

Louise Carroll

Partner and Co-Chair, Affordable Housing and Community Development Practice

Real Estate

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A well-known figure in New York City's affordable housing community, Louise Carroll has the depth of experience to steer clients through the financial and legal complexities of affordable housing and mixed-income housing projects. With a distinguished career in public service that spanned over 20 years, including a tenure as commissioner of the New York City Department of Housing Preservation and Development (HPD) and chair of the New York City Housing Development Corporation (HDC), the city's bond issuer, Louise has a keen understanding of the policies and processes that developers and project owners must navigate.

Significant experience in public sector

Clients benefit from the knowledge and tools that Louise acquired throughout her years in public service, during which she earned a reputation as a highly effective agent of change. She served for nearly 15 years in HPD, working to produce and preserve affordable housing across New York City. Appointed as HPD commissioner and chair of HDC by former Mayor Bill de Blasio in May 2019, Louise managed over 1 billion dollars in city and federal funds to finance one of the most significant and complex affordable housing plans in the country. During her tenure, she pushed the plan's goal of 300,000 units ahead of schedule by two years.

Prior to leading HPD, Louise developed deep understanding of the affordable housing framework while holding several leadership positions there, including assistant commissioner for inclusionary housing and associate commissioner for housing incentives. In these positions, she worked to craft changes to New York City's tax programs to achieve greater affordability. Additionally, she led the team as one of the chief architects in designing and implementing the city's Mandatory Inclusionary Housing Program to require the creation of permanently affordable housing in conjunction with residential rezonings, and streamlined the Voluntary Inclusionary Housing Program to increase production.

Prior to her appointment as HPD commissioner, Louise served as general counsel and senior vice president for HDC, which plays a role in financing the creation and preservation of affordable and mixed-income

Practices

- Affordable Housing and Community Development
- Government and Public Finance
- Real Estate

Education

- JD, Tulane University Law School
- MBA, University of Leicester
- BS, University of Wales

Bar Admissions

- New York

Professional & Community Involvement

- Breaking Ground, Board of Directors
- Buckley School (New York City)
- Center for New York City Neighborhoods
- Citizens Housing & Planning Council, Board Member
- Community Preservation Corporation, Board Member
- New York State Association for Affordable Housing (NYSAFAH), Board Member
- NYU Furman Center for Real Estate and Urban Policy, Board of Advisors

developments in the city. Louise's long history with the city followed private sector work abroad in shipping finance.

Recognitions

Recognized or listed in the following:

- *Bisnow*
  - *New York Women Leading Real Estate, 2023*
- Citizens Housing and Planning Council
  - *Ibo Balton Award for Community Planning*, 2016
- *City & State New York*
  - *The Responsible 100, 2023*
  - *Real Estate Power 100*, 2020-2021
- Center for an Urban Future
  - Strengthening Communities Award, 2025
- *Crain's New York Business*
  - *Notable Women in Law, 2023*
- Enterprise Community Partners
  - *James W. Rouse Civic Medal of Honor*, 2021
- Hope Community Inc.
  - *George Calvert Community Service Award*, 2021
- The National Black Lawyers
  - *The National Black Lawyers Top 100*, 2022-2023
- *National Law Journal*
  - Real Estate Trailblazer, 2022
- *Super Lawyers*
  - New York, 2026
- *The Legal 500 United States*
  - Recommended Attorney, 2024–2026

News

- Katten Earns Top Rankings in the Legal 500 US 2026 Guide (June 10, 2026)

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- Louise Carroll Interviewed in *Law360* on New York City's Evolving Housing Landscape (April 30, 2026)
- Katten Represents NYCEDC in 100 Gold Street Disposition (January 5, 2026)
- Louise Carroll Honored With Strengthening Communities Award by the Center for an Urban Future (October 22, 2025)
- Louise Carroll Guests on NYC Homelessness and Affordable Housing Podcast (October 17, 2025)
- Katten Receives High Marks in the Legal 500 US 2025 Guide (June 11, 2025)
- Katten Highly Ranked in Legal 500 United States 2024 (June 12, 2024)
- Louise Carroll Honored Among The 2023 Responsible 100 by *City & State* (December 11, 2023)
- Louise Carroll Selected as Award Recipient at Bisnow's New York Women Leading Real Estate Event (November 21, 2023)
- *Crain's New York Business* Honors Louise Carroll on 2023 Notable Women in Law List (June 21, 2023)
- Katten Announces Leadership Changes in Financial Markets and Regulation, Affordable Housing and Community Development Practices (December 22, 2022)
- *National Law Journal* Honors Louise Carroll Among 2022 "Real Estate Trailblazers" (September 2, 2022)
- *Bisnow* Highlights Louise Carroll's Insight on New York City's Affordable Housing Sector (August 16, 2022)
- Louise Carroll Speaks With *The Glass Hammer* About Public Service Career, New Professional Chapter and Family Influences (June 7, 2022)
- *PoliticsNY* and *amNY Metro* Recognize Louise Carroll Among Real Estate Power Players (May 6, 2022)
- Katten Attracts Former NYC Housing Czar Louise Carroll (February 23, 2022)

Publications

- Monitor Point Is a Housing Plan NYC Needs (May 30, 2026)
- New York State Legislature Passes FY 2025 Budget, Including Significant Action on Housing (May 8, 2024)

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- Fixing the Housing Crisis: Subsidized Housing Is a Slice of the Solution | *New York Law Journal* (December 20, 2022)

Presentations and Events

- 27th Annual New York State Affordable Housing Conference (May 13–14, 2026) | *Speaker*
- Housing on the Brink: The NYC Affordability Crisis (February 10, 2026)
- HPD Lending Authority and Subsidies | Presented by New York University (October 30, 2025) | *Guest Lecturer*
- Latham & Watkins Forum—The Housing Affordability Crisis | Presented by NYU Law (October 16, 2024) | *Participant*
- Housing policy in New York City: Making housing more affordable, for all | Presented by ULI New York (October 10, 2024) | *Panelist* | *The Challenges of Building Affordable Housing: Current state of the affordable housing development environment in New York City*
- NYREC Roundtable | Presented by The New York Real Estate Chamber, Inc. (February 29, 2024) | *Speaker*
- African-American Wealth Creation Through Property Ownership and the Impediments to it (February 29, 2024) | *Panelist*
- Annual Day of Advocacy | Presented by New York State Association for Affordable Housing (NYSAFAH) (February 7, 2024) | *Presenter*
- Career Pathways in the Affordable Housing Industry (April 25, 2023)
- 2023 Center Network Partner Convening (March 15, 2023)
- New York City Property Tax CLE 2023 (January 12, 2023)
- Race to the Closing! (November 10, 2022) | *Moderator* | *Race to the Closing!*
- Hot Topics in Not-for-Profits Law (November 2, 2022)
- REEC 2022 Fall Conference (October 12–13, 2022)
- California State Board of Equalization (September 28, 2022) | *Property Tax Abatement Work Group* | *Testimony*
- New York City Affordable Housing Summit (August 11, 2022)
- Disrupt Development Summit (June 25, 2022) | *Panelist* | *Affordable Housing Development Panel*
- Municipal Bond Women's Forum (2021) | *Panelist*

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- Women in Housing and Finance Inc.'s 40th Anniversary Celebration (2021) | *Panelist*
- Current Issues in Affordable Housing in New York City | New York City Bar Association (2021) | *Panelist*
- Navigating Budget Cuts | BISNOW NYC Affordable Housing Series (2020) | *Panelist*
- Federal Reserve Bank of New York's Economic Inequality Policy Series (2020) | *Panelist*
- Interviews with NY1 news and PIX 11 news on the housing lottery and homeless units (2020) | *Panelist*
- New York City Outlook: Budget, Pipeline, New Cost Concerns and Zoning | New York State Association for Affordable Housing Conference (2020) | *Panelist*
- Seismic Shifts or Natural Progression? Recent Changes in NYC Real Estate | New York Law School Breakfast Forum (2020) | *Panelist*
- Center for NYC Neighborhoods' Affordable Homeownership Summit (2020) | *Panelist*
- Black Women in City Government Forum | Office of former New York City First Lady Chirlane McCray (2020) | *Panelist*
- Press conferences with former New York City Mayor Bill de Blasio (2020-2021)
- Testimony before the New York City Council on HPD's budget and other matters (2019-2021)
- Turning the Tide on Housing | *Crain's* Business Breakfast Forum (2019) | *Panelist*
- Plenary Session | New York State Association for Affordable Housing Conference (2019) | *Panelist*
- 19th Annual New York State Supportive Housing Conference | Supportive Housing Network of New York (2019) | *Panelist*
- Testimony before the New York State Senate and Assembly on legislation, including changes to New York City's rent stabilization laws (2016-2021)
- Testimony before the New York City Planning Commission (2015-2021)