

(RE)VISIONING REDEVELOPMENT:  
EAST BATON ROUGE REDEVELOPMENT AUTHORITY  
2019 STRATEGIC VISIONING INITIATIVE

The following document was prepared by





## Acknowledgements

The Board of Commissioners and staff of the East Baton Rouge Redevelopment Authority would like to thank Mayor-President Sharon Weston Broome, the members of the Strategic Visioning Committee, the community stakeholders that participated in interviews and surveys, and Converge Consulting, LLC for their assistance in this strategic visioning process.

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## About This Project

In the first quarter of 2019, the East Baton Rouge Redevelopment Authority (“the Authority”) set out to consider the development of a core set of messaging tools and frameworks as part of a strategic visioning process to revamp the Authority’s identity in its tenth anniversary year of operating. The Authority engaged Converge Consulting, LLC (“Converge”) to facilitate a comprehensive strategic visioning process. Over a period of several months, the consulting team reviewed the Authority’s documents, financial reports, statutes, ordinances and other documentation. Converge also facilitated a series of meetings and exercises that engaged a diverse set of community stakeholders and partners in the strategic visioning process. The recommendations and analysis proposed herein constitute a new strategic vision and communications framework from which the Authority can develop the visual tools and elements necessary to create value and promote a cohesive, impactful, and inspirational identity for the future development of Baton Rouge.

## About Converge Consulting, LLC

Converge is a mission-driven, values-based national consulting firm based in New Orleans, Louisiana. Converge’s mission is to accelerate the creation of a radically just new world where communities of color thrive. The firm specializes in philanthropic strategy development, non-profit organizational development, strategic planning, and community engagement. Converge has extensive experience working with philanthropy and providing technical assistance and capacity-building support to social justice organizations and coalitions engaged in policy advocacy, community organizing, and direct services. To learn more about Converge, visit [www.convergeforchange.com](http://www.convergeforchange.com).

## Executive Summary

### Overview

The East Baton Rouge Redevelopment Authority was established by state statute in 2007 and began operating in 2009, making 2019 its tenth anniversary year. The agency has a short tenure when compared to other redevelopment authorities, many of which have been in existence for more than a quarter century. Those agencies have become embedded in their respective communities and within the machinery of their respective local government's efforts to revitalize and redevelop disinvested communities. The real and perceived impact of those efforts has been mixed, however, as many redevelopment authorities have been blamed for cycles of gentrification, racial segregation, and for prioritizing the needs of developers over those of the residents in disinvested neighborhoods. This narrative reflects a broader history of the manner in which race and class discrimination has been inextricably linked to the processes and outcomes of urban revitalization efforts.

As a result of this history and the evolving dynamics related to urban revitalization, many redevelopment authorities have rebranded themselves in recognition of past mistakes and in an effort to embrace more equitable, holistic, and innovative approaches to redevelopment. In 2018, the Portland Development Commission rebranded itself as *Prosper Portland* with a new mission, vision, and values that focus on equitable and inclusive economic development. They also engaged in transformative projects to acknowledge and counteract the inequities and development failures caused by 60 years of discriminatory policies, practices and historical missteps.<sup>1</sup>

In 2018, the Cincinnati Port of Greater Cincinnati Development Authority, rebranded as *The Port*, and launched Vision 2022, a multi-faceted strategy to drive economic growth, job creation, social stability, and shared prosperity for all Cincinnati residents. Vision 2022 focuses on partnerships with community organizations and residents to drive equitable development.<sup>2</sup>

The re-positioning of these and other redevelopment authorities represents more than an effort to account and atone for past mistakes. These developments are also influenced by the growing awareness of cities and metropolitan regions as sites of innovation and local problem-solving. Globally, urbanization is on the rise and, for the first time in human history, over 50 percent of the world's population is living in cities. In the United States,

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<sup>1</sup> See <https://prosperportland.us/about-us/>

<sup>2</sup> See <https://www.cincinnatiport.org/our-vision/vision-2022/>

the perceived intransigence of national politics has turned attention to local action as the best hope for addressing issues such as climate change, affordable housing, income inequality, crumbling infrastructure, and immigration. There is also a growing appreciation for the ways these and other problems impact life in cities and necessitate the promotion of equitable development principles and practices.

Equitable development is a development strategy that ensures everyone participates in and benefits from economic transformation - especially low-income residents, communities of color, immigrants, and others historically at risk of discrimination, exploitation, and being left behind. Equitable development intentionally focuses on eliminating inequities and barriers, and making accountable and catalytic investments to ensure that historically marginalized residents can live in healthy, safe, opportunity-rich neighborhoods that reflect and affirm their culture, prevent their displacement, connect to economic and ownership opportunities, and provide them with influence in the decisions that shape their neighborhoods and lives.<sup>3</sup> Baton Rouge and the Authority are in an unprecedented position to pursue bold, innovative solutions to the city's current urban development challenges and model equitable development in practice.

While the Authority's brief operating history has left it with very little of the baggage of its older counterparts, it reaches its tenth anniversary year with a relatively weak public profile and understanding of the agency's role in shaping Baton Rouge's future. Additionally, Baton Rouge in 2019 is wrestling with many of the same issues related to affordable housing, social equity, ecological resilience, infrastructure capacity, and urban mobility that challenge other cities. In 2018, Mayor Sharon Weston Broome revived the Authority with new funding and expanded responsibilities. Over the past year and a half, the agency has replenished its staff, launched new redevelopment initiatives, and strengthened relationships within the community.

The Authority's revival comes as Baton Rouge confronts a number of challenges that will determine the city's future course. Baton Rouge has been dubbed "a tale of two cities." The city's racial and spatial stratification is represented by the divergence in quality of life and quality of place between North and South Baton Rouge. The former arguably has the worst quality of life in Louisiana; the latter has the best. Over the past ten years the Authority has attempted to bridge this gap through targeted planning efforts and investment intended to reverse the patterns of disinvestment and stimulate growth.

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<sup>3</sup> [http://www.policylink.org/sites/default/files/report\\_pittsburgh\\_FINAL\\_PDF\\_0.pdf](http://www.policylink.org/sites/default/files/report_pittsburgh_FINAL_PDF_0.pdf)

Baton Rouge is also a city wrestling with the challenges of spatially-concentrated disinvestment, urban sprawl and urban mobility. A 2019 study by the American Transportation Research Institute rated Baton Rouge's Mississippi River bridge as the 19th most congested in the nation. A 2017 report by TomTom ranked Baton Rouge as being the 13th worst city for traffic in the nation. According to a study by 24/7 Wall Street, Baton Rouge is the 13th most racially segregated metropolitan area in the nation. Racial segregation is the mother of sprawl, and according to Smart Growth America Baton Rouge is the most sprawled out metropolitan area under one million in population and the 6th most sprawled out metro of any size. These indicators underscore the tremendous opportunity Baton Rouge has to model innovative approaches to urban development that not only draw from equitable development best practices but are in accord with similar developments underway in metropolitan areas all around the country. Based on these challenges and opportunities, in January 2019 the Authority launched an effort to consider revisions to the Authority's mission, vision, values, and name as well as develop a written recommendation of key messages the Authority could employ in a comprehensive rebranding process. Through the process, the Authority gained insight from stakeholders and community residents on the perception of the Authority and its work.



## Summary of Recommendations

These values are the base for proposed vision and mission statements that will guide the Authority in its next phase:

Accountability	We approach our work with <b>transparency</b> and <b>integrity</b> to establish and uphold <b>public trust</b> .
Equity	We celebrate the successes of our city while recognizing its history and the need to <b>expand access to the resources, opportunities, and influence</b> necessary to live, work, and thrive.
Community Collaboration	We prioritize <b>community voice</b> and <b>participation</b> to inform and guide our work.
Innovation	We embrace an <b>entrepreneurial approach</b> to community development and the <b>transformation of the built environment</b> .
Inclusion	We promote <b>authentic and empowered participation</b> , where all people feel they are <b>heard, respected, and belong</b> .
Service	We support partnerships, opportunities, and developments that <b>build the leadership capacity of all members of our community</b> .

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### The Authority's Proposed Vision Statement:

**A more vibrant Baton Rouge for everyone.**

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### The Authority's Proposed Mission Statement:

**Bringing people and resources together to promote equitable investment, innovative development, and thriving communities across all of Baton Rouge.**

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### The Authority's Proposed New Name:

**Build Baton Rouge**

The Redevelopment Authority of East Baton Rouge Parish

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In order to efficiently and adequately communicate the proposed values, vision, mission, and new name of the Authority, the Strategic Visioning Committee identified the following stakeholder categories, then engaged in a series of exercises to draft and finalize a set of key messages for the Authority's stakeholders.

The stakeholder categories are:

1. Residents
2. Developers (Private/public partners)
3. Government Actors
4. Partner Organizations (CDCs, CBOs, Faith communities)
5. Economic Development Organizations (Downtown Development District, Baton Rouge Area Chamber, Baton Rouge North Economic Development District)
6. Financial Institutions (CDFIs, Capital Area Finance Authority)
7. Philanthropy (local, regional, national; Baton Rouge Area Foundation)
8. Education Institutions (East Baton Rouge Parish area school systems, LSU, Southern University, Baton Rouge Community College and vocational schools)

The key messages for the stakeholder categories are:

Key Messages
"Build Baton Rouge aims to transform all of Baton Rouge into a thriving economic center through the elimination of blight and support of business growth and expansion."
"We convene and collaborate with our city's residents to plan and build a Baton Rouge that has abundant linkages to resources and services, affordable housing, job opportunities and accessible transportation."
"Our cross-sector partnerships ensure that the gains from economic growth and development benefit all communities. These strategic collaborations build the capacity and leadership of our partners and residents."
"Build Baton Rouge provides guidance and support for financing of equitable development projects throughout Baton Rouge."
"We uplift place-making and place-preservation opportunities that draw families, businesses, and culture bearers to live, learn, and stay in Baton Rouge."

The Authority has an opportunity to re-engage to the community around its role and potential in the midst of Baton Rouge's many challenges and opportunities, as well as promote buy-in and support from a diverse cross-section of community stakeholders. The proposed name for the Authority - *Build Baton Rouge* - and the reframing of the Authority's vision, mission and values serve as a catalyst for a powerful and impactful rebranding and launch of the Authority's future programming. It positions the Authority to compete and lead nationally by signaling a new direction that is in alignment with emerging trends emphasizing more holistic, equitable, and interdisciplinary approaches to urban development. Lastly, it honors the possibilities presented by the Authority's new leadership, expanded responsibilities, and its stakeholders' the hopefulness for the future.

## Background Information

### The Organization

The East Baton Rouge Redevelopment Authority was created by the 2007 Louisiana Legislature and began operations in 2009. It is governed by a five-member Board of Commissioners appointed by the Mayor-President, Baton Rouge Area Foundation, and the Baton Rouge Area Chamber.

The Authority was created to “formulate a workable program or programs for using appropriate private and public resources to eliminate and prevent the development or spread of slums and blight, to encourage needed rehabilitation, and to provide for the redevelopment of slum or blighted areas, or to undertake other feasible parochial activities as may be suitably employed to achieve the objectives of such workable program.”<sup>4</sup> In 2017 the Authority’s role was expanded to include oversight over the City-Parish’s Community Development Block Grants (CDBG) and Housing Opportunities Made Equal (HOME) funding provided through the U.S. Department of Housing and Urban Development’s (HUD) community development programs and previously administered by the Mayor-President’s Office of Community Development.

The Authority has deployed and leveraged over \$80 million to create \$300 million in projects, including 863 affordable housing units and 3,400 jobs. It has awarded over \$5.6 million in below market rate financing, leading to the construction or rehabilitation of 564 affordable housing units and over \$250,000 in facade grants to improve 69 storefronts in low-income areas. The Authority has led comprehensive planning efforts in five urban neighborhoods and is currently revitalizing the city's first power plant into a mixed-use destination. It is currently developing Ardendale, a 200-acre urban infill master-planned development that has already received over \$50 million in investment. Ardendale is the centerpiece of a \$30 million HUD Choice Neighborhoods Implementation grant awarded in May of 2019 that will be used to develop housing and expand social services in and around the Ardendale development.

The Authority has also launched the Plank Road Project, an effort to bring about a transit-oriented redevelopment of the Plank Road corridor. The Plank Road Project involves planning for Louisiana's first bus rapid transit installation, the land banking of over 80 blighted and adjudicated parcels, and the development of a comprehensive master plan.

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<sup>4</sup> Louisiana Revised Statute 33:4720.151, [www.legis.la.gov/Legis/Law.aspx?d=452710](http://www.legis.la.gov/Legis/Law.aspx?d=452710)

The Plank Road Project envisions a revitalized corridor anchored by quality affordable housing, neighborhood commercial development, resilient infrastructure, and social services within a safe, socially diverse, walkable and vibrant urban environment.

### Purpose & Methodology

The Authority engaged Converge in January 2019 to facilitate a process of revising the Authority's mission, vision, and values and creating a written recommendation of key messages they can employ in its rebranding process. Converge involved a four-member team in the research, analysis, and writing of this report: Takema Robinson, Principal; Kenneth Morgan, Chief of Staff; James Logan, Senior Associate; and Jillian Delos Reyes, Project Manager. Between January and April 2019, the Converge team reviewed existing documents, conducted a scan of similar organizations across the country, interviewed 26 local community leaders in the Greater Baton Rouge area, and conducted online community surveys with over 100 Baton Rouge residents. Stakeholders who were interviewed were asked about their engagement and experience with the Authority as well as potential challenges and opportunities to the Authority's success and growth.

The strategic visioning process included the formation of a Strategic Visioning Committee to guide the process and to provide feedback on the analysis of the data collected.

The Strategic Visioning Committee:

1. **Chris Tyson** - President and CEO, East Baton Rouge Redevelopment Authority
2. **Tara Titone** - Chief Operating Officer, East Baton Rouge Redevelopment Authority
3. **Brian Haymon** - Vice Chairman, East Baton Rouge Redevelopment Authority Board of Commissioners
4. **Susan Turner** - Treasurer, East Baton Rouge Redevelopment Authority Board of Commissioners
5. **Pat LeDuff** - Community Leader & Project Organizer, Community Against Drugs and Violence
6. **Raymond Jetson** - Community Leader - CEO, MetroMorphosis
7. **Haley Blakeman** - Community Partner - Vice President, Center for Planning Excellence
8. **Samuel Sanders** - Community Partner - Executive Director, Mid City Redevelopment Alliance

The process also included the drafting and adoption of "non-negotiables" for the engagement, which established baseline expectations and commitments against which the authenticity of the outcomes and the efficacy of the process could be measured. The non-negotiables outlined in advance the mutually-agreed upon guiding principles of the project, that if not achieved, would render the effort a failure.

The strategic visioning process will:

1. Engage a diverse set of stakeholders in reviewing, revising and/or affirming the organization's mission, vision, values, and name.
2. Acknowledge and recognize the institutional history of the Authority and its relationship to communities in Baton Rouge through truth-telling.
3. Increase the understanding among members of the Board, staff, and community about how the organization is perceived across different stakeholder groups.
4. Outline strategies to communicate the organization's operations and programs.
5. Produce a document that includes key messaging that can be used to support the organization's rebranding.

## Data Collection

### Overview

The strategic visioning process engaged in a robust data collection process which included a review and analysis of the Authority's existing internal background documents, a scan of similar organizations across the country, interviews with 25 local community leaders in the Greater Baton Rouge area, and community surveys to over 100 Baton Rouge residents. Stakeholders who were interviewed were asked about their engagement and experience with the Authority and potential challenges and opportunities to their success and growth.

Data Type	Data Source	Totals	Data Deliverable
Background documents	<ul style="list-style-type: none"><li>• Program information</li><li>• Financials</li><li>• Audits</li><li>• Annual report</li><li>• Development plans</li><li>• Media mentions</li></ul>	114 media articles	Comprehensive understanding of the organization's position
Stakeholder interviews	<ul style="list-style-type: none"><li>• 1-hour phone interviews</li><li>• Board members</li></ul>	25 of 27*	Completed SWOT analysis

Data Type	Data Source	Totals	Data Deliverable
	<ul style="list-style-type: none"> <li>• Government officials</li> <li>• Community leaders</li> <li>• Community partners</li> <li>• Business owners</li> <li>• Complementary organizations</li> </ul>		(Strengths, Weaknesses, Opportunities, Threats)
Community survey	Public online survey (targeted for Baton Rouge area)	119	Aggregated survey analysis

*\*The two outstanding interviewees were not available to interview during the allotted interview timeline.*

## Background Documents

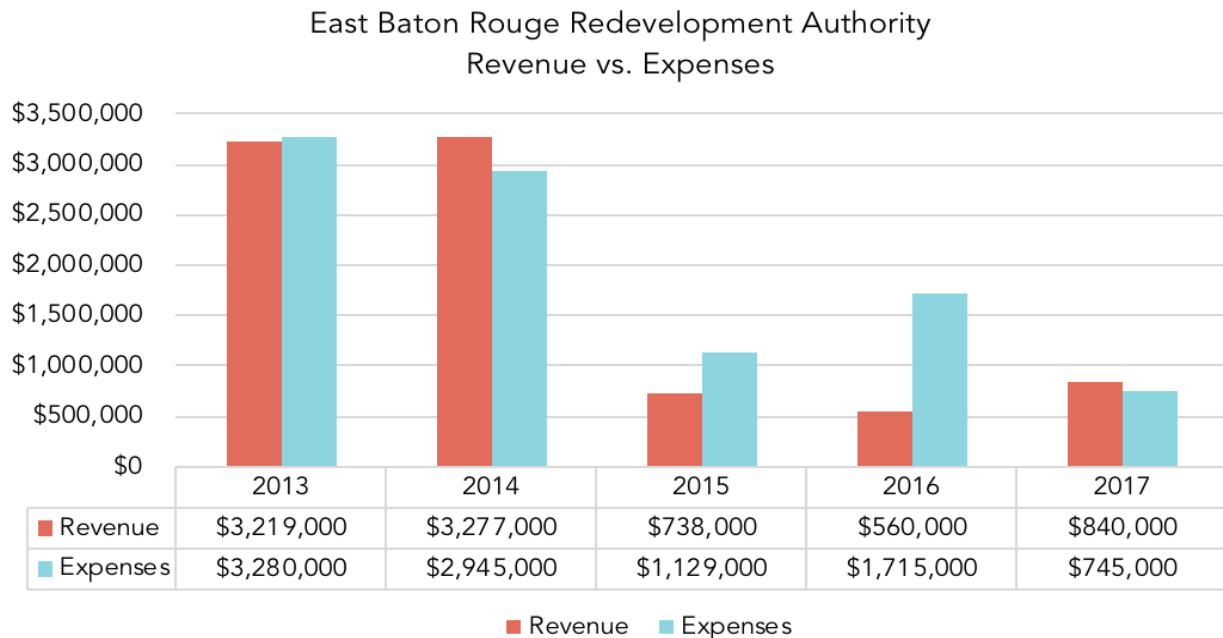
Converge reviewed existing internal documents, including program and fundraising records, strategy documents, development plans, and marketing materials.

From 2008 to 2019, the Authority completed projects in the following categories:

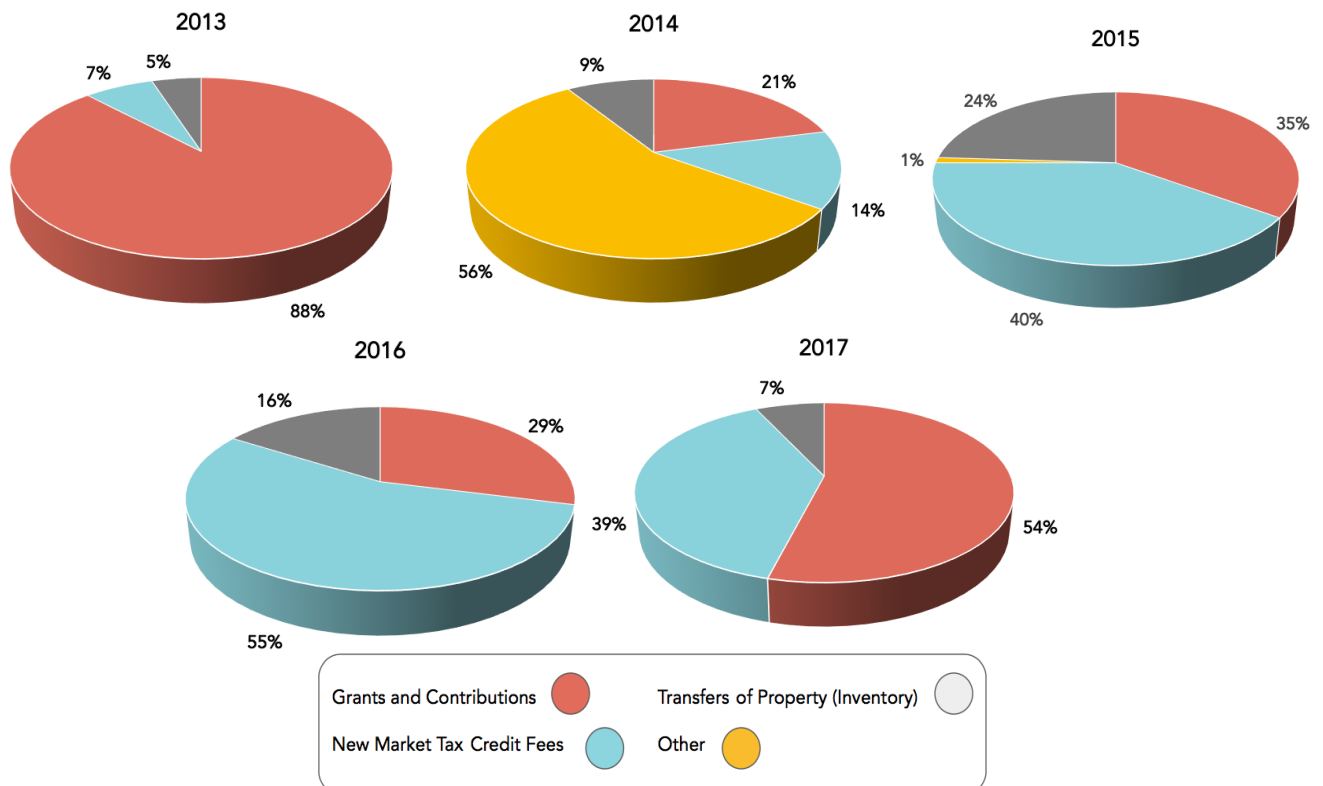
Land Banking	110 Properties
Gap Financing	861 Residential Units
Business Improvement Grants	11 Grantees
New Market Tax Credits	5 Beneficiaries

## Financial Position

From 2013-2017, the Authority showed a pattern of overspending as unrestricted operational funding diminished. The lack of a stable funding source led to significant budget reductions, staff layoffs, and warnings about potential insolvency.



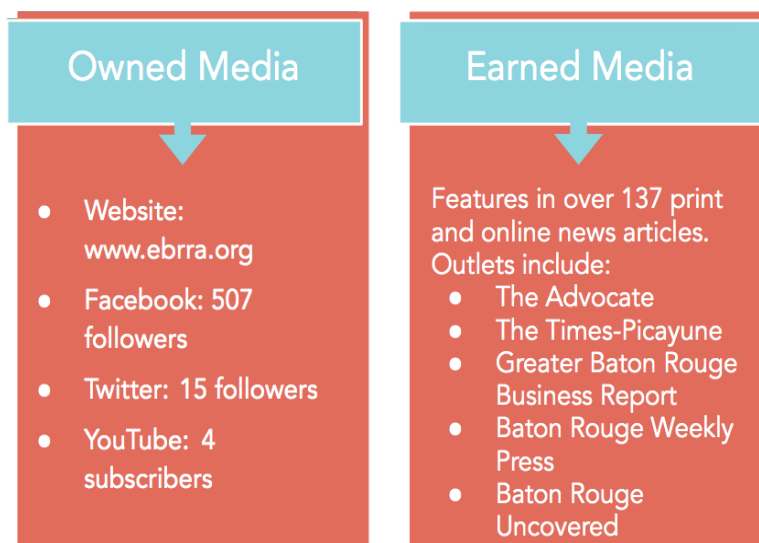
## Revenue by Sources





## Communications

The Authority has a set of owned communications channels but has not invested significant effort into maximizing and cultivating their communications strategy. The majority of communications impact is from earned media related to projects and leadership. With the proposed rebranding, there is an opportunity to cultivate and sustain a robust communications strategy.



## Stakeholder Interviews, Survey, and SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Converge facilitated 25 stakeholder interviews with a cross-section of individuals representing diverse communities, organizations, and partnerships. In addition, Converge designed a stakeholder survey, disseminated by the Authority, to gauge perceptions of the Authority from the larger Baton Rouge community. The data received from the stakeholder interviews and the survey was aggregated and framed the SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. Strengths and weaknesses reflect perceptions that exist within the Authority's control, while opportunities and threats reflect perceptions that exist outside of the Authority's control. A SWOT analysis sometimes shows conflicting perceptions as the exercise elicits subjective perceptions across varying respondents. Numbers in parenthesis next to the SWOT statements connote the frequency of how many times they were expressed by respondents.



## Proposed Values, Vision, Mission, and Name

Through the strategic visioning process, proposed versions of the Authority's values, vision, mission, name, and key messages were drafted, revised and finalized. The Strategic Visioning Committee participated in several exercises designed to thoughtfully deliberate over the language, historical references, themes, rhetorics, and frameworks appropriate to articulate and express the Authority's aspirations for the work it seeks to perform and the impact it hopes to have on Baton Rouge.

### Values

Values are an organization's DNA – who the organization is at the most fundamental level. They **guide how and why** an organization does what it does, not just *what* the organization does. An organization's expressed values are its **moral compass**. They establish a shared understanding of and commitment to:

- who we are
- what matters to us, and
- why we do what we do across stakeholders and time.

### The Authority's Proposed Values

Accountability	We approach our work with <b>transparency</b> and <b>integrity</b> to establish and uphold <b>public trust</b> .
Equity	We celebrate the successes of our city while recognizing its history and the need to <b>expand access to the resources, opportunities, and influence</b> necessary to live, work, and thrive.
Community Collaboration	We prioritize <b>community voice</b> and <b>participation</b> to inform and guide our work.
Innovation	We embrace an <b>entrepreneurial approach</b> to community development and the <b>transformation of the built environment</b> .
Inclusion	We promote <b>authentic and empowered participation</b> , where all people feel they are <b>heard, respected, and belong</b> .
Service	We support partnerships, opportunities, and developments that <b>build the leadership capacity of all members of our community</b> .

## Vision

An organization's vision communicates what the world would look like if the organization's values were in widespread practice. A vision statement:

- Is concise and accessible
- Paints a clear vision for the world/nation/community we want to create
- Doesn't merely describe the organization or what it does, but rather expresses something much bigger than the organization

Some examples of organizational vision statements are:

- **American Cancer Society:** *Eliminate cancer as a major health problem.*
- **Habitat for Humanity:** *A world where everyone has a decent place to live.*
- **National Multiple Sclerosis Society:** *A world free of MS.*

### The Authority's Proposed Vision:

**A more vibrant Baton Rouge for everyone.**

## Mission

An organization's mission statement expresses the contribution the organization is promising to make to advance the world (nation, state, city or the community) towards the vision. It is the organization's public promise. Mission statements:

- Begin to address the "what" but (mostly) not the "how"
- Speak to what the organization does to achieve the vision

Some examples of organizational mission statements are:

- **American Cancer Society:** *To save lives, celebrate lives, and lead the fight for a world without cancer.*
- **Habitat for Humanity:** *Seeking to put God's love into action, we bring people together to build homes, communities and hope.*
- **National Multiple Sclerosis Society:** *People affected by MS can live their best lives as we stop MS in its tracks, restore what has been lost and end MS forever.*

### The Authority's Proposed Mission

**Bringing people and resources together to promote equitable investment, innovative development, and thriving communities across all of Baton Rouge.**

## We define...

- **Equitable investment** – resources are readily available and accessible to all residents through the transformation of blighted neighborhoods.
- **Innovative development** – new development creates places where people seek to live, work and play.
- **Thriving communities** – the well-being of all residents is prioritized and is the ultimate indicator of success.

## Name

A great name can create buzz, position an organization as a leader and innovator, and reinforce the organization's value proposition in a word or two. Great names are emotional, powerful, and capture the spirit of the broader context within which the organization seeks to make an impact and differentiate itself.

The Strategic Visioning Committee considered both whether to rename the Authority and what the new name should be. The naming exercise followed the values, vision, and mission drafting exercises, which ensured that the themes, language, symbolism, and socio-cultural insights developed in the previous conversations would inform the discussion of a new name.

### The Authority's Proposed Name

# Build Baton Rouge

The Redevelopment Authority of East Baton Rouge Parish

*Build Baton Rouge* thematically, stylistically, and rhetorically advances the Authority's image and brand. Thematically, the name is in accord with the movement to rename redevelopment authorities in ways that remove "Redevelopment Authority" from a position of prominence and signal a turn away from twentieth century thinking about how best to address spatially concentrated, systemic urban disinvestment. Redevelopment Authorities were conceived in a time when slum clearance, racial segregation, and re-ordering cities around the automobile motivated urban revitalization efforts. Moreover, "Redevelopment" is implicitly deficits-based in its concern for doing something over, ostensibly because of inadequacies or defects. While redevelopment authorities must remain committed to improving the built environment, the word "build" better captures the essence of the Authority's core concerns. "Build" is inherently

focused on the future. Before something can be built it has to be conceived, designed, and a plan has to be developed. *Build Baton Rouge* conveys a positive vision that requires a constant focus on the future of Baton Rouge.

*Build Baton Rouge* is also stylistically opportune. At just four syllables, *Build Baton Rouge* contains ten fewer syllables than *The East Baton Rouge Redevelopment Authority* and consequently constitutes a more punchy, direct, and concise identity. It also employs alliteration, which is commonplace among some of the most successful brands (i.e., Best Buy, Coca-Cola, and Dunkin Doughnuts) as well as Portland's re-named redevelopment authority, *Prosper Portland*. Alliteration is a linguistic device that increases the chances for retention, imagery, and recall. The name also lends itself well to the array of brand extensions that mediate the connection between organizations and their constituents. *Build Baton Rouge* operates neatly as a website or social media handle. It lends itself well to shortening (i.e., "BBR" or "BuildBR"). This has not been the case with *The East Baton Rouge Redevelopment Authority*, which is frequently denoted as the "RDA," the "EBRRA," or the "EBRRDA."

Rhetorically, "build" is an action word that transforms the Authority's name into a call to action - one specifically resonant as Baton Rouge looks to rebuild flood damaged homes, disinvested neighborhoods, civic pride, inclusive community, collective identity, and a strong quality of place. By highlighting "Baton Rouge," *Build Baton Rouge* further establishes Baton Rouge as a metropolitan identity. This is important as the Authority seeks to raise Baton Rouge's profile in a national (and global) marketplace where mid-sized metropolitan areas struggle to gain attention and where philanthropists, investors, and civic entrepreneurs are increasingly looking for new cities to serve as laboratories for urban innovation.

*Build Baton Rouge* allows the Authority to mark its tenth anniversary with a bold, future-focused, positive rebrand that honors the enthusiasm and hopefulness that has been expressed throughout the strategic visioning process by stakeholders and community representatives alike.

## Key Messages

In order to efficiently and adequately detail the proposed values, vision, and mission of the Authority, it was necessary to develop messaging tools that were relevant and resonant to the Authority's stakeholders. The strategic visioning process included a series of exercises to draft and finalize a set of key messages for the Authority's stakeholders.

For the purposes of the exercise, key messages were defined as the main points the Authority wants its target audiences to hear and remember. Effective messaging creates meaning and headlines the issues intended for contemplation and discussion. They allow the Authority to control communications and enhance relationships with its target audiences.

The Strategic Visioning Committee identified the following stakeholders categories:

1. Residents
2. Developers (Private/public partners)
3. Government Actors
4. Partner Organizations (CDCs, CBOs, Faith communities)
5. Economic Development Organizations (Downtown Development District, Baton Rouge Area Chamber, Baton Rouge North Economic Development District)
6. Financial Institutions (CDFIs, Capital Area Finance Authority)
7. Philanthropy (local, regional, national; Baton Rouge Area Foundation)
8. Education Institutions (East Baton Rouge Parish area school systems, LSU, Southern University, Baton Rouge Community College and vocational schools)

After identifying the stakeholder categories, the Strategic Visioning Committee drafted key messages for each stakeholder group.



Key Messages	Stakeholders
Build Baton Rouge aims to transform all of Baton Rouge into a thriving economic center through the elimination of blight and support of business growth and expansion.	
Build Baton Rouge convenes and collaborates with our city's residents to plan and build a community that has abundant linkages to resources and services, affordable housing, job opportunities, and accessible transportation.	
Build Baton Rouge's cross-sector partnerships ensure that the gains from economic growth and development benefit all communities. These strategic collaborations build the capacity and leadership of our partners and residents.	
Build Baton Rouge provides guidance and support for financing of equitable development projects throughout Baton Rouge.	
Build Baton Rouge uplifts place-making and place-preservation opportunities that inspire families, businesses, and culture bearers to live, learn, and stay in Baton Rouge.	



## Conclusion

The proposed mission, vision, values, name, and key messages provide a framework for guiding the Authority's future direction and raising its local, regional, and national profile. Throughout the strategic visioning process, a hopefulness for the future was expressed by stakeholders and all involved. The proposed strategic vision outlined in this document is the first phase of advancing that hopefulness for the future into reality.

## Appendices

A1- Project Timeline

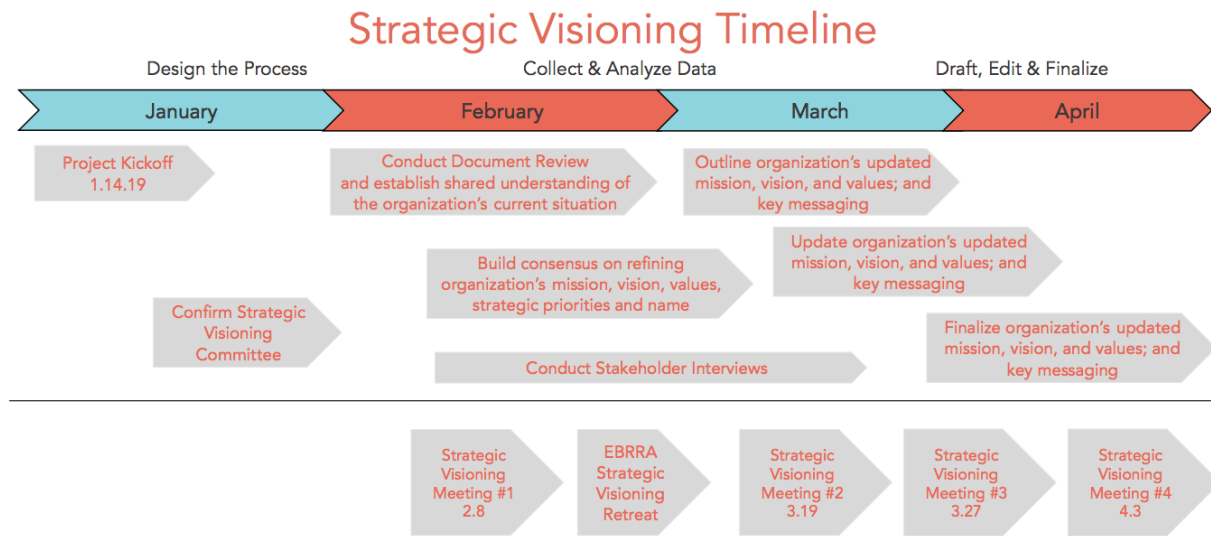
A2- Meeting and Engagement List (Committee Meetings, Check-ins)

A3- Stakeholder Engagement Matrix

A4- Stakeholder Interview Protocol

A5- Community Survey Protocol

## A1- Project Timeline



## A2- Meeting List (Committee Meetings, Check-ins)

### Strategic Visioning Committee Meeting Dates and Objectives

SVC Meeting 1 2.8.19 (2 hours)	Retreat 2.21.19 (Full Day)	SVC Meeting 2 3.19.19 (2 hours)	SVC Meeting 3 3.27.19 (2 hours)	SVC Meeting 4 4.3.19 (2 hours)
1. Finalize non-negotiables and review draft of stakeholder engagement grid, data collection plan, and interview protocol	1. Present completed findings from document review/stakeholder interviews via SWOT analysis 2. Workshop mission, vision, values, strategic priorities and organizational name	1. Review emerging themes and revisions from the retreat 2. Review working drafts of values, vision, mission 3. Discuss key messages	1. Workshop second round of revisions of the vision, mission, values, and name 2. Present completed SWOT analysis from remaining stakeholder interviews 3. Review data from community survey	1. Present final iteration of vision, mission, values, name and outline of key messages document

### Check In Meetings with Converge and East Baton Rouge Redevelopment Authority Leadership

- Monday, January 14st, 2019
- Thursday, January 31st, 2019
- Friday, March 1st, 2019
- Friday, March 22nd, 2019
- Wednesday, April 3rd, 2019
- Friday, April 26th, 2019

### A3- Stakeholder Engagement Matrix

#	First Name	Last Name	Title/Role	Organization	Stakeholder Category
1	Adam	Knapp	President	Baton Rouge Area Chamber	Complementary Organization
2	Jonathan	LeMaire		Baton Rouge Area Chamber	Complementary Organization
3	Jerry	Jones	Executive Director	BR North Economic Development District	Complementary Organization
4	Brenda	Breaux	Executive Director	NORA	Complementary Organization
5	Lauren	Jumonville	Director	Baton Rouge Area Foundation	Community Partner*
6	Eric	Dexter	Director	Civil Solutions	Community Partner*
7	Rowdy	Gaudet	Assistant Chief Administrative Officer	City of Baton Rouge	Community Partner*
8	Frank	Duke	Planning Director	EBR Planning Commission	Community Partner*
9	Renee	Chatelain	President	Arts Council of Greater Baton Rouge	Community Partner*
10	Bill	Deville	Chief Executive Officer	Capital Area Transit System	Community Partner*
11	Dr. Jeanne	George	Co-Chair	AARP	Community Partner*

#	First Name	Last Name	Title/Role	Organization	Stakeholder Category
12	Melody	Robinson	Director	Project 70805	Community Partner*
13	Gregory	Bowser	Executive Vice-President	Louisiana Chemical Association	Community Partner*
14	Rolfe	McCollister Jr.	CEO	Louisiana Business Inc.	Community Leaders
15	Rev. Donald	Hunter	Pastor	Zion City/ Glen Oaks	Community Leaders
16	Sateria	Tate-Alexander	Community advocate	NBR Now Blue Ribbon Commission	Community Leaders
17	Rinaldi	Jacobs	CEO	Full Circle Development, LLC	Community Leaders
18	Sharon	Weston Broome	Mayor	City of Baton Rouge	Government Officials
19	Steve	Carter	Representative	Louisiana House of Representatives	Government Officials
20	Barbara	Freiberg	Councilwoman	City of Baton Rouge	Government Officials
21	Davis	Rhorer	Executive Director	Downtown Development District	Government Officials
22	Donna	Collins-Lewis	Councilwoman	City of BR	Government Officials
23	Michael	Gaudet	President	East Baton Rouge Parish School Board	Government Officials

#	First Name	Last Name	Title/Role	Organization	Stakeholder Category
24	Rodney	Braxton	Board Member; President	RDA Board of Commissioners, Southern Strategy Group	Board Member
25	Jason	Hughes		Capital City Collision	Business Owner

\* Community Partners can be nonprofits or other community-based interest groups that the Authority works with.

## A4- Stakeholder Interview Protocol

### East Baton Rouge Redevelopment Authority Strategic Visioning Process Interview Protocol:

Converge has partnered with the East Baton Rouge Redevelopment Authority (EBRRA) to conduct a strategic visioning process to help guide the future of the organization. The purpose of this interview is to learn more about the impact of EBRRA, including its accomplishments and challenges, to strengthen the work of the organization into the future. The other purpose is to hear your insights about the most important needs, opportunities, and areas for additional support necessary to advance their work. Your input is vital to the strategic visioning process and we would like for you to be as candid as possible. For that reason, any input that you provide will be anonymous.

#### Introduction

1. What has been your engagement with EBRRA and how long have you been engaged?

#### Mission, Vision, Values

2. What are the unique contributions and major activities of EBRRA?
3. When you think of EBRRA, what are the values that come to mind? Why did you choose these values?
4. What are the strengths of EBRRA?
5. What are its weaknesses or areas to improve?

#### Organizational Focus Impact

6. What community or communities is EBRRA designed to impact? And what is the actual impact for each? How is the organization accountable to these communities?
7. When you think of EBRRA, what words come to mind?
8. Are there key trends facing organizations in that category that EBRRA should be paying attention to? If so, what are they?
9. What does EBRRA do better than any other organization? What is the unique role they play in the Louisiana landscape?
10. In your opinion, what should EBRRA do more of? Less of? Or not at all?
11. What would success look like? How should it be measured?

#### Organizational Opportunities and Future

12. Looking ahead, where would you like to see the organization and what should EBRRA have accomplished:
  - In five years?
  - In ten years (broad vision)?



13. If you were suddenly in charge of EBRRA, what would be your top priorities for the next one to three years?

#### Conclusion

14. Is there anything else you would like to share that I might not have asked you about that is relevant to the future of EBRRA?
15. Do you have any questions about the process and what will be done with the data?

#### Specialized Questions

16. EBRRA is relatively new in its work as an organization. From your experience, what advice would you give the Authority as it forms its vision, mission and goals?
17. What advice do you wish you had when you started working in redevelopment?
18. Where do you see the future of redevelopment in cities? What trends should EBRRA be aware of/start to follow?

## A5- Community Survey Protocol

East Baton Rouge Redevelopment Authority (EBRRA)  
Community Survey Questions via Survey Monkey (issued from March 13th - 20th, 2019)

### Demographic Information

1. Which zip code do you reside? [Multiple Choice]
  - a. Other [Comment Box]
2. What's your race or ethnicity? [Multiple Choice]
  - a. Black/African American
  - b. Caucasian/White
  - c. Asian/ Pacific Islander
  - d. American Indian/ Alaskan Native
  - e. Multiracial
  - f. Not Sure
  - g. I Do Not Want to Answer
3. Are you of Hispanic, Latinx, or Spanish origin? [Multiple Choice]
  - a. Yes
  - b. No
  - c. Not sure
  - d. I Do Not Want to Answer
4. What is your age? [Multiple Choice]
  - a. Under 18
  - b. 18-24 years old
  - c. 25-34 years old
  - d. 35-44 years old
  - e. 45-54 years old
  - f. 55-64 years old
  - g. 65-74 years old
  - h. 75 years and older
  - i. I Do Not Want to Answer
5. What is the highest degree or level of school you have completed? (If you're currently enrolled in school, please indicate the highest degree you have received.)
  - a. Less than a high school diploma
  - b. High school degree or equivalent (e.g. GED)
  - c. Some college, no degree
  - d. Associate degree (e.g. AA, AS)
  - e. Bachelor's degree (e.g. BA, BS)
  - f. Master's degree (e.g. MA, MS, MEd)

- g. Professional degree (e.g. MD, DDS, DVM)
- h. Doctorate (e.g. PhD, EdD)
- 6. What is your annual income? [Comment Box]
- 7. Are you affiliated with a local organization(s) in Baton Rouge? (Yes or No)
  - a. If so, what organization? [Comment Box]
  - b. What role do you play in the organization?
    - i. Administration, staff, volunteer

#### Perceptions of the East Baton Rouge Redevelopment Authority

- 8. How do you know about the East Baton Rouge Redevelopment Authority?  
[Multiple choice]
  - a. Community outreach event
  - b. Social media
  - c. I've attended their public board meetings
  - d. I've worked with them
  - e. Newspaper/online article
  - f. Friends/family or neighbors
  - g. Other (comment box)
- 9. Based on your experience, what is the purpose of the East Baton Rouge Redevelopment Authority? [Multiple choice]
  - a. Community development
  - b. Land Banking
  - c. Building affordable housing
  - d. Building commercial properties (retail stores)
  - e. Community engagement
  - f. Buying and fixing abandoned properties
  - g. All of the above
  - h. None of the above
- 10. Of the values listed below, what comes to mind when you think of the East Baton Rouge Redevelopment Authority? Please select your top five. [Multiple choice]
  - a. Accountability and Transparency
  - b. Diversity, Equity, Inclusion
  - c. Community
  - d. Collaboration (broad-based)
  - e. Sustainability
  - f. Innovation
  - g. Investment
  - h. Leadership
  - i. Service

- j. None of the above
  - k. Other (with comment box)
11. In what area(s) does EBRRA performs well? [Multiple choice]
- a. Community Engagement
  - b. Land Banking
  - c. Affordable Housing Development
  - d. Commercial Development
  - e. Blight Removal (fixing abandoned properties)
  - f. Other (with comment box)
12. In what area(s) can they improve? [Multiple choice]
- a. Community Engagement
  - b. Land Banking
  - c. Affordable Housing Development
  - d. Commercial Development
  - e. Blight Removal (fixing abandoned properties)
  - f. Other (with comment box)
13. When you think of EBRRA, what words come to mind? [Comment Box]
14. Of East Baton Rouge Redevelopment Authority's current projects, what are you most excited about? [Multiple choice]
- a. Affordable single housing development
  - b. The Elysian I and II
  - c. Ardendale- commercial/residential redevelopment including schools (formerly Smiley heights)
  - d. Electric Depot- Entergy Redevelopment
  - e. Plank Road Corridor-revitalization project
  - f. City of BR Office of Community Development Partnership
  - g. Other: If you don't know, or want to learn more about a specific project which one would it be? [with Comment Box]
15. Out of EBRRA's types of projects what are you most interested in learning more about? [Multiple choice]
- a. Land banking (securing vacant blighted property for redevelopment)
  - b. Gap financing for Affordable Housing and commercial development
  - c. Small business improvement grants
  - d. New Market tax credits
  - e. I am not familiar with these terms
  - f. Other: If you don't know, or want to learn more about a specific type of project which one would it be? [Comment Box]

#### The Future of Baton Rouge

16. What do value as most important for your community? Please rank your

responses by importance. [Ranked response]

- a. Affordable housing
- b. Access to reliable transportation
- c. Diverse retail options
- d. Access to healthy food
- e. Economic stability and/or growth
- f. More job opportunities
- g. Quality resources for children and families (schools, health care etc)
- h. Green space and community parks
- i. Other [Comment Box]

17. Describe your vision for Baton Rouge [Comment Box]

18. Is there anything else you would like to share that I might not have asked you about that is relevant to the future of EBRRA? [Comment Box]

19. Would you like to receive updates from the Authority? Please include your name and email address. [Comment Box]