Southern University and quite a bit of residential area towards Florida).

According to our discussions with local brokers, the most likely grocers to locate in this area will be ~40-55k square feet (such as a Winn Dixie, Matherne's, or Piggly Wiggly). At around \$200-300 per square foot in sales, a typical grocer of that size would be easily twice or three times the demand in the 2-mile radius and would start drawing from the 2-3 mile radius. Our preliminary conclusion based on this would be that the area in and around Scotlandville has capacity for at most one grocer of this type (i.e. supermarket). We understand that a new grocery store may be in the works for a site just west of Zion City & Glen Oaks. That would more than likely draw the existing demand within the market area.

### *Drug Store / Pharmacy*

There is about \$1.4m opportunity gap for drug stores within the 2-mile radius, which jumps to about \$6.9m within 3 miles. Drug stores vary in size from 9,000 to 12,000 square feet (or larger). At \$350/foot in sales (below the national median), that is \$3m to \$7.5m in sales, which exceeds the demand within the 2-mile radius and draws into the 3-mile radius.

### *Family clothing stores*

There is a \$4m opportunity gap in the 2-mile radius. There is a greater range in size for these stores, depending on whether they are local or national chains, between 3,000 and 20,000 square feet. At about \$95 to \$115 in sales per foot, that is anywhere from less than half a million in sales to \$2.3m. That is about half of what these data would indicate there is demand for, even in the 2-mile area. These stores would need to be located in a neighborhood shopping center, with good visibility and in close proximity to other uses.

## **3.6 HOUSING**

### **Unit type, size, and tenure**

Exhibit 18 shows the prevalent household structure types in East Baton Rouge Parish and Scotlandville Gateway in 2009. Scotlandville's proportion of single, detached units (67%) was only slightly higher than the Parish (64%). About a third of housing units in the Parish and Scotlandville were multifamily.



**Exhibit 18. Units in structure, East Baton Rouge Parish and Scotlandville Gateway, 2009**

Units in Structure	East Baton	
	Rouge Parish	Scotlandville
Single-unit detached	64%	67%
Single-unit attached	3%	1%
Duplex	2%	6%
3-19 units	16%	20%
20-49 units	3%	0%
50 units or more	8%	3%
Mobile or manufactured	4%	3%
<b>Total Housing Units</b>	<b>186,078</b>	<b>1,806</b>

Source: Claritas 2009

Exhibit 19 shows tenure and household size in East Baton Rouge Parish and Scotlandville Gateway in 2009. Fifty-one percent of households in Scotlandville were owner-occupied, compared to 62% in the Parish.

Scotlandville had only a slightly higher proportion of households with 4 people or more (26%) than the Parish (23%). Fifty-four percent of Scotlandville households had one or two people, compared to 59% in the Parish.

**Exhibit 19. Tenure and household size, East Baton Rouge Parish and Scotlandville Gateway, 2009**

	East Baton	
	Rouge Parish	Scotlandville
Owner-occupied	62%	51%
Renter-occupied	38%	49%
1-person households	28%	29%
2-person households	31%	26%
3-person households	18%	20%
4-person households	14%	14%
5-person households	6%	7%
6-person households	2%	3%
7- or more person households	1%	1%
<b>Total Households</b>	<b>168,987</b>	<b>1,490</b>

Source: Claritas 2009

The neighborhood is made up predominantly of owner-occupied households in detached single-family units. A lower percentage of residents live in larger apartment complexes than Parish-wide.

Exhibit 19 suggests that the neighborhood has slightly larger households than the parish as a whole. The neighborhood has a lower percentage of one and two-person households than the parish as a whole, but has a slightly higher percentage of three-, four-, and five-person households.

Average sale price of single-family homes Parish-wide was \$197,374 between March 2009 and March 2010 (a 6.5% decrease from the previous year). The average sale price of condominiums and townhouses in the March 2009 to March 2010 time period was \$146,988 (a 25% decrease from the previous year).<sup>1</sup>

Average rents in the fall of 2009 in East Baton Rouge Parish for multi-unit apartment complexes ranged from \$539 for a studio to \$1,524 for a four-bedroom unit. Rents per square foot average \$0.850/square foot parish-wide. Rents in the north and east parts of the parish were slightly lower: \$402 for a studio, up to \$715 for a four-bedroom unit.<sup>2</sup> If these rents were converted to mortgage payments, the payments would support \$75,000 to \$115,000 sale price for a home.<sup>3</sup> The average rents per square foot in the northern parts of the parish were \$0.654. Apartment vacancy rates were slightly higher in the northern parts of the parish (6%) than the south and southeastern parts of the parish (4.9%). Average rents in apartment complexes in or near Scotlandville ranged from \$482 per unit (and \$0.689/sf) to \$559 per unit (and \$0.799/sf).

Scotlandville has experienced a decline in population over the last decade, which impacts current and future demand for housing. If the area were to grow at the same rate or similar rates as the Parish and the Region, the area might see about 1.0% average annual growth. That's about 717 people over the next 15 years. At an average of 2.9 persons per household, that is a potential demand for 275 units over the next 15 years, or about 16 units per year.

A slightly expanded market area (including not just the census tracts that we have defined as the neighborhoods but also the population within the 2-mile radius used for the commercial analysis), contains about 28,000 people (including a small portion of the University). At an annual average growth rate of 1%, this would be an additional 5,486 people, or demand for approximately 2,100 units in the next 15 years, or an average of 140 per year. (For comparison purposes, the number of residential building permits issued in the entire City of East Baton Rouge for the last 5 years was about 800 to 1,100 per year).

This analysis is intended only to provide an order-of-magnitude picture of how much growth the area could potentially expect over the next 15 years. There are a variety of factors that could affect this outcome. In order to reverse the trend of declining population, we would need to assume significant

1 Baton Rouge Trends, 2010. Commercial Investment Division of the Greater Baton Rouge Association of Realtors.

2 Baton Rouge Trends, 2010. Commercial Investment Division of the Greater Baton Rouge Association of Realtors.

3 This sale price assumes a mortgage under the following terms: a 30-year, fixed loan at 6.25% interest with 20% for a down payment.

Parish-wide policy changes that will improve secondary education, public safety, and infrastructure. Furthermore, the relatively high percentage of vacant and adjudicated properties could affect demand for new housing units, especially if a significant number of existing vacant homes become inhabited or are rehabilitated.

Because the neighborhood has a higher proportion of 55+ and seniors than the parish and is directly adjacent to the University, we recommend that housing units in Scotlandville are affordable, convenient, and able to accommodate students and seniors. Therefore, we recommend modest single-family units, attached (townhouses) and detached (possibly clustered) housing, senior housing (usually multi-family arrangement), and student housing (multi-family).

### **3.7 LAND OWNERSHIP, PARCEL SIZE, AND VALUE**

Scotlandville contains a relatively high percentage of vacant and/or adjudicated properties. It contains a mixture of smaller residential lots in the south and larger lots in the north. The majority of properties in Scotlandville are held in separate ownership, with a few larger parcels (or groups of parcels) held in single ownership.

Land ownership patterns can be a challenge to redevelopment when existing parcels are small and owned by many different owners. Any mid-to large-scale development will require assembly of smaller parcels into one larger site. When these parcels are owned by a variety of people who may or may not be willing to sell, land assembly can be an impediment.

Availability of vacant land can be an important asset, because that area is more likely to attract new development than areas with less vacant land. The relatively high number of vacant lots gives the neighborhood a short-term comparative advantage over areas with fewer vacant lots. However, we note that many of the vacant parcels are also adjudicated, which can significantly increase the cost and risk associated with redevelopment.

A property's improvement-to-land value ratio is also an indicator of development potential, although it is by no means a perfect one. Other factors discussed such as land ownership, access, and infrastructure can affect the redevelopment potential as much or more than the improvement-to-land value ratio.

A ratio of 1:1 indicates that the improvement value of a property is equal to the land value. As the ratio nears zero (meaning the value of the improvement is less than the value of the land), the redevelopment potential increases. A ratio above 1:1 means the value of the improvement is greater than the value of the land, and redevelopment becomes less likely. Vacant land, as defined in this document, has an improvement-to-land value of zero, meaning it theoretically has the most potential for development.

### **3.8 ZONING**

City-Parish policy can play a significant role in the revitalization of an area. Regulations do not necessarily have to be a barrier to redevelopment: they can place restrictions on development while helping to ensure that new development achieves the community's goals. Zoning can play a key role in the redevelopment potential of an area. Scotlandville contains a wide variety of residential and commercial zones. It also includes an area zoned for industrial uses.

### **3.9 FINANCIAL INCENTIVES**

Similar to zoning, financial incentives offered by the City-Parish can play a significant role in revitalization. Incentives can be put in place to encourage the kinds of development a community wants. In many cases, such development requires public financial support due to market constraints or other factors that limit the feasibility of revitalization projects. Appendix A includes a full description of the various financial resources that may be available.

## **4 IMPLICATIONS & RECOMMENDATIONS**

The information presented in the previous sections is consistent with what we have learned about Scotlandville anecdotally through conversations with residents, the consultant team, brokers, and the RDA. The challenges facing North Baton Rouge are well documented: Baton Rouge is home to both the highest and lowest levels of human development in the State.<sup>4</sup> Residents in the southern portion of the Parish have the highest incomes, educational attainment, and life expectancy. Residents in the northern parts of the Parish have the lowest income, educational attainment, and life expectancy. A resident in the south part of the Parish can expect to live five years longer, earn twice as much, have a bachelor's degree and be three times less likely to have dropped out of high school than a resident in the north part of the Parish.<sup>5</sup>

Our analysis thus far bears out what is described above: Scotlandville has experienced a decline in population, has fewer employment opportunities, lower incomes, less access to health care, less educational attainment, higher proportion of vacant/adjudicated properties, and lower commercial and residential rents than the rest of the Parish. The advantages and opportunities are perhaps less well known (or articulated). These include: active and involved residents, community and religious organizations, high rates of home ownership, and close proximity to downtown, higher education, and transportation facilities. With the formation of the East Baton Rouge Redevelopment Authority and its focus on North Baton Rouge, the area now has access to significant financial resources.

Though it is recognized that Scotlandville faces significant challenges that will require consistent effort at many levels (neighborhood, City, Parish, and state), these recommendations focus on actions that residents and the RDA (and its partners) can take to help each neighborhood achieve its goals for

---

4 Human development is an index developed by the American Human Development Project that measures a variety of dimensions, including life expectancy, educational attainment, and earnings.

5 A Portrait of Louisiana: Louisiana Human Development Report 2009, American Human Development Project of the Social Science Research Council

enhancing economic opportunity and revitalization:

- **Start small.** The combination of the economic downturn, the relative lack of economic opportunity, and population growth trends in Scotlandville suggest that initial redevelopment efforts should focus on relatively small or modest efforts, such as rehabilitating existing commercial or residential properties, or modest scale infill development instead of large-scale, complex redevelopment projects that would require the market to quickly absorb hundreds of thousands of square feet of commercial and residential space.
- **Focus on siting a grocery store and/or pharmacy.** Feedback from residents and consumer expenditure/demand data suggest a strong desire among residents to have convenient access to quality grocery stores and pharmacies. Our analysis also suggests that grocers and pharmacies have thus far been hesitant or reluctant to develop stores in Scotlandville for a variety of reasons ranging from the perception (and reality) of crime to a lack of consumer demand. Siting a grocery store and/or a pharmacy in or near Scotlandville will require careful financial analysis, outreach, and collaboration between the RDA, brokers, developers, and grocery store/pharmacy tenants.
- **Work towards horizontal mixed-use and modest scale redevelopment projects.** Redevelopment projects that contain a mix of uses, particularly residential use coupled with commercial uses, can create a convenient central place for residents and customers. Coupling different uses together usually helps each use in the project succeed. Mixed-use does not necessarily have to take the form of a five or ten-story building with apartments above and retail on the ground floor. Mixed-use developments can take on a variety of shapes and forms. For instance, a smaller scale “vertical” mixed-use project may have one to three floors of housing over commercial, or office over retail. A “horizontal” mixed-use project could contain five to ten townhouses that share parking or a courtyard with a restaurant, coffee shop, electronics shop, or other commercial use. Mixed-use projects can also incorporate existing buildings that are adapted for new uses.
- **Build on existing transit links and work to improve transit connections.** Convenient access to a transit network is a key component of any successful redevelopment project, especially in Scotlandville, where fewer residents have access to a vehicle than elsewhere in the Parish. Transit is especially important as a means to provide residents with access to employment opportunities, workforce training, higher education, and medical facilities. The RDA should work closely with the Capital Area Transit System (CATS) to ensure revitalization efforts in Scotlandville are coordinated with transit planning and implementation of transit services.
- **Refine a strategy to resolve adjudicated properties.** The large number of vacant and adjudicated properties in the neighborhoods will continue to hamper redevelopment efforts unless those properties are assembled by the RDA and disposed of in a strategic manner that brings a mix of uses into the two communities.

- **Implement a robust and consistent code enforcement program.** Preliminary analysis, interviews, and workshop feedback suggest that the neighborhood needs additional code enforcement for buildings and parcels that are in dilapidated or unsafe condition. This will help turn the image of the area around for both existing residents and future investors.
- **Leverage public financial resources to stimulate private investment.** This memo describes a number of financial resources available, not only through the RDA, but also through the Parish, the state, and federal programs. These resources can be leveraged to attract private investment in development projects that earn reasonable returns for private investors and provide projects that will enhance and benefit the community.
- **Implement/facilitate policies that enhance economic opportunity for residents.** In addition to financial resources that may be available for specific (re)development projects, we also recommend that the RDA work with the City-Parish as it develops a long range economic development strategy (FuturEBR) to find areas where residents and the RDA can facilitate or implement additional opportunities and programs that would be focused in the 5 CIP neighborhoods. These could include life skills development, workforce training, entrepreneur mentoring, economic gardening, and an enhanced micro-loan program.







Scotlandville Gateway Pro Forma Spreadsheet - Prototype: Adaptive Commercial Reuse

Assumptions / Building value bottom line		Scenario 1 (35/65)		Scenario 2 (20/80)		Scenario 3 (with public loan)	
<b>About the development</b>		use	square feet	assumption	dollars	assumption	dollars
Conversion to shop retail	20,829	Equity required	\$612,784	20%	\$350,162	12%	\$210,097
Pad retail	-	Equity terms		7		7	
Office	-	term (Yrs)		15%		15%	
Ground floor retail	-	interest rate					
Surface parking	12,600	Total equity repayment (balloon payment at end of term)	\$1,031,023				\$353,493
Total (w/o parking)	20,829	<b>Bank loan</b>					
<b>Development costs</b>		assumption	dollars	assumption	dollars	assumption	dollars
Item	%	5%	\$296,416	80%	\$1,400,649	80%	\$1,400,649
Site acquisition			\$1,252,709				
New construction		30	\$62,635			30	
Developer fee (as % of construction)	5%		\$12,527			7%	
Soft costs (as % of construction)	20%		\$126,524				
Contingency (as % of soft & hard costs)	10%		\$1,750,811				
TOTAL							
<b>Revenues and expenses</b>		assumption	annual income	assumption	dollars	assumption	dollars
Income/expense	\$/SF	0	\$0	8%	\$140,065	8%	\$140,065
Ground floor retail rent		0	\$0				
Office rent		10	\$177,049				
Other retail		5%	\$8,852				
total revenue			\$177,049				
Management/operations (as % of revenue)			\$8,852				
STABILIZED NOI			\$152,439				
<b>Other assumptions</b>		assumption	annual income	assumption	dollars	assumption	dollars
Rent increase per year		3%		0.69		0.69	
Operating cost increase		3%		1.57		1.57	
Vacancy, Yr 1		30%		\$0		\$0	
Vacancy, Yr 2		10%		-\$236,392		-\$236,392	
Vacancy, Yr 3 and stabilization		5%		0%		0%	
Cap rate		7.5%					
<b>Bottom line</b>		assumption	annual income	assumption	dollars	assumption	dollars
Fair Market Value			\$2,032,518				
Created value (FMV - costs)			\$281,707				

This sheet allows the user to manipulate four development and financing scenarios by changing the variables that are highlighted in BLUE. All scenarios reference the same development program. All scenarios reference the same revenue and cost assumptions, but these assumptions can be changed on this page. The key difference in the scenarios is the structure of the financing.

Scotlandville Gateway Pro Forma Spreadsheet - Prototype: Detached Commercial

Assumptions / Building value bottom line		Scenario 1 (35/65)		Scenario 2 (20/80)		Scenario 3 (with public loan)	
<b>About the development</b>	use	assumption	dollars	assumption	dollars	assumption	dollars
Ground Floor retail	-	35%	\$115,449	20%	\$65,971	7%	\$23,090
Surface parking	2,537	7		7		7	
TOTAL (w/o parking)	2,537	15%		15%		15%	
			\$194,245		\$110,997		\$38,849
			Total equity repayment (balloon payment at end of term)		Total equity repayment (balloon payment at end of term)		Total equity repayment (balloon payment at end of term)
<b>Development costs</b>		<b>Bank loan</b>		<b>Bank loan</b>		<b>Bank loan</b>	
Item	% assumption	Bank loan required	dollars	Bank loan required	dollars	Bank loan required	dollars
Site acquisition		\$214,405	\$214,405	\$263,883	\$263,883	\$244,092	\$244,092
New construction							
Developer fee (as % of construction)	5%	term (yrs)	30	term (yrs)	30	term (yrs)	30
Soft costs (as % of construction)	20%	interest rate	7%	interest rate	7%	interest rate	7.0%
Contingency (as % of soft & hard costs)	5%	Annual payment	\$17,278	Annual payment	\$21,265	Annual payment	\$19,670
TOTAL							
<b>Revenues and expenses</b>	\$/SF	<b>Bottom line</b>		<b>Bottom line</b>		<b>Bottom line</b>	
source of income/expense	assumption	Loan to value ratio	0.67	Loan to value ratio	0.83	Loan to value ratio	
Residential rent (per month)	\$0	Debt coverage ratio	1.38	Debt coverage ratio	1.12	Debt coverage ratio	19%
Retail rent (per year)	\$26,956	Financing gap	\$0	Financing gap	\$0	Financing gap	\$0
total revenue	\$26,956	Equity repayment gap (or surplus)	-\$137,181	Equity repayment gap (or surplus)	-\$81,844	Equity repayment gap (or surplus)	-\$2,919
Management/operations (as % of revenue)	5%	IRR	-14%	IRR	-14%	IRR	10%
STABILIZED NOI	\$23,830						
<b>Other assumptions</b>		<p>This sheet allows the user to manipulate four development and financing scenarios by changing the variables that are highlighted in BLUE. All scenarios reference the same development program. All scenarios reference the same revenue and cost assumptions, but these assumptions can be changed on this page. The key difference in the scenarios is the structure of the financing.</p>					
Rent increase per year	3%						
Operating cost increase	3%						
Vacancy, Yr-1	20%						
Vacancy, Yr-2	5%						
Vacancy, Yr-3 and stabilization	5%						
Cap rate	7.5%						
<b>Bottom line</b>							
Fair Market Value	\$317,727						
Created value (FMV - costs)	(\$12,126)						

**Scotlandville Gateway Pro Forma Spreadsheet - Prototype: Mixed Use Residential-Retail**

<p><b>Assumptions / Building value bottom line</b></p> <p><i>use square feet</i></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Apartments</td><td style="text-align: right;">5,500</td></tr> <tr><td>Ground Floor retail</td><td style="text-align: right;">7,000</td></tr> <tr><td>Surface parking</td><td style="text-align: right;">8,050</td></tr> <tr><td>TOTAL (w/o parking)</td><td style="text-align: right;">12,500</td></tr> </table>	Apartments	5,500	Ground Floor retail	7,000	Surface parking	8,050	TOTAL (w/o parking)	12,500	<p style="text-align: center;"><b>Scenario 1 (35/65)</b></p> <p><b>Equity</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Equity required</td><td style="text-align: right;">\$776,646</td></tr> <tr><td>Equity terms</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">7</td></tr> <tr><td>interest rate</td><td style="text-align: center;">15%</td></tr> </table> <p>Total equity repayment (balloon payment at end of term) <span style="float: right;">\$1,306,725</span></p> <p><b>Bank loan</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Bank loan required</td><td style="text-align: right;">\$1,442,343</td></tr> <tr><td>Bank loan terms:</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td></tr> <tr><td>interest rate</td><td style="text-align: center;">7%</td></tr> </table> <p>Annual payment <span style="float: right;">\$116,233</span></p> <p><b>Bottom line</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Loan to value ratio</td><td style="text-align: center;">0.84</td></tr> <tr><td>Debt coverage ratio</td><td style="text-align: center;">1.11</td></tr> <tr><td>Financing gap</td><td style="text-align: center;">\$0</td></tr> <tr><td>Equity repayment gap (or surplus)</td><td style="text-align: center;">-\$1,166,798</td></tr> <tr><td>IRR</td><td style="text-align: center;">-26%</td></tr> </table> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>This sheet allows the user to manipulate four development and financing scenarios by changing the variables that are highlighted in BLUE. All scenarios reference the same development program. All scenarios reference the same revenue and cost assumptions, but these assumptions can be changed on this page. The key difference in the scenarios is the structure of the financing.</p> </div>	Equity required	\$776,646	Equity terms		term (yrs)	7	interest rate	15%	Bank loan required	\$1,442,343	Bank loan terms:		term (yrs)	30	interest rate	7%	Loan to value ratio	0.84	Debt coverage ratio	1.11	Financing gap	\$0	Equity repayment gap (or surplus)	-\$1,166,798	IRR	-26%	<p style="text-align: center;"><b>Scenario 2 (20/80)</b></p> <p><b>Equity</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Equity required</td><td style="text-align: right;">\$443,798</td></tr> <tr><td>Equity terms</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">7</td></tr> <tr><td>interest rate</td><td style="text-align: center;">15%</td></tr> </table> <p>Total equity repayment (balloon payment at end of term) <span style="float: right;">\$746,700</span></p> <p><b>Bank loan</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Bank loan required</td><td style="text-align: right;">\$1,775,191</td></tr> <tr><td>Bank loan terms:</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td></tr> <tr><td>interest rate</td><td style="text-align: center;">7%</td></tr> </table> <p>Annual payment <span style="float: right;">\$143,056</span></p> <p><b>Bottom line</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Loan to value ratio</td><td style="text-align: center;">1.03</td></tr> <tr><td>Debt coverage ratio</td><td style="text-align: center;">0.90</td></tr> <tr><td>Financing gap</td><td style="text-align: center;">\$0</td></tr> <tr><td>Equity repayment gap (or surplus)</td><td style="text-align: center;">-\$794,535</td></tr> <tr><td>IRR</td><td style="text-align: center;">-42%</td></tr> </table>	Equity required	\$443,798	Equity terms		term (yrs)	7	interest rate	15%	Bank loan required	\$1,775,191	Bank loan terms:		term (yrs)	30	interest rate	7%	Loan to value ratio	1.03	Debt coverage ratio	0.90	Financing gap	\$0	Equity repayment gap (or surplus)	-\$794,535	IRR	-42%	<p style="text-align: center;"><b>Scenario 3 (with public loan)</b></p> <p><b>Equity</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Equity required</td><td style="text-align: right;">\$44,380</td></tr> <tr><td>Equity terms</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">7</td></tr> <tr><td>interest rate</td><td style="text-align: center;">15%</td></tr> </table> <p>Total equity repayment (balloon payment at end of term) <span style="float: right;">\$74,670</span></p> <p><b>Bank loan</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Bank loan required</td><td style="text-align: right;">\$1,464,533</td></tr> <tr><td>Bank loan terms:</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td></tr> <tr><td>interest rate</td><td style="text-align: center;">7.0%</td></tr> </table> <p>Annual payment <span style="float: right;">\$118,021</span></p> <p><b>Second loan</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Required loan amount</td><td style="text-align: right;">\$710,077</td></tr> <tr><td>Second loan terms</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td></tr> <tr><td>interest</td><td style="text-align: center;">1%</td></tr> <tr><td>Annual payment (interest only payments for 10 yrs)</td><td style="text-align: right;">\$27,514</td></tr> </table> <p><b>Bottom line</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Loan to value ratio</td><td style="text-align: center;">0.85</td></tr> <tr><td>Debt coverage ratio</td><td style="text-align: center;">1.09</td></tr> <tr><td>Financing gap</td><td style="text-align: center;">\$0</td></tr> <tr><td>Equity repayment gap (or surplus)</td><td style="text-align: center;">\$3,034</td></tr> <tr><td>IRR</td><td style="text-align: center;">9%</td></tr> </table>	Equity required	\$44,380	Equity terms		term (yrs)	7	interest rate	15%	Bank loan required	\$1,464,533	Bank loan terms:		term (yrs)	30	interest rate	7.0%	Required loan amount	\$710,077	Second loan terms		term (yrs)	30	interest	1%	Annual payment (interest only payments for 10 yrs)	\$27,514	Loan to value ratio	0.85	Debt coverage ratio	1.09	Financing gap	\$0	Equity repayment gap (or surplus)	\$3,034	IRR	9%
Apartments	5,500																																																																																																		
Ground Floor retail	7,000																																																																																																		
Surface parking	8,050																																																																																																		
TOTAL (w/o parking)	12,500																																																																																																		
Equity required	\$776,646																																																																																																		
Equity terms																																																																																																			
term (yrs)	7																																																																																																		
interest rate	15%																																																																																																		
Bank loan required	\$1,442,343																																																																																																		
Bank loan terms:																																																																																																			
term (yrs)	30																																																																																																		
interest rate	7%																																																																																																		
Loan to value ratio	0.84																																																																																																		
Debt coverage ratio	1.11																																																																																																		
Financing gap	\$0																																																																																																		
Equity repayment gap (or surplus)	-\$1,166,798																																																																																																		
IRR	-26%																																																																																																		
Equity required	\$443,798																																																																																																		
Equity terms																																																																																																			
term (yrs)	7																																																																																																		
interest rate	15%																																																																																																		
Bank loan required	\$1,775,191																																																																																																		
Bank loan terms:																																																																																																			
term (yrs)	30																																																																																																		
interest rate	7%																																																																																																		
Loan to value ratio	1.03																																																																																																		
Debt coverage ratio	0.90																																																																																																		
Financing gap	\$0																																																																																																		
Equity repayment gap (or surplus)	-\$794,535																																																																																																		
IRR	-42%																																																																																																		
Equity required	\$44,380																																																																																																		
Equity terms																																																																																																			
term (yrs)	7																																																																																																		
interest rate	15%																																																																																																		
Bank loan required	\$1,464,533																																																																																																		
Bank loan terms:																																																																																																			
term (yrs)	30																																																																																																		
interest rate	7.0%																																																																																																		
Required loan amount	\$710,077																																																																																																		
Second loan terms																																																																																																			
term (yrs)	30																																																																																																		
interest	1%																																																																																																		
Annual payment (interest only payments for 10 yrs)	\$27,514																																																																																																		
Loan to value ratio	0.85																																																																																																		
Debt coverage ratio	1.09																																																																																																		
Financing gap	\$0																																																																																																		
Equity repayment gap (or surplus)	\$3,034																																																																																																		
IRR	9%																																																																																																		
<p><b>About the development</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Site acquisition</td><td style="text-align: right;">\$277,500</td></tr> <tr><td>New construction</td><td style="text-align: right;">\$1,482,053</td></tr> <tr><td>Developer fee (as % of construction)</td><td style="text-align: right;">\$74,103</td></tr> <tr><td>Soft costs (as % of construction)</td><td style="text-align: right;">\$296,411</td></tr> <tr><td>Contingency (as % of soft &amp; hard costs)</td><td style="text-align: right;">\$88,923</td></tr> <tr><td>TOTAL</td><td style="text-align: right;">\$2,218,989</td></tr> </table>	Site acquisition	\$277,500	New construction	\$1,482,053	Developer fee (as % of construction)	\$74,103	Soft costs (as % of construction)	\$296,411	Contingency (as % of soft & hard costs)	\$88,923	TOTAL	\$2,218,989	<p><b>Development costs</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Item</td><td style="text-align: right;">% assumption</td><td style="text-align: right;">dollars</td></tr> <tr><td>Site acquisition</td><td></td><td style="text-align: right;">\$277,500</td></tr> <tr><td>New construction</td><td></td><td style="text-align: right;">\$1,482,053</td></tr> <tr><td>Developer fee (as % of construction)</td><td style="text-align: center;">5%</td><td style="text-align: right;">\$74,103</td></tr> <tr><td>Soft costs (as % of construction)</td><td style="text-align: center;">20%</td><td style="text-align: right;">\$296,411</td></tr> <tr><td>Contingency (as % of soft &amp; hard costs)</td><td style="text-align: center;">5%</td><td style="text-align: right;">\$88,923</td></tr> <tr><td>TOTAL</td><td></td><td style="text-align: right;">\$2,218,989</td></tr> </table>	Item	% assumption	dollars	Site acquisition		\$277,500	New construction		\$1,482,053	Developer fee (as % of construction)	5%	\$74,103	Soft costs (as % of construction)	20%	\$296,411	Contingency (as % of soft & hard costs)	5%	\$88,923	TOTAL		\$2,218,989	<p><b>Revenues and expenses</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>source of income/expense</td><td style="text-align: center;">%SF</td><td style="text-align: center;">assumption</td><td style="text-align: right;">annual income</td></tr> <tr><td>Residential rent (per month)</td><td></td><td style="text-align: center;">1</td><td style="text-align: right;">\$60,000</td></tr> <tr><td>Retail rent (per year)</td><td></td><td style="text-align: center;">14</td><td style="text-align: right;">\$83,300</td></tr> <tr><td>total revenue</td><td></td><td></td><td style="text-align: right;">\$143,300</td></tr> <tr><td>Management/operations (as % of revenue)</td><td></td><td style="text-align: center;">6.5%</td><td style="text-align: right;">\$9,315</td></tr> <tr><td>STABILIZED NOI</td><td></td><td></td><td style="text-align: right;">\$128,827</td></tr> </table> <p><b>Other assumptions</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Rent increase per year</td><td style="text-align: center;">3%</td></tr> <tr><td>Operating cost increase</td><td style="text-align: center;">3%</td></tr> <tr><td>Vacancy, Yr 1</td><td style="text-align: center;">20%</td></tr> <tr><td>Vacancy, Yr 2</td><td style="text-align: center;">5%</td></tr> <tr><td>Vacancy, Yr 3 and stabilization</td><td style="text-align: center;">2%</td></tr> <tr><td>Cap rate</td><td style="text-align: center;">7.5%</td></tr> </table>	source of income/expense	%SF	assumption	annual income	Residential rent (per month)		1	\$60,000	Retail rent (per year)		14	\$83,300	total revenue			\$143,300	Management/operations (as % of revenue)		6.5%	\$9,315	STABILIZED NOI			\$128,827	Rent increase per year	3%	Operating cost increase	3%	Vacancy, Yr 1	20%	Vacancy, Yr 2	5%	Vacancy, Yr 3 and stabilization	2%	Cap rate	7.5%	<p><b>Bottom line</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Fair Market Value</td><td style="text-align: right;">\$1,717,689</td></tr> <tr><td>Created value (FMV - costs)</td><td style="text-align: right;">(\$501,300)</td></tr> </table>	Fair Market Value	\$1,717,689	Created value (FMV - costs)	(\$501,300)																							
Site acquisition	\$277,500																																																																																																		
New construction	\$1,482,053																																																																																																		
Developer fee (as % of construction)	\$74,103																																																																																																		
Soft costs (as % of construction)	\$296,411																																																																																																		
Contingency (as % of soft & hard costs)	\$88,923																																																																																																		
TOTAL	\$2,218,989																																																																																																		
Item	% assumption	dollars																																																																																																	
Site acquisition		\$277,500																																																																																																	
New construction		\$1,482,053																																																																																																	
Developer fee (as % of construction)	5%	\$74,103																																																																																																	
Soft costs (as % of construction)	20%	\$296,411																																																																																																	
Contingency (as % of soft & hard costs)	5%	\$88,923																																																																																																	
TOTAL		\$2,218,989																																																																																																	
source of income/expense	%SF	assumption	annual income																																																																																																
Residential rent (per month)		1	\$60,000																																																																																																
Retail rent (per year)		14	\$83,300																																																																																																
total revenue			\$143,300																																																																																																
Management/operations (as % of revenue)		6.5%	\$9,315																																																																																																
STABILIZED NOI			\$128,827																																																																																																
Rent increase per year	3%																																																																																																		
Operating cost increase	3%																																																																																																		
Vacancy, Yr 1	20%																																																																																																		
Vacancy, Yr 2	5%																																																																																																		
Vacancy, Yr 3 and stabilization	2%																																																																																																		
Cap rate	7.5%																																																																																																		
Fair Market Value	\$1,717,689																																																																																																		
Created value (FMV - costs)	(\$501,300)																																																																																																		

Scotlandville Gateway Pro Forma Spreadsheet - Prototype: Apartments

Assumptions / Building value bottom line	Scenario 1 (35/65)	Scenario 2 (20/80)	Scenario 3 (with public loan)																																																																																							
<p><b>About the development</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">use</td> <td style="width: 50%; text-align: right;">square feet</td> </tr> <tr> <td>Apartments</td> <td style="text-align: right;">9,000</td> </tr> <tr> <td>Ground Floor retail</td> <td style="text-align: right;">-</td> </tr> <tr> <td>Surface parking</td> <td style="text-align: right;">6,650</td> </tr> <tr> <td>TOTAL (w/o parking)</td> <td style="text-align: right;">9,000</td> </tr> </table>	use	square feet	Apartments	9,000	Ground Floor retail	-	Surface parking	6,650	TOTAL (w/o parking)	9,000	<p><b>Equity</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Equity required</td> <td style="width: 50%; text-align: right;">dollars</td> </tr> <tr> <td>Equity terms</td> <td style="text-align: right;">assumption</td> </tr> <tr> <td>term (yrs)</td> <td style="text-align: right;">20%</td> </tr> <tr> <td>interest rate</td> <td style="text-align: right;">7</td> </tr> <tr> <td></td> <td style="text-align: right;">15%</td> </tr> <tr> <td>Total equity repayment (balloon payment at end of term)</td> <td style="text-align: right;">\$577,330</td> </tr> </table> <p><b>Bank loan</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Bank loan required</td> <td style="width: 50%; text-align: right;">dollars</td> </tr> <tr> <td>Bank loan terms:</td> <td style="text-align: right;">assumption</td> </tr> <tr> <td>term (yrs)</td> <td style="text-align: right;">80%</td> </tr> <tr> <td>interest rate</td> <td style="text-align: right;">30</td> </tr> <tr> <td></td> <td style="text-align: right;">7%</td> </tr> <tr> <td>Annual payment</td> <td style="text-align: right;">\$110,608</td> </tr> </table> <p><b>Bottom line</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Loan to value ratio</td> <td style="width: 50%; text-align: right;">1.09</td> </tr> <tr> <td>Debt coverage ratio</td> <td style="text-align: right;">0.80</td> </tr> <tr> <td>Financing gap</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Equity repayment gap (or surplus)</td> <td style="text-align: right;">-\$707,479</td> </tr> </table>	Equity required	dollars	Equity terms	assumption	term (yrs)	20%	interest rate	7		15%	Total equity repayment (balloon payment at end of term)	\$577,330	Bank loan required	dollars	Bank loan terms:	assumption	term (yrs)	80%	interest rate	30		7%	Annual payment	\$110,608	Loan to value ratio	1.09	Debt coverage ratio	0.80	Financing gap	\$0	Equity repayment gap (or surplus)	-\$707,479	<p><b>Equity</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Equity required</td> <td style="width: 50%; text-align: right;">dollars</td> </tr> <tr> <td>Equity terms</td> <td style="text-align: right;">assumption</td> </tr> <tr> <td>term (yrs)</td> <td style="text-align: right;">2%</td> </tr> <tr> <td>interest rate</td> <td style="text-align: right;">7</td> </tr> <tr> <td></td> <td style="text-align: right;">15%</td> </tr> <tr> <td>Total equity repayment (balloon payment at end of term)</td> <td style="text-align: right;">\$57,733</td> </tr> </table> <p><b>Bank loan</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Bank loan required</td> <td style="width: 50%; text-align: right;">dollars</td> </tr> <tr> <td>Bank loan terms:</td> <td style="text-align: right;">assumption</td> </tr> <tr> <td>term (yrs)</td> <td style="text-align: right;">54%</td> </tr> <tr> <td>interest rate</td> <td style="text-align: right;">30</td> </tr> <tr> <td></td> <td style="text-align: right;">7.0%</td> </tr> <tr> <td>Annual payment</td> <td style="text-align: right;">\$74,660</td> </tr> </table> <p><b>Second loan</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Required loan amount</td> <td style="width: 50%; text-align: right;">dollars</td> </tr> <tr> <td>Second loan terms</td> <td style="text-align: right;">assumption</td> </tr> <tr> <td>term (yrs)</td> <td style="text-align: right;">44%</td> </tr> <tr> <td>interest</td> <td style="text-align: right;">30</td> </tr> <tr> <td>Annual payment (interest only payments for 10 yrs)</td> <td style="text-align: right;">1%</td> </tr> <tr> <td></td> <td style="text-align: right;">\$29,251</td> </tr> </table> <p><b>Bottom line</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Loan to value ratio</td> <td style="width: 50%; text-align: right;">0.73</td> </tr> <tr> <td>Debt coverage ratio</td> <td style="text-align: right;">1.18</td> </tr> <tr> <td>Financing gap</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Equity repayment gap (or surplus)</td> <td style="text-align: right;">\$10,908</td> </tr> <tr> <td>IRR</td> <td style="text-align: right;">11%</td> </tr> </table>	Equity required	dollars	Equity terms	assumption	term (yrs)	2%	interest rate	7		15%	Total equity repayment (balloon payment at end of term)	\$57,733	Bank loan required	dollars	Bank loan terms:	assumption	term (yrs)	54%	interest rate	30		7.0%	Annual payment	\$74,660	Required loan amount	dollars	Second loan terms	assumption	term (yrs)	44%	interest	30	Annual payment (interest only payments for 10 yrs)	1%		\$29,251	Loan to value ratio	0.73	Debt coverage ratio	1.18	Financing gap	\$0	Equity repayment gap (or surplus)	\$10,908	IRR	11%
use	square feet																																																																																									
Apartments	9,000																																																																																									
Ground Floor retail	-																																																																																									
Surface parking	6,650																																																																																									
TOTAL (w/o parking)	9,000																																																																																									
Equity required	dollars																																																																																									
Equity terms	assumption																																																																																									
term (yrs)	20%																																																																																									
interest rate	7																																																																																									
	15%																																																																																									
Total equity repayment (balloon payment at end of term)	\$577,330																																																																																									
Bank loan required	dollars																																																																																									
Bank loan terms:	assumption																																																																																									
term (yrs)	80%																																																																																									
interest rate	30																																																																																									
	7%																																																																																									
Annual payment	\$110,608																																																																																									
Loan to value ratio	1.09																																																																																									
Debt coverage ratio	0.80																																																																																									
Financing gap	\$0																																																																																									
Equity repayment gap (or surplus)	-\$707,479																																																																																									
Equity required	dollars																																																																																									
Equity terms	assumption																																																																																									
term (yrs)	2%																																																																																									
interest rate	7																																																																																									
	15%																																																																																									
Total equity repayment (balloon payment at end of term)	\$57,733																																																																																									
Bank loan required	dollars																																																																																									
Bank loan terms:	assumption																																																																																									
term (yrs)	54%																																																																																									
interest rate	30																																																																																									
	7.0%																																																																																									
Annual payment	\$74,660																																																																																									
Required loan amount	dollars																																																																																									
Second loan terms	assumption																																																																																									
term (yrs)	44%																																																																																									
interest	30																																																																																									
Annual payment (interest only payments for 10 yrs)	1%																																																																																									
	\$29,251																																																																																									
Loan to value ratio	0.73																																																																																									
Debt coverage ratio	1.18																																																																																									
Financing gap	\$0																																																																																									
Equity repayment gap (or surplus)	\$10,908																																																																																									
IRR	11%																																																																																									
<p><b>Development costs</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">item</td> <td style="width: 50%; text-align: right;">dollars</td> </tr> <tr> <td>Site acquisition</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>New construction</td> <td style="text-align: right;">\$1,309,671</td> </tr> <tr> <td>Developer fee (as % of construction)</td> <td style="text-align: right;">5%</td> </tr> <tr> <td>Soft costs (as % of construction)</td> <td style="text-align: right;">\$65,484</td> </tr> <tr> <td>Contingency (as % of soft &amp; hard costs)</td> <td style="text-align: right;">20%</td> </tr> <tr> <td></td> <td style="text-align: right;">\$261,934</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">\$78,580</td> </tr> <tr> <td></td> <td style="text-align: right;">\$1,715,669</td> </tr> </table>	item	dollars	Site acquisition	\$0	New construction	\$1,309,671	Developer fee (as % of construction)	5%	Soft costs (as % of construction)	\$65,484	Contingency (as % of soft & hard costs)	20%		\$261,934	TOTAL	\$78,580		\$1,715,669	<p><b>Equity</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Equity required</td> <td style="width: 50%; text-align: right;">dollars</td> </tr> <tr> <td>Equity terms</td> <td style="text-align: right;">assumption</td> </tr> <tr> <td>term (yrs)</td> <td style="text-align: right;">35%</td> </tr> <tr> <td>interest rate</td> <td style="text-align: right;">7</td> </tr> <tr> <td></td> <td style="text-align: right;">15%</td> </tr> <tr> <td>Total equity repayment (balloon payment at end of term)</td> <td style="text-align: right;">\$1,010,328</td> </tr> </table> <p><b>Bank loan</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Bank loan required</td> <td style="width: 50%; text-align: right;">dollars</td> </tr> <tr> <td>Bank loan terms:</td> <td style="text-align: right;">assumption</td> </tr> <tr> <td>term (yrs)</td> <td style="text-align: right;">65%</td> </tr> <tr> <td>interest rate</td> <td style="text-align: right;">30</td> </tr> <tr> <td></td> <td style="text-align: right;">7%</td> </tr> <tr> <td>Annual payment</td> <td style="text-align: right;">\$89,869</td> </tr> </table> <p><b>Bottom line</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Loan to value ratio</td> <td style="width: 50%; text-align: right;">0.88</td> </tr> <tr> <td>Debt coverage ratio</td> <td style="text-align: right;">0.98</td> </tr> <tr> <td>Financing gap</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Equity repayment gap (or surplus)</td> <td style="text-align: right;">-\$995,305</td> </tr> </table> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>This sheet allows the user to manipulate four development and financing scenarios by changing the variables that are highlighted in BLUE. All scenarios reference the same development program. All scenarios reference the same revenue and cost assumptions, but these assumptions can be changed on this page. The key difference in the scenarios is the structure of the financing.</p> </div>	Equity required	dollars	Equity terms	assumption	term (yrs)	35%	interest rate	7		15%	Total equity repayment (balloon payment at end of term)	\$1,010,328	Bank loan required	dollars	Bank loan terms:	assumption	term (yrs)	65%	interest rate	30		7%	Annual payment	\$89,869	Loan to value ratio	0.88	Debt coverage ratio	0.98	Financing gap	\$0	Equity repayment gap (or surplus)	-\$995,305	<p><b>Revenues and expenses</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">source of income/expense</td> <td style="width: 50%; text-align: right;">annual income</td> </tr> <tr> <td>Residential rent (per month)</td> <td style="text-align: right;">\$100,980</td> </tr> <tr> <td>Retail rent (per year)</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>total revenue</td> <td style="text-align: right;">\$100,980</td> </tr> <tr> <td>Management/operations (as % of revenue)</td> <td style="text-align: right;">6%</td> </tr> <tr> <td></td> <td style="text-align: right;">\$6,059</td> </tr> <tr> <td>STABILIZED NOI</td> <td style="text-align: right;">\$88,458</td> </tr> </table> <p><b>Other assumptions</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Rent increase per year</td> <td style="width: 50%; text-align: right;">3%</td> </tr> <tr> <td>Operating cost increase</td> <td style="text-align: right;">3%</td> </tr> <tr> <td>Vacancy, Yr 1</td> <td style="text-align: right;">30%</td> </tr> <tr> <td>Vacancy, Yr 2</td> <td style="text-align: right;">10%</td> </tr> <tr> <td>Vacancy, Yr 3 and stabilization</td> <td style="text-align: right;">5%</td> </tr> <tr> <td>Cap rate</td> <td style="text-align: right;">7.0%</td> </tr> </table>	source of income/expense	annual income	Residential rent (per month)	\$100,980	Retail rent (per year)	\$0	total revenue	\$100,980	Management/operations (as % of revenue)	6%		\$6,059	STABILIZED NOI	\$88,458	Rent increase per year	3%	Operating cost increase	3%	Vacancy, Yr 1	30%	Vacancy, Yr 2	10%	Vacancy, Yr 3 and stabilization	5%	Cap rate	7.0%												
item	dollars																																																																																									
Site acquisition	\$0																																																																																									
New construction	\$1,309,671																																																																																									
Developer fee (as % of construction)	5%																																																																																									
Soft costs (as % of construction)	\$65,484																																																																																									
Contingency (as % of soft & hard costs)	20%																																																																																									
	\$261,934																																																																																									
TOTAL	\$78,580																																																																																									
	\$1,715,669																																																																																									
Equity required	dollars																																																																																									
Equity terms	assumption																																																																																									
term (yrs)	35%																																																																																									
interest rate	7																																																																																									
	15%																																																																																									
Total equity repayment (balloon payment at end of term)	\$1,010,328																																																																																									
Bank loan required	dollars																																																																																									
Bank loan terms:	assumption																																																																																									
term (yrs)	65%																																																																																									
interest rate	30																																																																																									
	7%																																																																																									
Annual payment	\$89,869																																																																																									
Loan to value ratio	0.88																																																																																									
Debt coverage ratio	0.98																																																																																									
Financing gap	\$0																																																																																									
Equity repayment gap (or surplus)	-\$995,305																																																																																									
source of income/expense	annual income																																																																																									
Residential rent (per month)	\$100,980																																																																																									
Retail rent (per year)	\$0																																																																																									
total revenue	\$100,980																																																																																									
Management/operations (as % of revenue)	6%																																																																																									
	\$6,059																																																																																									
STABILIZED NOI	\$88,458																																																																																									
Rent increase per year	3%																																																																																									
Operating cost increase	3%																																																																																									
Vacancy, Yr 1	30%																																																																																									
Vacancy, Yr 2	10%																																																																																									
Vacancy, Yr 3 and stabilization	5%																																																																																									
Cap rate	7.0%																																																																																									
<p><b>Bottom line</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Fair Market Value</td> <td style="width: 50%; text-align: right;">\$1,263,693</td> </tr> <tr> <td>Created value (FMV - costs)</td> <td style="text-align: right;">(\$451,976)</td> </tr> </table>	Fair Market Value	\$1,263,693	Created value (FMV - costs)	(\$451,976)																																																																																						
Fair Market Value	\$1,263,693																																																																																									
Created value (FMV - costs)	(\$451,976)																																																																																									

Scotlandville Gateway Pro Forma Spreadsheet

Prototype: Townhomes

**Assumptions / Building value bottom line**

<i>use</i>	<i>square feet</i>
Townhomes (5 units)	6,750
Surface parking	-
TOTAL (w/o parking)	6,750

**Development costs**

<i>item</i>	<i>% assumption</i>	<i>dollars</i>
Site acquisition		\$72,000
New construction (5 units)		\$590,963
Developer fee (as % of construction)	5%	\$29,548
Soft costs (as % of construction)	20%	\$118,193
Contingency (as % of soft & hard costs)	5%	\$35,458
TOTAL		\$846,161
Per Unit		\$169,232.18

Prototype: Single Family

**Assumptions / Building value bottom line**

<i>use</i>	<i>square feet</i>
Single Family (one unit)	760
Surface parking	-
TOTAL (w/o parking)	760

**Development costs**

<i>item</i>	<i>% assumption</i>	<i>dollars</i>
Site acquisition		\$9,300
New construction		\$66,494
Developer fee (as % of construction)	5%	\$3,325
Soft costs (as % of construction)	30%	\$19,948
Contingency (as % of soft & hard costs)	5%	\$4,322
TOTAL		\$103,389

Prototype: Single Family Large Lot

**Assumptions / Building value bottom line**

<i>use</i>	<i>square feet</i>
Single Family	1,519
Ground Floor retail	-
Surface parking	-
TOTAL (w/o parking)	1,519

**Development costs**

<i>item</i>	<i>% assumption</i>	<i>dollars</i>
Site acquisition		\$18,600
New construction		\$125,166
Developer fee (as % of construction)	5%	\$6,258
Soft costs (as % of construction)	30%	\$37,550
Contingency (as % of soft & hard costs)	5%	\$8,136
TOTAL		\$195,709

**Scotlandville Gateway Pro Forma Spreadsheets - Prototype: Attached Commercial**

	Scenario 1 (35/65)	Scenario 2 (20/80)	Scenario 3 (with public loan)																																																																																																																																																																			
<p><b>Assumptions / Building value bottom line</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">About the development <i>use</i></th> <th style="width: 50%;">square feet</th> </tr> </thead> <tbody> <tr><td>Ground Floor retail</td><td style="text-align: center;">26,000</td></tr> <tr><td>Surface parking</td><td style="text-align: center;">10,850</td></tr> <tr><td>TOTAL (w/o parking)</td><td style="text-align: center;">26,000</td></tr> </tbody> </table> <p><b>Development costs</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Item</th> <th style="width: 50%;">% assumption</th> <th style="width: 50%;">dollars</th> </tr> </thead> <tbody> <tr><td>Site acquisition</td><td></td><td style="text-align: right;">\$44,772</td></tr> <tr><td>New construction</td><td></td><td style="text-align: right;">\$2,104,290</td></tr> <tr><td>Developer fee (as % of construction)</td><td style="text-align: center;">5%</td><td style="text-align: right;">\$105,215</td></tr> <tr><td>Soft costs (as % of construction)</td><td style="text-align: center;">20%</td><td style="text-align: right;">\$420,858</td></tr> <tr><td>Contingency (as % of soft &amp; hard costs)</td><td style="text-align: center;">5%</td><td style="text-align: right;">\$126,257</td></tr> <tr><td>TOTAL</td><td></td><td style="text-align: right;">\$2,801,392</td></tr> </tbody> </table> <p><b>Revenues and expenses</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">source of income/expense</th> <th style="width: 50%;">assumption</th> <th style="width: 50%;">annual income</th> </tr> </thead> <tbody> <tr><td>Residential rent (per month)</td><td style="text-align: center;">\$0</td><td style="text-align: right;">\$0</td></tr> <tr><td>Retail rent (per year)</td><td style="text-align: center;">12.5%</td><td style="text-align: right;">\$276,250</td></tr> <tr><td>Total revenue</td><td></td><td style="text-align: right;">\$276,250</td></tr> <tr><td>Management/operations (as % of revenue)</td><td style="text-align: center;">5%</td><td style="text-align: right;">\$13,813</td></tr> <tr><td>STABILIZED NOI</td><td></td><td style="text-align: right;">\$244,205</td></tr> </tbody> </table> <p><b>Other assumptions</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Rent increase per year</td><td style="text-align: center;">3%</td></tr> <tr><td>Operating cost increase</td><td style="text-align: center;">3%</td></tr> <tr><td>Vacancy, Yr 1</td><td style="text-align: center;">20%</td></tr> <tr><td>Vacancy, Yr 2</td><td style="text-align: center;">5%</td></tr> <tr><td>Vacancy, Yr 3 and stabilization</td><td style="text-align: center;">5%</td></tr> <tr><td>Cap rate</td><td style="text-align: center;">7.5%</td></tr> </tbody> </table> <p><b>Bottom line</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Fair Market Value</td><td style="text-align: right;">\$3,256,067</td></tr> <tr><td>Created value (FMV - costs)</td><td style="text-align: right;">\$454,675</td></tr> </tbody> </table>	About the development <i>use</i>	square feet	Ground Floor retail	26,000	Surface parking	10,850	TOTAL (w/o parking)	26,000	Item	% assumption	dollars	Site acquisition		\$44,772	New construction		\$2,104,290	Developer fee (as % of construction)	5%	\$105,215	Soft costs (as % of construction)	20%	\$420,858	Contingency (as % of soft & hard costs)	5%	\$126,257	TOTAL		\$2,801,392	source of income/expense	assumption	annual income	Residential rent (per month)	\$0	\$0	Retail rent (per year)	12.5%	\$276,250	Total revenue		\$276,250	Management/operations (as % of revenue)	5%	\$13,813	STABILIZED NOI		\$244,205	Rent increase per year	3%	Operating cost increase	3%	Vacancy, Yr 1	20%	Vacancy, Yr 2	5%	Vacancy, Yr 3 and stabilization	5%	Cap rate	7.5%	Fair Market Value	\$3,256,067	Created value (FMV - costs)	\$454,675	<p><b>Equity</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Equity required</td><td style="text-align: right;">\$980,487</td></tr> <tr><td>Equity terms</td><td style="text-align: center;">35%</td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">7</td></tr> <tr><td>interest rate</td><td style="text-align: center;">15%</td></tr> <tr><td>Total equity repayment (balloon payment at end of term)</td><td style="text-align: right;">\$1,649,692</td></tr> </tbody> </table> <p><b>Bank loan</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Bank loan required</td><td style="text-align: right;">\$1,820,905</td></tr> <tr><td>Bank loan terms:</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td></tr> <tr><td>interest rate</td><td style="text-align: center;">7%</td></tr> <tr><td>Annual payment</td><td style="text-align: right;">\$146,740</td></tr> </tbody> </table> <p><b>Bottom line</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Loan to value ratio</td><td style="text-align: center;">0.56</td></tr> <tr><td>Debt coverage ratio</td><td style="text-align: center;">1.66</td></tr> <tr><td>Financing gap</td><td style="text-align: center;">\$0</td></tr> <tr><td>Equity repayment gap (or surplus)</td><td style="text-align: right;">-\$852,620</td></tr> <tr><td>IRR</td><td style="text-align: center;">-4%</td></tr> </tbody> </table> <p style="font-size: small; border: 1px solid black; padding: 2px;">This sheet allows the user to manipulate four development and financing scenarios by changing the variables that are highlighted in BLUE. All scenarios reference the same development program. All scenarios reference the same revenue and cost assumptions, but these assumptions can be changed on this page. The key difference in the scenarios is the structure of the financing.</p>	Equity required	\$980,487	Equity terms	35%	term (yrs)	7	interest rate	15%	Total equity repayment (balloon payment at end of term)	\$1,649,692	Bank loan required	\$1,820,905	Bank loan terms:		term (yrs)	30	interest rate	7%	Annual payment	\$146,740	Loan to value ratio	0.56	Debt coverage ratio	1.66	Financing gap	\$0	Equity repayment gap (or surplus)	-\$852,620	IRR	-4%	<p><b>Equity</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Equity required</td><td style="text-align: right;">\$560,278</td></tr> <tr><td>Equity terms</td><td style="text-align: center;">20%</td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">7</td></tr> <tr><td>interest rate</td><td style="text-align: center;">15%</td></tr> <tr><td>Total equity repayment (balloon payment at end of term)</td><td style="text-align: right;">\$942,681</td></tr> </tbody> </table> <p><b>Bank loan</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Bank loan required</td><td style="text-align: right;">\$2,241,114</td></tr> <tr><td>Bank loan terms:</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td></tr> <tr><td>interest rate</td><td style="text-align: center;">7%</td></tr> <tr><td>Annual payment</td><td style="text-align: right;">\$180,603</td></tr> </tbody> </table> <p><b>Bottom line</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Loan to value ratio</td><td style="text-align: center;">0.69</td></tr> <tr><td>Debt coverage ratio</td><td style="text-align: center;">1.35</td></tr> <tr><td>Financing gap</td><td style="text-align: center;">\$0</td></tr> <tr><td>Equity repayment gap (or surplus)</td><td style="text-align: right;">-\$382,651</td></tr> <tr><td>IRR</td><td style="text-align: center;">0%</td></tr> </tbody> </table>	Equity required	\$560,278	Equity terms	20%	term (yrs)	7	interest rate	15%	Total equity repayment (balloon payment at end of term)	\$942,681	Bank loan required	\$2,241,114	Bank loan terms:		term (yrs)	30	interest rate	7%	Annual payment	\$180,603	Loan to value ratio	0.69	Debt coverage ratio	1.35	Financing gap	\$0	Equity repayment gap (or surplus)	-\$382,651	IRR	0%	<p><b>Equity</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Equity required</td><td style="text-align: right;">\$336,167</td></tr> <tr><td>Equity terms</td><td style="text-align: center;">12%</td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">7</td></tr> <tr><td>interest rate</td><td style="text-align: center;">15%</td></tr> <tr><td>Total equity repayment (balloon payment at end of term)</td><td style="text-align: right;">\$565,609</td></tr> </tbody> </table> <p><b>Bank loan</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Bank loan required</td><td style="text-align: right;">\$2,241,114</td></tr> <tr><td>Bank loan terms:</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td></tr> <tr><td>interest rate</td><td style="text-align: center;">7.0%</td></tr> <tr><td>Annual payment</td><td style="text-align: right;">\$180,603</td></tr> </tbody> </table> <p><b>Second loan</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Required loan amount</td><td style="text-align: right;">\$224,111</td></tr> <tr><td>Second loan terms</td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td></tr> <tr><td>interest</td><td style="text-align: center;">1%</td></tr> <tr><td>Annual payment (interest only payments for 10 yrs)</td><td style="text-align: right;">\$8,684</td></tr> </tbody> </table> <p><b>Bottom line</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Loan to value ratio</td><td style="text-align: center;">0.69</td></tr> <tr><td>Debt coverage ratio</td><td style="text-align: center;">1.35</td></tr> <tr><td>Financing gap</td><td style="text-align: center;">\$0</td></tr> <tr><td>Equity repayment gap (or surplus)</td><td style="text-align: right;">-\$21,267</td></tr> <tr><td>IRR</td><td style="text-align: center;">11%</td></tr> </tbody> </table>	Equity required	\$336,167	Equity terms	12%	term (yrs)	7	interest rate	15%	Total equity repayment (balloon payment at end of term)	\$565,609	Bank loan required	\$2,241,114	Bank loan terms:		term (yrs)	30	interest rate	7.0%	Annual payment	\$180,603	Required loan amount	\$224,111	Second loan terms		term (yrs)	30	interest	1%	Annual payment (interest only payments for 10 yrs)	\$8,684	Loan to value ratio	0.69	Debt coverage ratio	1.35	Financing gap	\$0	Equity repayment gap (or surplus)	-\$21,267	IRR	11%
About the development <i>use</i>	square feet																																																																																																																																																																					
Ground Floor retail	26,000																																																																																																																																																																					
Surface parking	10,850																																																																																																																																																																					
TOTAL (w/o parking)	26,000																																																																																																																																																																					
Item	% assumption	dollars																																																																																																																																																																				
Site acquisition		\$44,772																																																																																																																																																																				
New construction		\$2,104,290																																																																																																																																																																				
Developer fee (as % of construction)	5%	\$105,215																																																																																																																																																																				
Soft costs (as % of construction)	20%	\$420,858																																																																																																																																																																				
Contingency (as % of soft & hard costs)	5%	\$126,257																																																																																																																																																																				
TOTAL		\$2,801,392																																																																																																																																																																				
source of income/expense	assumption	annual income																																																																																																																																																																				
Residential rent (per month)	\$0	\$0																																																																																																																																																																				
Retail rent (per year)	12.5%	\$276,250																																																																																																																																																																				
Total revenue		\$276,250																																																																																																																																																																				
Management/operations (as % of revenue)	5%	\$13,813																																																																																																																																																																				
STABILIZED NOI		\$244,205																																																																																																																																																																				
Rent increase per year	3%																																																																																																																																																																					
Operating cost increase	3%																																																																																																																																																																					
Vacancy, Yr 1	20%																																																																																																																																																																					
Vacancy, Yr 2	5%																																																																																																																																																																					
Vacancy, Yr 3 and stabilization	5%																																																																																																																																																																					
Cap rate	7.5%																																																																																																																																																																					
Fair Market Value	\$3,256,067																																																																																																																																																																					
Created value (FMV - costs)	\$454,675																																																																																																																																																																					
Equity required	\$980,487																																																																																																																																																																					
Equity terms	35%																																																																																																																																																																					
term (yrs)	7																																																																																																																																																																					
interest rate	15%																																																																																																																																																																					
Total equity repayment (balloon payment at end of term)	\$1,649,692																																																																																																																																																																					
Bank loan required	\$1,820,905																																																																																																																																																																					
Bank loan terms:																																																																																																																																																																						
term (yrs)	30																																																																																																																																																																					
interest rate	7%																																																																																																																																																																					
Annual payment	\$146,740																																																																																																																																																																					
Loan to value ratio	0.56																																																																																																																																																																					
Debt coverage ratio	1.66																																																																																																																																																																					
Financing gap	\$0																																																																																																																																																																					
Equity repayment gap (or surplus)	-\$852,620																																																																																																																																																																					
IRR	-4%																																																																																																																																																																					
Equity required	\$560,278																																																																																																																																																																					
Equity terms	20%																																																																																																																																																																					
term (yrs)	7																																																																																																																																																																					
interest rate	15%																																																																																																																																																																					
Total equity repayment (balloon payment at end of term)	\$942,681																																																																																																																																																																					
Bank loan required	\$2,241,114																																																																																																																																																																					
Bank loan terms:																																																																																																																																																																						
term (yrs)	30																																																																																																																																																																					
interest rate	7%																																																																																																																																																																					
Annual payment	\$180,603																																																																																																																																																																					
Loan to value ratio	0.69																																																																																																																																																																					
Debt coverage ratio	1.35																																																																																																																																																																					
Financing gap	\$0																																																																																																																																																																					
Equity repayment gap (or surplus)	-\$382,651																																																																																																																																																																					
IRR	0%																																																																																																																																																																					
Equity required	\$336,167																																																																																																																																																																					
Equity terms	12%																																																																																																																																																																					
term (yrs)	7																																																																																																																																																																					
interest rate	15%																																																																																																																																																																					
Total equity repayment (balloon payment at end of term)	\$565,609																																																																																																																																																																					
Bank loan required	\$2,241,114																																																																																																																																																																					
Bank loan terms:																																																																																																																																																																						
term (yrs)	30																																																																																																																																																																					
interest rate	7.0%																																																																																																																																																																					
Annual payment	\$180,603																																																																																																																																																																					
Required loan amount	\$224,111																																																																																																																																																																					
Second loan terms																																																																																																																																																																						
term (yrs)	30																																																																																																																																																																					
interest	1%																																																																																																																																																																					
Annual payment (interest only payments for 10 yrs)	\$8,684																																																																																																																																																																					
Loan to value ratio	0.69																																																																																																																																																																					
Debt coverage ratio	1.35																																																																																																																																																																					
Financing gap	\$0																																																																																																																																																																					
Equity repayment gap (or surplus)	-\$21,267																																																																																																																																																																					
IRR	11%																																																																																																																																																																					

**Scotlandville Gateway Pro Forma Spreadsheet - Prototype: Student Housing**

	Scenario 1 (35/65)	Scenario 2 (20/80)	Scenario 3 (with public loan)																																																																																																																																																																																																																										
<p><b>Assumptions / Building value bottom line</b></p> <p><b>About the development</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>use</th> <th>square feet</th> </tr> </thead> <tbody> <tr><td>Apartments</td><td style="text-align: center;">6,000</td></tr> <tr><td>Ground Floor retail</td><td style="text-align: center;">6,000</td></tr> <tr><td>Surface parking</td><td style="text-align: center;">8,050</td></tr> <tr><td>TOTAL (w/o parking)</td><td style="text-align: center;">12,000</td></tr> </tbody> </table> <p><b>Development costs</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>item</th> <th>% assumption</th> <th>dollars</th> </tr> </thead> <tbody> <tr><td>Site acquisition</td><td></td><td style="text-align: right;">\$277,500</td></tr> <tr><td>New construction</td><td></td><td style="text-align: right;">\$1,306,478</td></tr> <tr><td>Developer fee (as % of construction)</td><td style="text-align: center;">5%</td><td style="text-align: right;">\$65,324</td></tr> <tr><td>Soft costs (as % of construction)</td><td style="text-align: center;">20%</td><td style="text-align: right;">\$261,296</td></tr> <tr><td>Contingency (as % of soft &amp; hard costs)</td><td style="text-align: center;">5%</td><td style="text-align: right;">\$78,389</td></tr> <tr><td>TOTAL</td><td></td><td style="text-align: right;">\$1,988,986</td></tr> </tbody> </table> <p><b>Revenues and expenses</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>source of income/expense</th> <th>%SF assumption</th> <th>annual income</th> </tr> </thead> <tbody> <tr><td>Residential rent (per month)</td><td style="text-align: center;">1.4</td><td style="text-align: right;">\$84,000</td></tr> <tr><td>Retail rent (per year)</td><td style="text-align: center;">14</td><td style="text-align: right;">\$71,400</td></tr> <tr><td>total revenue</td><td></td><td style="text-align: right;">\$155,400</td></tr> <tr><td>Management/operations (as % of revenue)</td><td style="text-align: center;">6%</td><td style="text-align: right;">\$9,324</td></tr> <tr><td>STABILIZED NOI</td><td></td><td style="text-align: right;">\$140,482</td></tr> </tbody> </table> <p><b>Other assumptions</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Rent increase per year</td><td style="text-align: center;">3%</td></tr> <tr><td>Operating cost increase</td><td style="text-align: center;">3%</td></tr> <tr><td>Vacancy, Yr 1</td><td style="text-align: center;">20%</td></tr> <tr><td>Vacancy, Yr 2</td><td style="text-align: center;">5%</td></tr> <tr><td>Vacancy, Yr 3 and stabilization</td><td style="text-align: center;">2%</td></tr> <tr><td>Cap rate</td><td style="text-align: center;">7.5%</td></tr> </tbody> </table> <p><b>Bottom line</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Fair Market Value</td><td style="text-align: right;">\$1,873,088</td></tr> <tr><td>Created value (FMV - costs)</td><td style="text-align: right;">(\$115,898)</td></tr> </tbody> </table>	use	square feet	Apartments	6,000	Ground Floor retail	6,000	Surface parking	8,050	TOTAL (w/o parking)	12,000	item	% assumption	dollars	Site acquisition		\$277,500	New construction		\$1,306,478	Developer fee (as % of construction)	5%	\$65,324	Soft costs (as % of construction)	20%	\$261,296	Contingency (as % of soft & hard costs)	5%	\$78,389	TOTAL		\$1,988,986	source of income/expense	%SF assumption	annual income	Residential rent (per month)	1.4	\$84,000	Retail rent (per year)	14	\$71,400	total revenue		\$155,400	Management/operations (as % of revenue)	6%	\$9,324	STABILIZED NOI		\$140,482	Rent increase per year	3%	Operating cost increase	3%	Vacancy, Yr 1	20%	Vacancy, Yr 2	5%	Vacancy, Yr 3 and stabilization	2%	Cap rate	7.5%	Fair Market Value	\$1,873,088	Created value (FMV - costs)	(\$115,898)	<p><b>Equity</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>assumption</th> <th>dollars</th> </tr> </thead> <tbody> <tr><td>Equity required</td><td style="text-align: center;">35%</td><td style="text-align: right;">\$696,145</td></tr> <tr><td>Equity terms</td><td></td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">7</td><td></td></tr> <tr><td>interest rate</td><td style="text-align: center;">15%</td><td></td></tr> <tr><td>Total equity repayment (balloon payment at end of term)</td><td></td><td style="text-align: right;">\$1,171,280</td></tr> </tbody> </table> <p><b>Bank loan</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>assumption</th> <th>dollars</th> </tr> </thead> <tbody> <tr><td>Bank loan required</td><td style="text-align: center;">65%</td><td style="text-align: right;">\$1,292,841</td></tr> <tr><td>Bank loan terms:</td><td></td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td><td></td></tr> <tr><td>interest rate</td><td style="text-align: center;">7%</td><td></td></tr> <tr><td>Annual payment</td><td></td><td style="text-align: right;">\$104,185</td></tr> </tbody> </table> <p><b>Bottom line</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Loan to value ratio</td><td style="text-align: center;">0.69</td></tr> <tr><td>Debt coverage ratio</td><td style="text-align: center;">1.35</td></tr> <tr><td>Financing gap</td><td style="text-align: center;">\$0</td></tr> <tr><td>Equity repayment gap (or surplus)</td><td style="text-align: center;">-\$860,548</td></tr> <tr><td>IRR</td><td style="text-align: center;">-15%</td></tr> </tbody> </table> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>This sheet allows the user to manipulate four development and financing scenarios by changing the variables that are highlighted in BLUE. All scenarios reference the same development program. All scenarios reference the same revenue and cost assumptions, but these assumptions can be changed on this page. The key difference in the scenarios is the structure of the financing.</p> </div>		assumption	dollars	Equity required	35%	\$696,145	Equity terms			term (yrs)	7		interest rate	15%		Total equity repayment (balloon payment at end of term)		\$1,171,280		assumption	dollars	Bank loan required	65%	\$1,292,841	Bank loan terms:			term (yrs)	30		interest rate	7%		Annual payment		\$104,185	Loan to value ratio	0.69	Debt coverage ratio	1.35	Financing gap	\$0	Equity repayment gap (or surplus)	-\$860,548	IRR	-15%	<p><b>Equity</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>assumption</th> <th>dollars</th> </tr> </thead> <tbody> <tr><td>Equity required</td><td style="text-align: center;">20%</td><td style="text-align: right;">\$397,797</td></tr> <tr><td>Equity terms</td><td></td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">7</td><td></td></tr> <tr><td>interest rate</td><td style="text-align: center;">15%</td><td></td></tr> <tr><td>Total equity repayment (balloon payment at end of term)</td><td></td><td style="text-align: right;">\$669,303</td></tr> </tbody> </table> <p><b>Bank loan</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>assumption</th> <th>dollars</th> </tr> </thead> <tbody> <tr><td>Bank loan required</td><td style="text-align: center;">80%</td><td style="text-align: right;">\$1,591,189</td></tr> <tr><td>Bank loan terms:</td><td></td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td><td></td></tr> <tr><td>interest rate</td><td style="text-align: center;">7%</td><td></td></tr> <tr><td>Annual payment</td><td></td><td style="text-align: right;">\$128,228</td></tr> </tbody> </table> <p><b>Bottom line</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Loan to value ratio</td><td style="text-align: center;">0.85</td></tr> <tr><td>Debt coverage ratio</td><td style="text-align: center;">1.10</td></tr> <tr><td>Financing gap</td><td style="text-align: center;">\$0</td></tr> <tr><td>Equity repayment gap (or surplus)</td><td style="text-align: center;">-\$526,870</td></tr> <tr><td>IRR</td><td style="text-align: center;">-17%</td></tr> </tbody> </table>		assumption	dollars	Equity required	20%	\$397,797	Equity terms			term (yrs)	7		interest rate	15%		Total equity repayment (balloon payment at end of term)		\$669,303		assumption	dollars	Bank loan required	80%	\$1,591,189	Bank loan terms:			term (yrs)	30		interest rate	7%		Annual payment		\$128,228	Loan to value ratio	0.85	Debt coverage ratio	1.10	Financing gap	\$0	Equity repayment gap (or surplus)	-\$526,870	IRR	-17%	<p><b>Equity</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>assumption</th> <th>dollars</th> </tr> </thead> <tbody> <tr><td>Equity required</td><td style="text-align: center;">6%</td><td style="text-align: right;">\$119,339</td></tr> <tr><td>Equity terms</td><td></td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">7</td><td></td></tr> <tr><td>interest rate</td><td style="text-align: center;">15%</td><td></td></tr> <tr><td>Total equity repayment (balloon payment at end of term)</td><td></td><td style="text-align: right;">\$200,791</td></tr> </tbody> </table> <p><b>Bank loan</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>assumption</th> <th>dollars</th> </tr> </thead> <tbody> <tr><td>Bank loan required</td><td style="text-align: center;">72%</td><td style="text-align: right;">\$1,432,070</td></tr> <tr><td>Bank loan terms:</td><td></td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td><td></td></tr> <tr><td>interest rate</td><td style="text-align: center;">7.0%</td><td></td></tr> <tr><td>Annual payment</td><td></td><td style="text-align: right;">\$115,405</td></tr> </tbody> </table> <p><b>Second loan</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Required loan amount</td><td style="text-align: center;">22%</td><td style="text-align: right;">\$437,577</td></tr> <tr><td>Second loan terms</td><td></td><td></td></tr> <tr><td>term (yrs)</td><td style="text-align: center;">30</td><td></td></tr> <tr><td>interest</td><td style="text-align: center;">1%</td><td></td></tr> <tr><td>Annual payment (interest only payments for 10 yrs)</td><td></td><td style="text-align: right;">\$16,955</td></tr> </tbody> </table> <p><b>Bottom line</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td>Loan to value ratio</td><td style="text-align: center;">0.76</td></tr> <tr><td>Debt coverage ratio</td><td style="text-align: center;">1.22</td></tr> <tr><td>Financing gap</td><td style="text-align: center;">\$0</td></tr> <tr><td>Equity repayment gap (or surplus)</td><td style="text-align: center;">\$771</td></tr> <tr><td>IRR</td><td style="text-align: center;">11%</td></tr> </tbody> </table>		assumption	dollars	Equity required	6%	\$119,339	Equity terms			term (yrs)	7		interest rate	15%		Total equity repayment (balloon payment at end of term)		\$200,791		assumption	dollars	Bank loan required	72%	\$1,432,070	Bank loan terms:			term (yrs)	30		interest rate	7.0%		Annual payment		\$115,405	Required loan amount	22%	\$437,577	Second loan terms			term (yrs)	30		interest	1%		Annual payment (interest only payments for 10 yrs)		\$16,955	Loan to value ratio	0.76	Debt coverage ratio	1.22	Financing gap	\$0	Equity repayment gap (or surplus)	\$771	IRR	11%
use	square feet																																																																																																																																																																																																																												
Apartments	6,000																																																																																																																																																																																																																												
Ground Floor retail	6,000																																																																																																																																																																																																																												
Surface parking	8,050																																																																																																																																																																																																																												
TOTAL (w/o parking)	12,000																																																																																																																																																																																																																												
item	% assumption	dollars																																																																																																																																																																																																																											
Site acquisition		\$277,500																																																																																																																																																																																																																											
New construction		\$1,306,478																																																																																																																																																																																																																											
Developer fee (as % of construction)	5%	\$65,324																																																																																																																																																																																																																											
Soft costs (as % of construction)	20%	\$261,296																																																																																																																																																																																																																											
Contingency (as % of soft & hard costs)	5%	\$78,389																																																																																																																																																																																																																											
TOTAL		\$1,988,986																																																																																																																																																																																																																											
source of income/expense	%SF assumption	annual income																																																																																																																																																																																																																											
Residential rent (per month)	1.4	\$84,000																																																																																																																																																																																																																											
Retail rent (per year)	14	\$71,400																																																																																																																																																																																																																											
total revenue		\$155,400																																																																																																																																																																																																																											
Management/operations (as % of revenue)	6%	\$9,324																																																																																																																																																																																																																											
STABILIZED NOI		\$140,482																																																																																																																																																																																																																											
Rent increase per year	3%																																																																																																																																																																																																																												
Operating cost increase	3%																																																																																																																																																																																																																												
Vacancy, Yr 1	20%																																																																																																																																																																																																																												
Vacancy, Yr 2	5%																																																																																																																																																																																																																												
Vacancy, Yr 3 and stabilization	2%																																																																																																																																																																																																																												
Cap rate	7.5%																																																																																																																																																																																																																												
Fair Market Value	\$1,873,088																																																																																																																																																																																																																												
Created value (FMV - costs)	(\$115,898)																																																																																																																																																																																																																												
	assumption	dollars																																																																																																																																																																																																																											
Equity required	35%	\$696,145																																																																																																																																																																																																																											
Equity terms																																																																																																																																																																																																																													
term (yrs)	7																																																																																																																																																																																																																												
interest rate	15%																																																																																																																																																																																																																												
Total equity repayment (balloon payment at end of term)		\$1,171,280																																																																																																																																																																																																																											
	assumption	dollars																																																																																																																																																																																																																											
Bank loan required	65%	\$1,292,841																																																																																																																																																																																																																											
Bank loan terms:																																																																																																																																																																																																																													
term (yrs)	30																																																																																																																																																																																																																												
interest rate	7%																																																																																																																																																																																																																												
Annual payment		\$104,185																																																																																																																																																																																																																											
Loan to value ratio	0.69																																																																																																																																																																																																																												
Debt coverage ratio	1.35																																																																																																																																																																																																																												
Financing gap	\$0																																																																																																																																																																																																																												
Equity repayment gap (or surplus)	-\$860,548																																																																																																																																																																																																																												
IRR	-15%																																																																																																																																																																																																																												
	assumption	dollars																																																																																																																																																																																																																											
Equity required	20%	\$397,797																																																																																																																																																																																																																											
Equity terms																																																																																																																																																																																																																													
term (yrs)	7																																																																																																																																																																																																																												
interest rate	15%																																																																																																																																																																																																																												
Total equity repayment (balloon payment at end of term)		\$669,303																																																																																																																																																																																																																											
	assumption	dollars																																																																																																																																																																																																																											
Bank loan required	80%	\$1,591,189																																																																																																																																																																																																																											
Bank loan terms:																																																																																																																																																																																																																													
term (yrs)	30																																																																																																																																																																																																																												
interest rate	7%																																																																																																																																																																																																																												
Annual payment		\$128,228																																																																																																																																																																																																																											
Loan to value ratio	0.85																																																																																																																																																																																																																												
Debt coverage ratio	1.10																																																																																																																																																																																																																												
Financing gap	\$0																																																																																																																																																																																																																												
Equity repayment gap (or surplus)	-\$526,870																																																																																																																																																																																																																												
IRR	-17%																																																																																																																																																																																																																												
	assumption	dollars																																																																																																																																																																																																																											
Equity required	6%	\$119,339																																																																																																																																																																																																																											
Equity terms																																																																																																																																																																																																																													
term (yrs)	7																																																																																																																																																																																																																												
interest rate	15%																																																																																																																																																																																																																												
Total equity repayment (balloon payment at end of term)		\$200,791																																																																																																																																																																																																																											
	assumption	dollars																																																																																																																																																																																																																											
Bank loan required	72%	\$1,432,070																																																																																																																																																																																																																											
Bank loan terms:																																																																																																																																																																																																																													
term (yrs)	30																																																																																																																																																																																																																												
interest rate	7.0%																																																																																																																																																																																																																												
Annual payment		\$115,405																																																																																																																																																																																																																											
Required loan amount	22%	\$437,577																																																																																																																																																																																																																											
Second loan terms																																																																																																																																																																																																																													
term (yrs)	30																																																																																																																																																																																																																												
interest	1%																																																																																																																																																																																																																												
Annual payment (interest only payments for 10 yrs)		\$16,955																																																																																																																																																																																																																											
Loan to value ratio	0.76																																																																																																																																																																																																																												
Debt coverage ratio	1.22																																																																																																																																																																																																																												
Financing gap	\$0																																																																																																																																																																																																																												
Equity repayment gap (or surplus)	\$771																																																																																																																																																																																																																												
IRR	11%																																																																																																																																																																																																																												

**Scotlandville Gateway Pro Forma Spreadsheet - Prototype: Senior Housing**

	Scenario 1 (35/65)	Scenario 2 (20/80)	Scenario 3 (no more than 20% public)
<b>Assumptions / Building value bottom line</b>			
<b>About the development</b>			
<i>use</i>	<i>square feet</i>		
Apartments	100,401		
Ground Floor retail	-		
Surface parking	39,550		
TOTAL (w/o parking)	100,401		
<b>Development costs</b>	<i>% assumption</i>	<i>dollars</i>	
<i>item</i>			
Site acquisition		\$2,077,254	
New construction		\$12,725,655	
Developer fee (as % of construction)	5%	\$636,283	
Soft costs (as % of construction)	30%	\$3,817,697	
Contingency (as % of soft & hard costs)	5%	\$827,168	
TOTAL		\$20,084,056	
<b>Revenues and expenses</b>	<i>\$/SF assumption</i>	<i>annual income</i>	
<i>source of income/expense</i>			
Residential rent (per month)	2.9	\$2,969,850	
Retail rent (per year)		\$0	
total revenue		\$2,969,850	
Management/operations (as % of revenue)	14%	\$415,779	
STABILIZED NOI		\$2,215,508	
<b>Other assumptions</b>			
Rent increase per year	3%		
Operating cost increase	3%		
Vacancy, Yr 1	30%		
Vacancy, Yr 2	20%		
Vacancy, Yr 3 and stabilization	10%		
Cap rate	7.0%		
<b>Bottom line</b>			
Fair Market Value		\$31,650,116	
Created value (FMV - costs)		\$11,566,060	
<b>Equity</b>	<i>dollars</i>	<i>dollars</i>	<i>dollars</i>
Equity required	\$7,029,420	\$4,016,811	\$4,016,811
Equity terms			
term (yrs)	7	7	7
interest rate	15%	15%	15%
Total equity repayment (balloon payment at end of term)	\$11,827,157	\$6,758,376	\$6,758,376
<b>Bank loan</b>	<i>dollars</i>	<i>dollars</i>	<i>dollars</i>
Bank loan required	\$13,054,637	\$16,067,245	\$16,067,245
Bank loan terms:			
term (yrs)	30	30	30
interest rate	7%	7%	7.0%
Annual payment	\$1,052,026	\$1,294,802	\$1,294,802
<b>Bottom line</b>			
Loan to value ratio	0.41	0.51	0.51
Debt coverage ratio	2.11	1.71	1.71
Financing gap	\$0	\$0	\$0
Equity repayment gap (or surplus)	-\$3,187,986	\$181,368	\$181,368
IRR	5%	13%	13%
This sheet allows the user to manipulate four development and financing scenarios by changing the variables that are highlighted in BLUE. All scenarios reference the same development program. All scenarios reference the same revenue and cost assumptions, but these assumptions can be changed on this page. The key difference in the scenarios is the structure of the financing.			
<b>Equity</b>	<i>assumption</i>	<i>assumption</i>	<i>assumption</i>
Equity required	20%	20%	20%
Equity terms			
term (yrs)	7	7	7
interest rate	15%	15%	15%
Total equity repayment (balloon payment at end of term)	\$6,758,376	\$6,758,376	\$6,758,376
<b>Bank loan</b>	<i>assumption</i>	<i>assumption</i>	<i>assumption</i>
Bank loan required	80%	80%	80%
Bank loan terms:			
term (yrs)	30	30	30
interest rate	7.0%	7.0%	7.0%
Annual payment	\$1,294,802	\$1,294,802	\$1,294,802
<b>Second loan</b>	<i>assumption</i>	<i>assumption</i>	<i>assumption</i>
Required loan amount	0%	0%	0%
Second loan terms			
term (yrs)	30	30	30
interest rate	1%	1%	1%
Annual payment (interest only payments for 10 yrs)	\$0	\$0	\$0
<b>Bottom line</b>			
Loan to value ratio	0.51	0.51	0.51
Debt coverage ratio	1.71	1.71	1.71
Financing gap	\$0	\$0	\$0
Equity repayment gap (or surplus)	\$181,368	\$181,368	\$181,368
IRR	13%	13%	13%
<b>Bottom line</b>			
Loan to value ratio	0.51	0.51	0.51
Debt coverage ratio	1.71	1.71	1.71
Financing gap	(\$0)	(\$0)	(\$0)
Equity repayment gap (or surplus)	\$181,368	\$181,368	\$181,368
IRR	13%	13%	13%



Scotlandville Gateway Pro Forma Spreadsheet - Prototype: Grocery Store

Assumptions / Building value bottom line		Scenario 1 (35/65)		Scenario 2 (20/80)		Scenario 3 (with public loan)	
<b>About the development</b>	<i>use</i>	<i>square feet</i>	<i>dollars</i>	<i>dollars</i>	<i>dollars</i>	<i>dollars</i>	<i>dollars</i>
Ground Floor retail	-	50,000	\$1,667,580	\$952,903	\$333,516		
Surface parking	70,000						
TOTAL (w/o parking)	50,000						
<b>Development costs</b>	<i>item</i>	<i>% assumption</i>	<i>dollars</i>	<i>dollars</i>	<i>dollars</i>	<i>dollars</i>	<i>dollars</i>
Site acquisition			\$784,080	\$3,096,935	\$3,811,612	\$3,335,161	
New construction			\$3,038,500				
Developer fee (as % of construction)		5%	\$151,925				
Soft costs (as % of construction)		20%	\$607,700				
Contingency (as % of soft & hard costs)		5%	\$182,310				
TOTAL			\$4,764,515	\$249,571	\$307,164	\$268,769	
<b>Revenues and expenses</b>	<i>source of income/expense</i>	<i>\$/SF assumption</i>	<i>annual income</i>	<i>annual income</i>	<i>annual income</i>	<i>annual income</i>	<i>annual income</i>
Residential rent (per month)			\$0				
Retail rent (per year)		7	\$350,000				
total revenue			\$350,000				
Management/operations (as % of revenue)		5%	\$17,500				
STABILIZED NOI			\$325,500				
<b>Other assumptions</b>	<i>assumption</i>	<i>assumption</i>	<i>assumption</i>	<i>assumption</i>	<i>assumption</i>	<i>assumption</i>	<i>assumption</i>
Rent increase per year	3%	3%	3%	7%	7%	7%	7%
Operating cost increase	3%	3%	3%	7%	7%	7%	7%
Vacancy, Yr 1	0%	0%	0%	7%	7%	7%	7%
Vacancy, Yr 2	0%	0%	0%	7%	7%	7%	7%
Vacancy, Yr 3 and stabilization	0%	0%	0%	7%	7%	7%	7%
Cap rate	7.5%	7.5%	7.5%	7%	7%	7%	7%
<b>Bottom line</b>			<i>dollars</i>	<i>dollars</i>	<i>dollars</i>	<i>dollars</i>	<i>dollars</i>
Fair Market Value			\$4,340,000				
Created value (FMV - costs)			(\$424,515)				
<b>Equity</b>							
Equity required							
Equity terms							
term (yrs)							
interest rate							
Total equity repayment (balloon payment at end of term)							
<b>Bank loan</b>							
Bank loan required							
Bank loan terms:							
term (yrs)							
interest rate							
Annual payment							
<b>Bottom line</b>							
Loan to value ratio							
Debt coverage ratio							
Financing gap							
Equity repayment gap (or surplus)							
IRR							
<b>Equity</b>							
Equity required							
Equity terms							
term (yrs)							
interest rate							
Total equity repayment (balloon payment at end of term)							
<b>Bank loan</b>							
Bank loan required							
Bank loan terms:							
term (yrs)							
interest rate							
Annual payment							
<b>Bottom line</b>							
Loan to value ratio							
Debt coverage ratio							
Financing gap							
Equity repayment gap (or surplus)							
IRR							
<b>Equity</b>							
Equity required							
Equity terms							
term (yrs)							
interest rate							
Total equity repayment (balloon payment at end of term)							
<b>Bank loan</b>							
Bank loan required							
Bank loan terms:							
term (yrs)							
interest rate							
Annual payment							
<b>Bottom line</b>							
Loan to value ratio							
Debt coverage ratio							
Financing gap							
Equity repayment gap (or surplus)							
IRR							
<b>Equity</b>							
Equity required							
Equity terms							
term (yrs)							
interest rate							
Total equity repayment (balloon payment at end of term)							
<b>Bank loan</b>							
Bank loan required							
Bank loan terms:							
term (yrs)							
interest rate							
Annual payment							
<b>Bottom line</b>							
Loan to value ratio							
Debt coverage ratio							
Financing gap							
Equity repayment gap (or surplus)							
IRR							
<b>Equity</b>							
Equity required							
Equity terms							
term (yrs)							
interest rate							
Total equity repayment (balloon payment at end of term)							
<b>Bank loan</b>							
Bank loan required							
Bank loan terms:							
term (yrs)							
interest rate							
Annual payment							
<b>Bottom line</b>							
Loan to value ratio							
Debt coverage ratio							
Financing gap							
Equity repayment gap (or surplus)							
IRR							

This sheet allows the user to manipulate four development and financing scenarios by changing the variables that are highlighted in BLUE. All scenarios reference the same development program. All scenarios reference the same revenue and cost assumptions, but these assumptions can be changed on this page. The key difference in the scenarios is the structure of the financing.

**Scotlandville Gateway Pro Forma Spreadsheet - Prototype: Hardware Store**

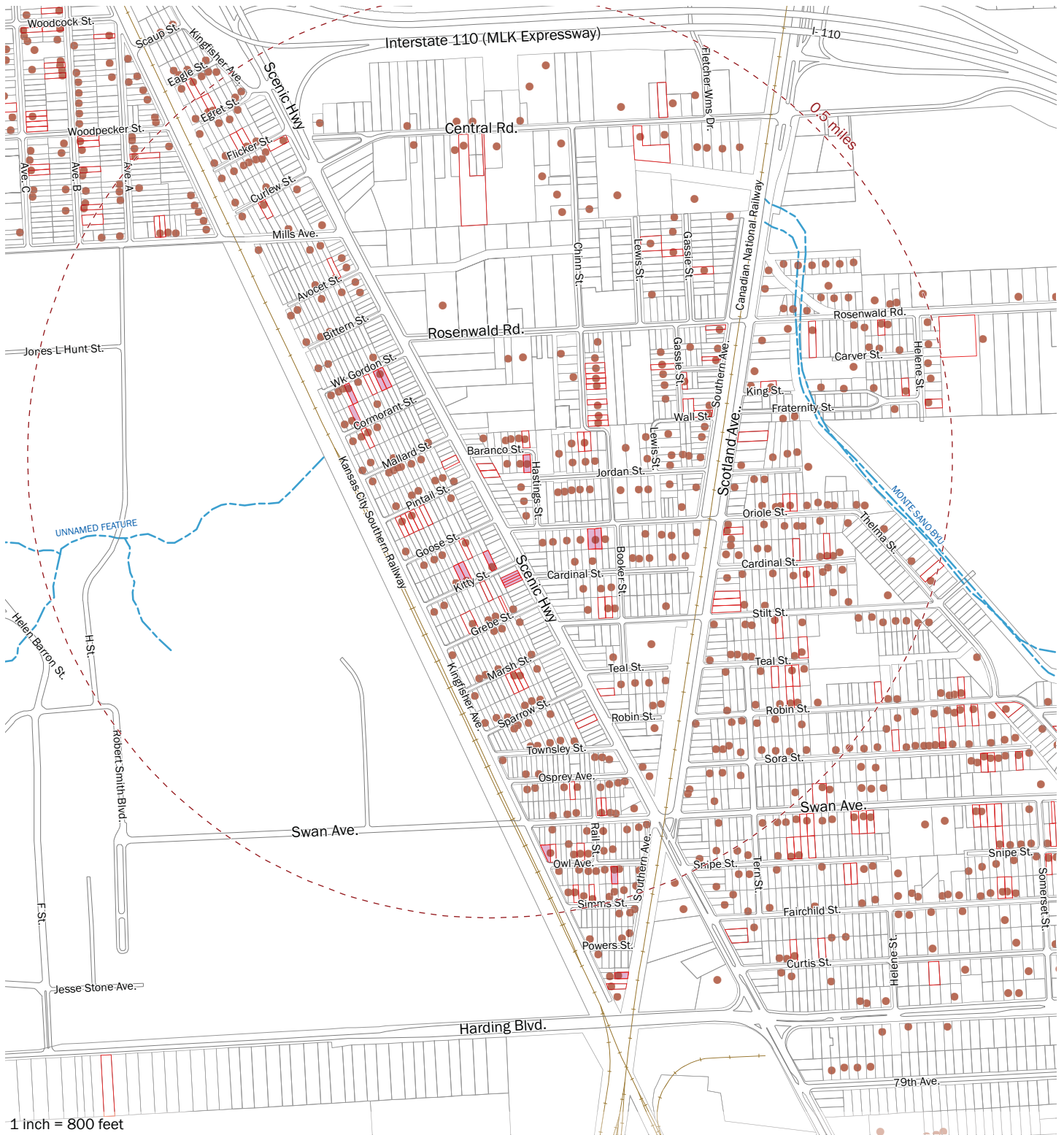
Assumptions / Building value bottom line		Scenario 1 (35/65)		Scenario 2 (20/80)		Scenario 3 (with public loan)	
<b>About the development</b>		<b>Equity</b>	<b>Equity</b>	<b>Equity</b>	<b>Equity</b>	<b>Equity</b>	<b>Equity</b>
Use	square feet	Equity required	Equity terms	Equity required	Equity terms	Equity required	Equity terms
Ground Floor retail	10,000	term (yrs)	interest rate	term (yrs)	interest rate	term (yrs)	interest rate
Surface parking	7,000	Total equity repayment (balloon payment at end of term)		Total equity repayment (balloon payment at end of term)		Total equity repayment (balloon payment at end of term)	
TOTAL (w/o parking)	10,000						
<b>Development costs</b>		<b>Bank loan</b>	<b>Bank loan</b>	<b>Bank loan</b>	<b>Bank loan</b>	<b>Bank loan</b>	<b>Bank loan</b>
Item	% assumption	Bank loan required	Bank loan terms:	Bank loan required	Bank loan terms:	Bank loan required	Bank loan terms:
Site acquisition		term (yrs)	interest rate	term (yrs)	interest rate	term (yrs)	interest rate
New construction		Annual payment		Annual payment		Annual payment	
Developer fee (as % of construction)	5%						
Soft costs (as % of construction)	20%						
Contingency (as % of soft & hard costs)	5%						
TOTAL							
<b>Revenues and expenses</b>		<b>Bottom line</b>	<b>Bottom line</b>	<b>Bottom line</b>	<b>Bottom line</b>	<b>Bottom line</b>	<b>Bottom line</b>
source of income/expense	\$/SF assumption	Loan to value ratio	Debt coverage ratio	Financing gap	Equity repayment gap (or surplus)	IRR	
Residential rent (per month)							
Retail rent (per year)							
total revenue							
Management/operations (as % of revenue)							
STABILIZED NOI							
<b>Other assumptions</b>							
Rent increase per year							
Operating cost increase							
Vacancy, Yr 1							
Vacancy, Yr 2							
Vacancy, Yr 3 and stabilization							
Cap rate							
<b>Bottom line</b>							
Fair Market Value							
Created value (FMV - costs)							

This sheet allows the user to manipulate four development and financing scenarios by changing the variables that are highlighted in BLUE. All scenarios reference the same development program. All scenarios reference the same revenue and cost assumptions, but these assumptions can be changed on this page. The key difference in the scenarios is the structure of the financing.

## CIP APPENDIX | Inventory Data

The following information illustrates data collected in order to inform decisions and recommendations within the CIP area. Documents included are a series of GIS maps, existing street and drainage conditions and types, and CATS ridership information.





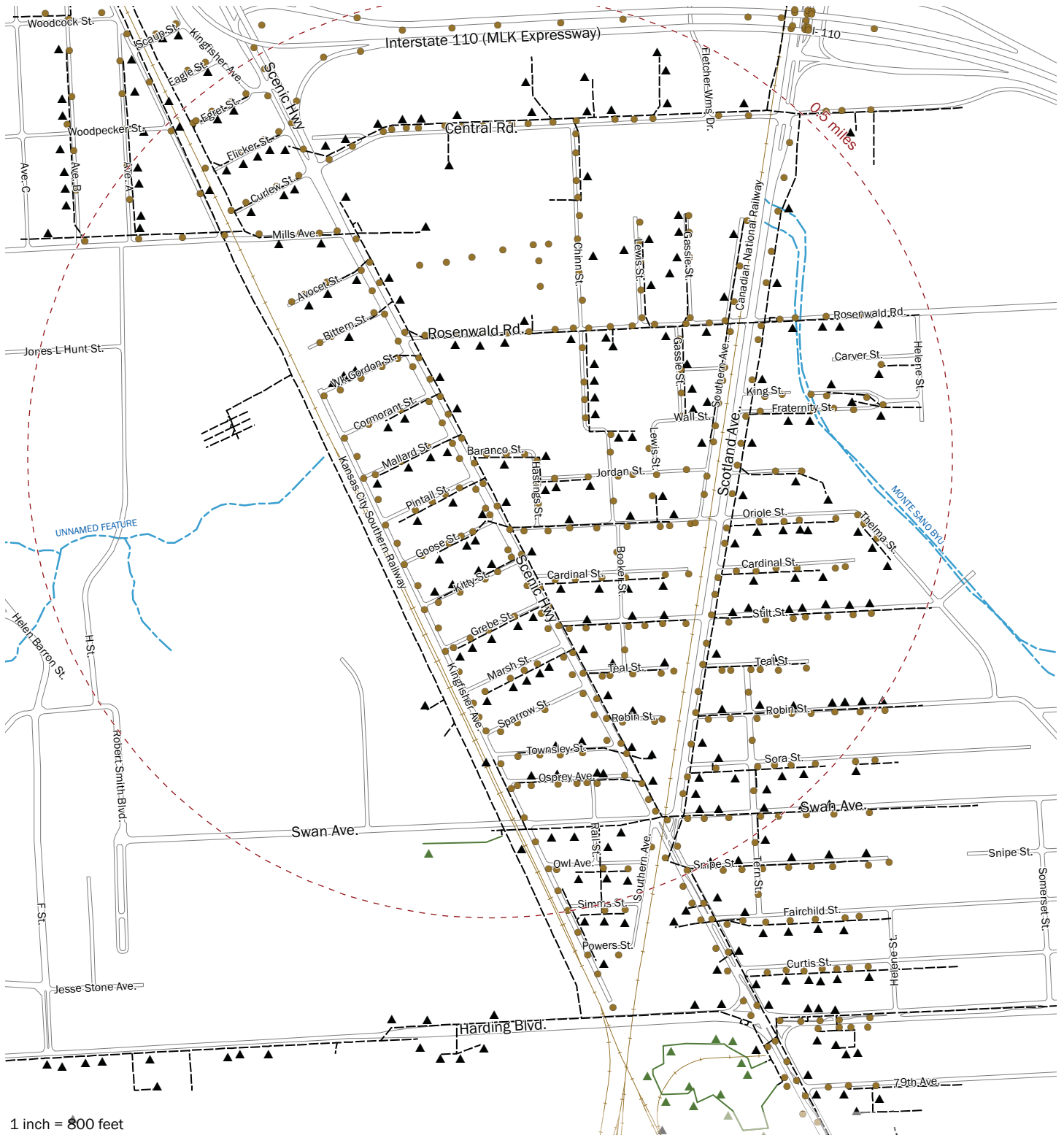
Source: Baton Rouge Redevelopment Authority

1 inch = 800 feet

**Legend**

- Roads
- Railroads
- Streams
- Waterbodies
- ▭ Parcels
- ▭ Buildings
- ▭ Adjudicated Parcels 2010
- ▭ RDA Owned Property
- PET - Unoccupied

Parcel Information



1 inch = 800 feet

**Legend**

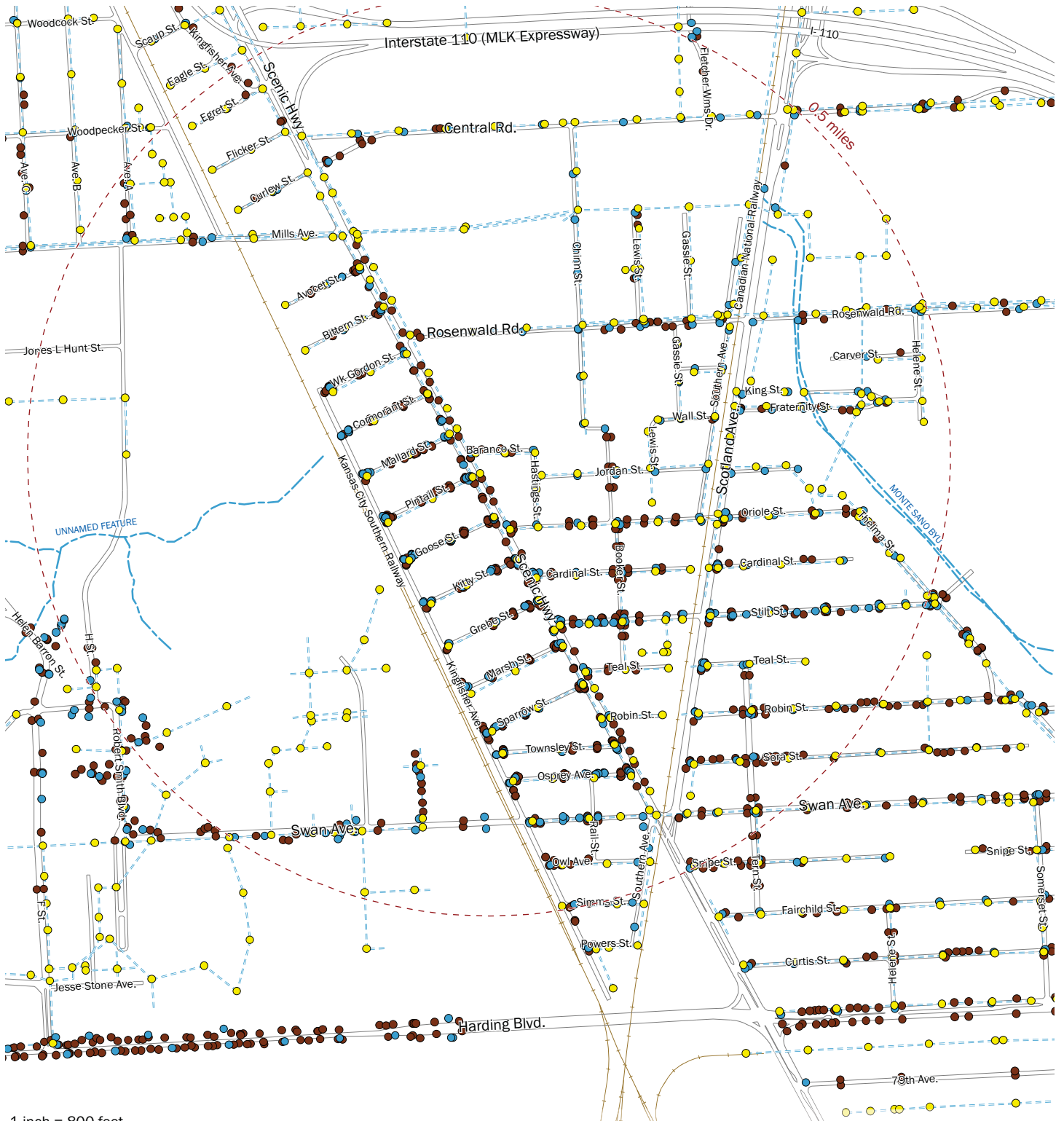
- Roads
- Railroads
- Streams
- Waterbodies

**Entergy Utilities**

- Light Pole
- ▲ Existing Transformer
- ▲ Phase A Transformer
- ▲ Phase B Transformer
- ▲ Phase C Transformer
- Existing Power Line
- Phase A
- Phase B
- Phase C

Source: Entergy

Electrical Utilities



1 inch = 800 feet

**Legend**

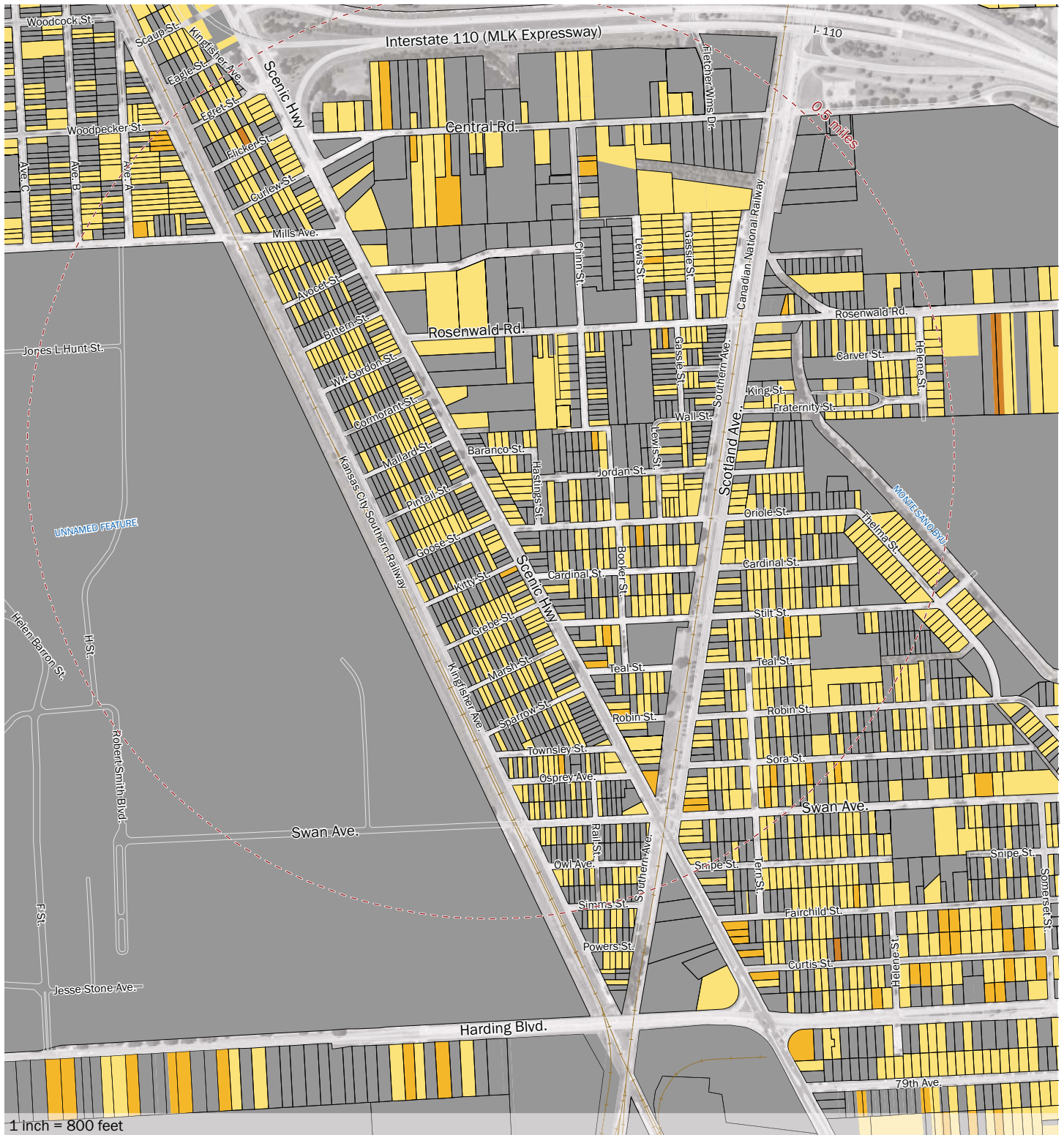
- Roads
- Railroads
- - - Streams
- ▭ Waterbodies

**Infrastructure**

- Sewer Manholes
- Manholes
- Catchbasins
- - - Sewer Pipes 2010

Source: City Parish Planning Commission - August 2009

Stormwater & Sewer Utilities



Source: Fregonese Associates August 2010

**Legend**

- Roads
- Railroads
- Streams
- Waterbodies
- ▭ Parcels
- ▭ Buildings

Property Value	
▭	Unknown
▭	1 - 35,000
▭	35,001 - 150,000
▭	150,001 - 459,950
▭	459,951 - 1,374,100
▭	1,374,101 - 2,999,990

Property Value





Source: Federal Emergency Management Agency (FEMA) - October 2010

1 inch = 800 feet

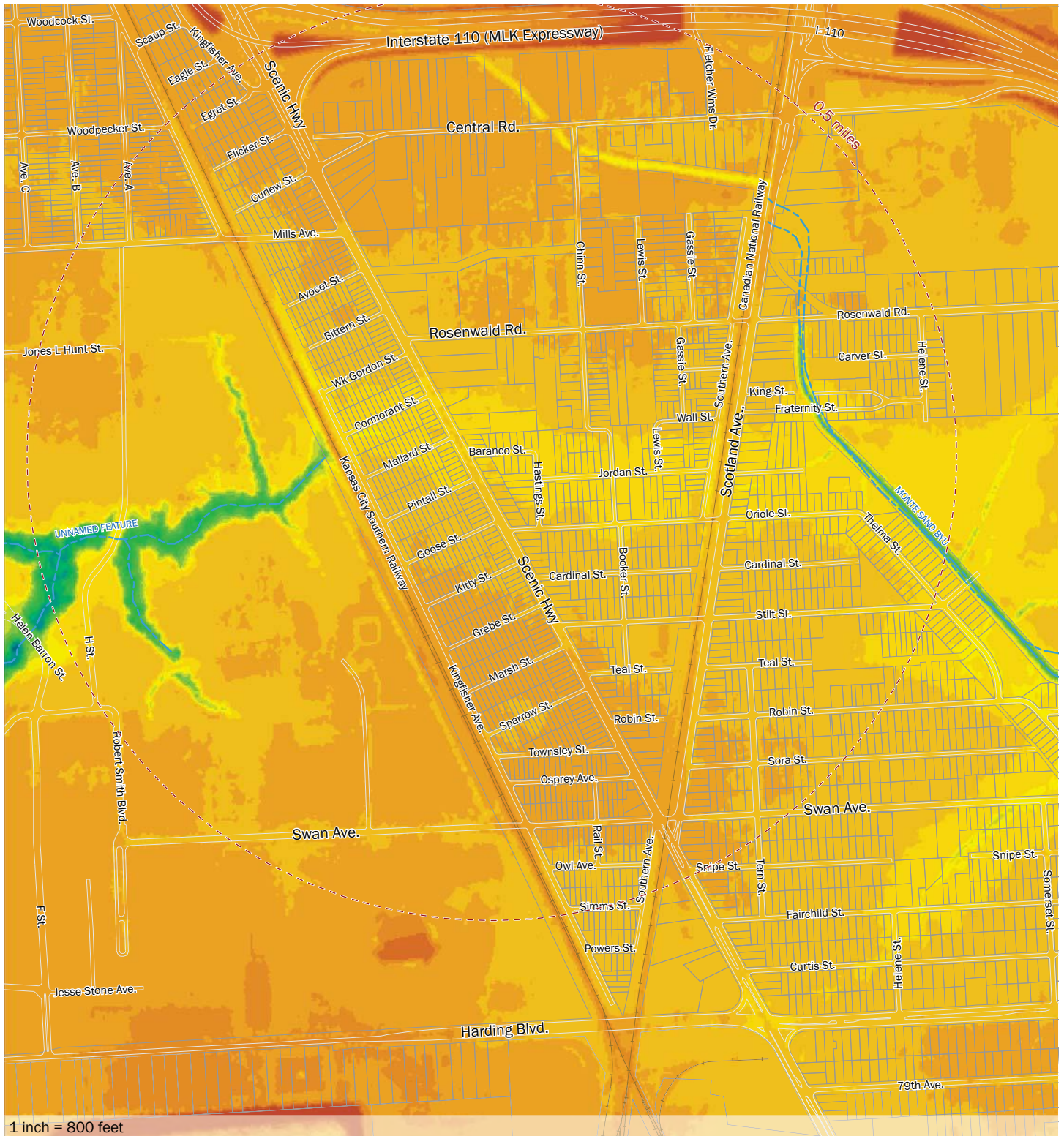
**Legend**

- Roads
- Railroads
- Streams
- Waterbodies
- Parcels

**FEMA Flood Zones**


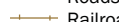



- (X) Minimal Flood Hazard - Outside 500 Year Flood Level
- (AH) 1% Chance of Annual Shallow Flooding
- (AO) Over 1% Annual Chance of Shallow Flooding
- (A) 1% Chance of Annual Flooding
- (VE) 1% Change or Greater of Flooding and Storm Waves
- 2% Chance of Annual Flooding
- (X-Levee) Moderate Flood Hazard Protected by Levee
- (AE) Base Floodplain
- (OW) Open Water
- (D) Possible but Undetermined Flood Hazards

FEMA Flood Zones

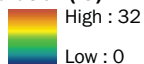


1 inch = 800 feet

**Legend**

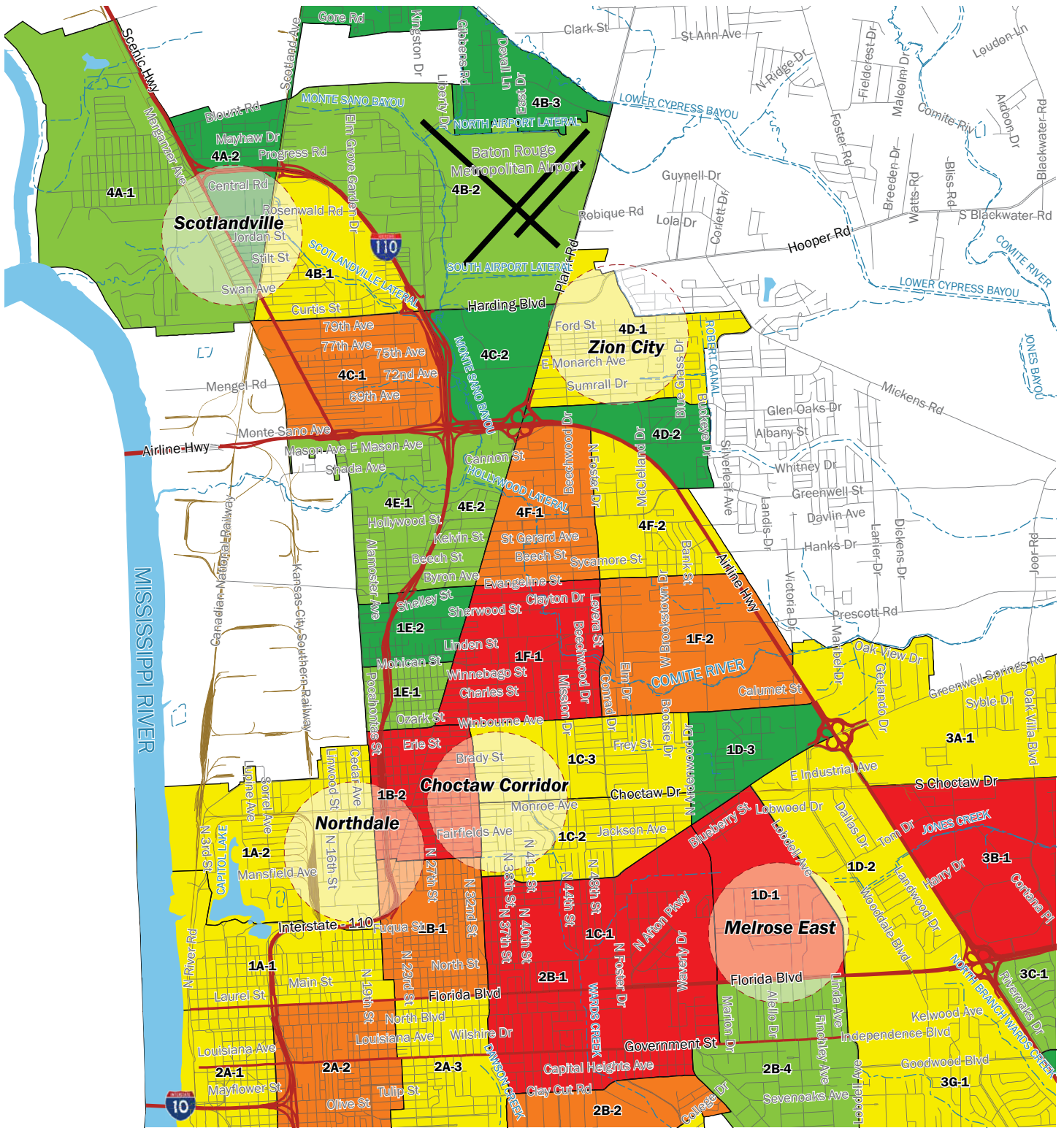
-  Roads
-  Railroads
-  Streams
-  Waterbodies
-  Parcels

**Elevation (ft.)**



Source: LSU Atlas: 5 meter LIDAR Data

Elevation



Source: Baton Rouge Police Department

**Legend**

- Roads
- Railroads
- Streams
- Waterbodies
- Parcels

**Police Districts**  
**Violent Crimes - 2010 February 12-24**

	0 - 106
	107 - 193
	194 - 293
	294 - 383
	384 - 603



**Existing Street Conditions  
Site-inventory checklist**

**Scotlandville Gateway Catalyst Area**

Street	# Lanes	Surface Composition	Sidewalks	Drainage Type
1 Scenic Hwy	4	Concrete	Yes-East side of roadway	Storm Drains
2 Flicker St.	2	Asphalt	None	Ditch along north side of roadway on Scenic Hwy end
3 Curlew St.	2	Asphalt	None	Ditch along both sides of roadway
4 Mills St.	2	Concrete	Yes-Along both sides of roadway	Storm Drains
5 Avocet St.	2	Concrete	None	Storm Drains
6 Bittern St.	2	Concrete	None	Storm Drains
7 W.K. Gordon St.	2	Asphalt	None	Storm Drains
8 Kingfisher Ave.	2	Asphalt	None	Storm Drains
9 Cormorant St.	2	Asphalt	None	Storm Drains
10 Mallard St.	2	Asphalt	None	Storm Drains
11 Pintail St.	2	Asphalt	None	Storm Drains
12 Goose St.	2	Asphalt	None	Storm Drains
13 Kitty St.	2	Asphalt	None	Storm Drains
14 Grebe St.	2	Asphalt	None	Storm Drains
15 Marsh St.	2	Asphalt	None	Storm Drains
16 Sparrow St.	2	Asphalt	None	Storm Drains
17 Townsley St.	2	Asphalt	Yes-Along both sides of roadway	Storm Drains
18 Osprey St.	2	Asphalt	Yes-Along both sides of roadway	Storm Drains
19 Swan St.	2	Asphalt	Yes-Along both sides of roadway	Storm Drains
20 Owl St.	2	Asphalt	None	Storm Drains
21 Simms St.	2	Asphalt	None	Ditch along south side of roadway
22 Powers St.	2	Gravel	None	Ditch along south side of roadway and storm drains
23 Southern Ave.	2	Asphalt	None	Ditch along east and west side of roadway
24 Rail St.	2	Asphalt	None	None
25 Robin St.	2	Concrete	Yes-Along both sides of roadway	Storm Drains
26 Teal St.	2	Concrete	Yes-Along both sides of roadway	Storm Drains
27 Stilt	2	Concrete	Yes-Along both sides of roadway	Storm Drains
28 Oriole St.	2	Concrete	Yes-Along both sides of roadway	Storm Drains
29 Hastings St.	2	Asphalt	None	Ditch along west side of roadway
30 Booker St.	2	Concrete	Yes-Along both sides of roadway	Storm Drains
31 Cardinal St.	2	Concrete	Yes-Along both sides of roadway	Storm Drains
32 Jordan St.	2	Asphalt	None	Ditch along both sides of roadway
33 Wall St. (1)	2	Asphalt	None	Ditch along north side of roadway
34 Chinn St.	2	Asphalt	None	Partial Ditches along both east and west sides of roadway
35 Rosenwald	2	Asphalt	Yes-North side of roadway on portion east of Chinn St.	Ditch along both sides of roadway
36 Private Dr. (1)	2	Concrete	Yes-Along both sides of roadway	Storm Drains
37 Private Dr. (2)	2	Concrete	Yes-Along both sides of roadway	Storm Drains
38 Lewis St. (1)	2	Asphalt	None	Storm Drains
39 Gassie St.	2	Asphalt	None	Ditch along east side of roadway
40 Wethermill St.	2	Asphalt	None	Ditch along east and west side of northern portion of roadway
41 Wall St. (2)	2	Asphalt	None	Ditch along north and south side of roadway
42 Lewis St. (2)	2	Asphalt	None	None
				Ditch along east and west side of roadway









Primary Street	Cross Street	Mileage	On	Off	On	Off	On	Off	ON	OFF	ON	OFF
Hwy 19	Blount Rd.	0.24								1		
Scotland Ave.	Standard St.	0.17	1									
Scotland Ave.	Progress	0.21										1
Scotland Ave.	Central Rd.	0.23			1							
Scotland Ave.*	Rosenwald	0.10									1	
Scotland Ave.	Fraternity	0.22										
Scotland Ave.	Stilt	0.22				1	1					
Scotland Ave.	Swan	0.12							1	1		1
Scenic Hwy.	Police Dept. 4th Distr.	0.12								1		
Scenic Hwy.	Harding Blvd.	0.34				1						
Scenic Hwy.	75th	0.16			2							
Scenic Hwy.*	72nd	0.13			1							
72nd	Somerset St.	0.12			1	1				1		
72nd	Goode St.	0.14				1						
72nd	Pembroke	0.45										
Pembroke	Harding Blvd.	0.17										
Heath	Badley Rd.	0.17										
Badley Rd.	Wilbur	0.08										
Wilbur	Lark	0.09										
Wilbur	Jay St.	0.07										
Wilbur	Andover St.	0.14							1		1	
Wilbur	Varsity St.	0.13						1				
Wilbur	Rosenwald	0.24										
Rosenwald	Veterans Memorial	0.22										
Veterans Memorial	Army Reserve Center	0.30										
Veterans Memorial	Badley	0.18										
Veterans Memorial	Harding Blvd.	0.10										
Harding Blvd.	Parkway Park	0.13										
Harding Blvd.	BR Fire Training Centr	0.13										
Harding Blvd.	Sonic Drive In	0.27										
Harding Blvd.	Social Security Office	0.31							1		1	
Harding Blvd.	Plank Rd.	0.27				1						1
Plank Rd.*	Cadillac St.	0.12				1			1			
Cadillac St.	Moon St.	0.19										
Cadillac St.	Kissell St.	0.19										
Cadillac St.	Simplex	0.10										
Cadillac St.	Apperson St.	0.19										
Cadillac St.	White St.	0.15										
Cadillac St.	Blue Grass	0.11										
Blue Grass	West Monarch	0.11										
Blue Grass	Perimeter	0.08										
Blue Grass	Sumrall	0.14										
Blue Grass	Glen Oaks	0.15										
Glen Oaks	Buckeye	0.11										
Glen Oaks	Buttonwood	0.07										
Glen Oaks	Silverleaf	0.11										
Silverleaf	Poinsettia	0.12										
Silverleaf	Maplewood Dr.	0.15										
Silverleaf	Fern Dr.	0.15										
Silverleaf	Greenwell St.	0.21										
Greenwell St	Urban Meadows Apts.	0.09				1						
Greenwell St	Quida Mae Dr.	0.05										
Greenwell St	Airline Hwy.	0.29				4						
Airline Hwy.*	E.K.L. Hospital			4		2				7		5
<b>Total:</b>			16	15	20	20	12	12	21	20	19	19



Primary Street	Cross Street	Mileage	ON	OFF	ON	OFF	ON	OFF	ON	OFF	ON	OFF
Blount Rd.	Kingfisher	0.06										
Blount Rd.	Ave C	0.05										
Blount Rd.	Ave D	0.05	1									
Blount Rd.	Ave E	0.05										
Blount Rd.	Ave F	0.06			2	3		1				
Blount Rd.	Ave G	0.06										
Blount Rd.	Ave H	0.06										
Blount Rd.	Ave I	0.06										
Ave I	Elmer	0.13			1				1			1
Ave I	Woodcock	0.13										
Ave I*	Woodpecker	0.12		5				3	1			
Woodpecker	Ave G	0.11								1		
Woodpecker	Ave F	0.06										
Woodpecker	Ave E	0.05										
Woodpecker	Ave D	0.06						2	1	1		
Woodpecker	Merganzer	0.22										
Merganzer	Mills	0.13	1	3								1
Mills	Scenic Hwy.	0.13		1	1			1				
Scenic Hwy.	Avocet	0.05						1			4	
Scenic Hwy.	Bob White	0.10						1		1		
Scenic Hwy.	Mallard	0.10			1			1				
Scenic Hwy.	Kitty	0.15										
Scenic Hwy.	Marsh	0.10									1	1
Scenic Hwy.	Swan	0.21			2		1		2			
Scenic Hwy.	Fairchild	0.12										
Scenic Hwy.	Curtis	0.06										
Scenic Hwy.	Police Station	0.02										
Scenic Hwy.	Harding Blvd.	0.03									2	1
Scenic Hwy.	79th	0.09					2					
Scenic Hwy.	78th	0.08									1	
Scenic Hwy.	77th	0.09										
Scenic Hwy.	74th	0.13			4			1		1		
Scenic Hwy.*	72nd	0.11									3	
Scenic Hwy.	Goudchaux	0.28			1							
Scenic Hwy.	Mason	0.27							1			
Scenic Hwy.	Shada Ave.	0.15										
Scenic Hwy.	Hollywood	0.07										
Scenic Hwy.	Lorraine	0.19										
Scenic Hwy.	Galvez	0.19										
Scenic Hwy.	Evangeline	0.13		1								
Scenic Hwy.	Dayton	0.27										
Scenic Hwy.	Weller	0.18										
Scenic Hwy.	Mohican	0.06			1							
Scenic Hwy.	Calumet	0.33										
Scenic Hwy.	Winbourne	0.13										
Scenic Hwy.	Ontario	0.19										
Scenic Hwy.	Chippewa	0.13					1					
Scenic Hwy.	Seneca	0.14				1						
Scenic Hwy.	Choctaw	0.08										
Scenic Hwy.	Monroe	0.05										
Scenic Hwy.	Adams	0.06										
Scenic Hwy.	Madison	0.06		1								
Scenic Hwy.	Mulberry	0.11										
Scenic Hwy.	Chestnut	0.06										
Scenic Hwy.	Birch	0.12										
Scenic Hwy.	Bay	0.06									1	
Scenic Hwy.	Ellerside	0.05										
Scenic Hwy.	Foss	0.13										
Scenic Hwy.	Fuqua	0.18										
Scenic Hwy.	Spanish Town	0.15										
Scenic Hwy.	North St.	0.15										
Scenic Hwy.	Main St.	0.35										
<b>Terminal*</b>				1		14	7			7		15
	<i>Total</i>		13	13	25	25	28	28	24	25	30	29



Tom Dr.	Beaumont Dr.	0.18									
Tom Dr.	Airline Hwy.	0.05		2		3			7		
Tom Dr.	S. Commerce Ave.	0.17									
Tom Dr.	Airway Dr.	0.12									
Airway Dr.	Oak Villa	0.00									
Oak Villa	Wal-Mart	0.00	4	9		7		10	5	1	1
Oak Villa	Crossway	0.00	2		1		1				
Crossway	Cortana Place	0.20									
Cortana Place	Wal-Mart						5				
Cortana Place	Bus Shelter	0.14									
Cortana Place	Florline	0.12									
Airline Hwy.	Academy	0.68									
Airline Hwy.	Connell's Village	0.20									1
Airline Hwy.	Woman's Hospital	0.17		2				1			
Airline Hwy.	Coleman's	0.19		2				1			
Airline Hwy.	Olinde's	0.22	1	3				2	1		
Airline Hwy.	Hammond Aire	0.43									
Airline Hwy.	Old Hammond Hwy.	0.16			1						
Airline Hwy. *	Commonwealth	0.18									
Airline Hwy.	Interline Blvd.	0.90									
Airline Hwy.	Bluebonnet Blvd.	0.16									
Coursey Blvd.	Cedarcrest Ave.	0.11		3				2	1		
Cedarcrest Ave.	Home Depot	0.15									
Cedarcrest Ave.	BR Teacher's Union	0.09									
Airline Hwy.	Arnold Lane	0.33		1					1		
Airline Hwy.	LA. Truck Center	0.47					1	1		1	
Airline Hwy. *	Sherwood Common	0.46									
Airline Hwy.	S. Sherwood	0.91				1					
Airline Hwy.	Alco Dr.	0.40									
Cedarcrest Ave.	Home Depot	0.26									
Coursey Blvd.	Airline Hwy.	0.22			1	3		1			
Airline Hwy.	Daradale Ave.	0.70									
Airline Hwy.	Interline Blvd.	0.30	1								
Airline Hwy. *	Old Hammond Hwy.	0.34						3		1	
Airline Hwy.	Benny's Car Wash	0.09									
Airline Hwy.	Delcourt St.	0.22	1								
Airline Hwy.	Russell's Grill	0.28					2				
Airline Hwy.	Goodwood	0.24						1			
Airline Hwy.	Woman's Hospital	0.12	1				1			3	
Airline Hwy.	Vine St.	0.80	1								
Airline Hwy.	Florline	0.14		1							
Cortana Place	Bus Shelter	0.20	6	1			5	1			
Tom Dr.	S. Commerce Ave.	0.26				2		5	3	6	2
Tom Dr.	Airline Hwy.	0.18				5		1			
Tom Dr.	Beaumont Dr.	0.08				1					
Tom Dr.	Dallas Dr.	0.17									
Tom Dr.	Wooddale Blvd.	0.12						1	1	1	1
Wooddale Blvd.	Exchange Place	0.18		2							
Wooddale Blvd.	Scobell St.	0.30							1		
Wooddale Blvd.	S. Choctaw	0.12									
Wooddale Blvd.	E. Industrial Ave.	0.18						1			
Wooddale Blvd. *	Greenwell Springs	0.77									
Airline Hwy.	Salvation Army	0.31		1	1	2	1				1
Airline Hwy.	Victoria Dr.	0.37						1	1		
Airline Hwy.	Prescott Rd.	0.43						1			
Airline Hwy.	Evangeline	0.71				1		2		1	1
Airline Hwy.	Greenwell St.	0.12								1	
Airline Hwy. *	E.K.L. Hospital	0.25	1		2	1		3	2	1	3
Airline Hwy.	McClelland	0.05						1		1	

Airline Hwy.	Bingo Hall	0.18	1	2		3						3
Airline Hwy.	Winchester	0.17										
Airline Hwy.	Foster Dr.	0.22										
Airline Hwy.	Plank Exit North	0.34				1				1		2
Plank Rd.	Sumrall	0.18										
Plank Rd.	72nd	0.15						1				
72nd	Winnifield Memorial	0.52										
72nd	Howell	0.00								1	1	
72nd	Yorkshire	0.00								1		
72nd	Notingham	0.10										
72nd	Middlesex	0.10								1	1	1
72nd	Pembroke	0.10				1						
72nd	Goode	0.10										
72nd	Somerset	0.10										
72nd *	Scenic	0.11								1		
Scenic	74th	0.30										
Scenic	79th	0.09	1	1	5	1						1
Scenic	Harding Blvd.	0.77		1								
Harding Blvd.	Elton Harrison	0.10	1				1					
Elton Harrison	WMS Stewart Hall	0.05				3	2		1	1	2	
Elton Harrison	Fine Arts Building	0.05	1	1				1				
Elton Harrison	Natural Science	0.10	1				1					2
Elton Harrison	Jessie Stone	0.05	3	1					1			
Jessie Stone	B.A. Little	0.10				2						
B.A. Little	R.E. Smith	0.07										
R.E. Smith	TT Allian	0.07		1								
Total:			47	40	36	34	22	21	44	33	26	21
			10:58am		12:50pm		6:05pm		6:25pm		8:17pm	