



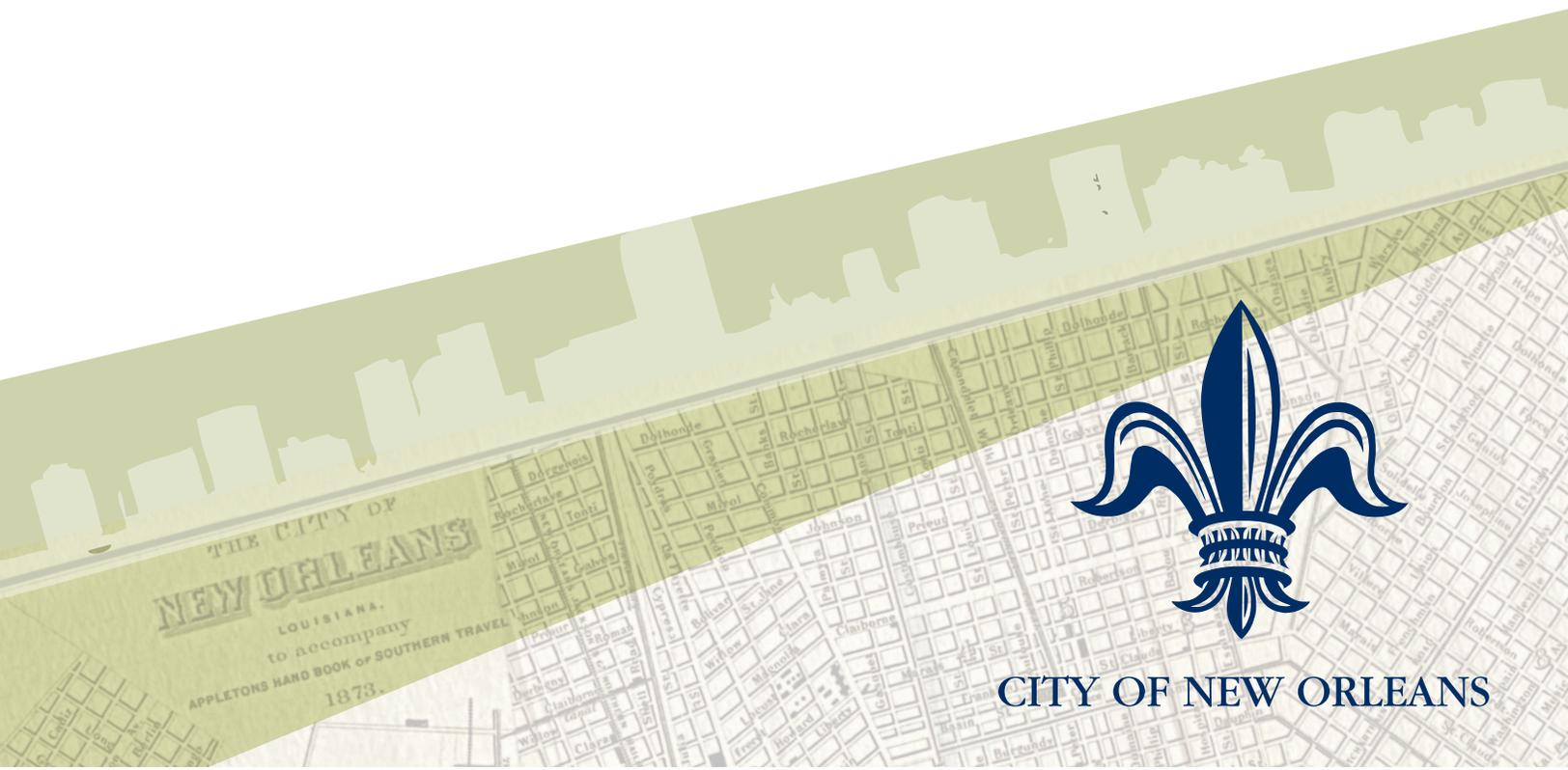
CITY OF NEW ORLEANS



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The Unified
New Orleans Plan

CITYWIDE STRATEGIC RECOVERY AND REBUILDING PLAN



CITY OF NEW ORLEANS

THE CITY OF
NEW ORLEANS
LOUISIANA.
to accompany
APPLETONS HARD BOOK OF SOUTHERN TRAVEL
1873.

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Preface

The disaster that befell New Orleans and southeast Louisiana as a result of Hurricane Katrina was unprecedented in the nation's history. No American city had ever been dealt such a devastating blow to its people, its infrastructure, its economy, or its sense of security. In a matter of days, the City lost virtually 99% of its population as the 80,000 to 100,000 people who had remained in the City during the storm were mandated to leave by an emergency declaration by the Mayor and the City Council. Martial Law was declared in the City and the Louisiana National Guard and the United States Army sent units in to preserve order and assist in the clean-up.

It took weeks to clear the streets of fallen trees and to restore vital services such as potable water and electricity, even in the portions of town that did not flood. It took substantially longer in the flooded areas.

Planning for the City's recovery began almost immediately. First, the Urban Land Institute (ULI) voluntarily led a planning exercise that looked at short term and long term requirements for the City's future that was released as the *Bring New Orleans Back* (BNOB) Plan. Then, the City Council initiated individual recovery plans for the forty-nine officially-recognized neighborhoods (out of seventy-three) that had suffered severe flooding. Finally, in August of 2006, the Greater New Orleans Foundation assembled the funding to support a broad-based citizen planning process, the Unified New Orleans Plan (UNOP). This cumulative and culminating plan would integrate the fifty previous plans into a comprehensive, citywide recovery plan that would serve as the "official" recovery plan for the City of New Orleans.

As the recovery plan for the City, the *Citywide Strategic Recovery and Rebuilding Plan* (the Citywide Plan) focuses primarily on the public realm, that is, things the city government controls and/or manages, such as streets; water, sewerage and drainage systems; public schools; public safety; and public parks, libraries, and cultural facilities. In general, privately-owned and privately administered systems or facilities – the parochial schools and private health care facilities, for example, - are not the subject of this analysis. This does not mean, however, that this plan cannot be used by the private sector. To the contrary, the strategic recovery framework set out in this plan is intended to serve as a guide to both public and private investment.

The Citywide Plan is the culmination of the UNOP process. It was put together through the efforts of scores of local and nationally recognized urban planners, architects, engineers and disaster recovery experts, with the help of thousands of citizens of the City of New Orleans who gave of themselves tirelessly to attend hundreds of meetings. It is now up to the elected officials and leaders of the City of New Orleans to adopt this plan and implement it for the good of the community.

Section 1 - Introduction

This introductory section provides an overview of what is presented in this Citywide Strategic Recovery and Rebuilding Plan (The Citywide Plan). It defines: 1) what a recovery plan is; 2) the purpose for creating it; 3) who created it; 4) how it was created; 5) who should implement it; and 6) how it should be implemented. It also discusses how neighborhood and district plans were incorporated into the Citywide Plan. Lastly, this introduction discusses the assumptions that helped shape the plan, the limitations of the plan, and how this report is organized.

1.1 What is a Recovery Plan?

The recovery plan is a tool to help guide the repair and rebuilding of New Orleans in a rational way that creates stability and paves the way for future growth and prosperity. A year and a half after the storm, the effects of the disaster are still being felt. Many homes, businesses and entire neighborhoods remain uninhabited, the population is low and slowly returning, sectors of the economy are still down, utility services (electricity, phone, and cable services) are sometimes spotty and unreliable, major infrastructure (streets, water and sewerage systems, and drainage canals and pumping stations) are in need of a major overhaul, and the hurricane flood protection system remains suspect. Further, vital community services, including police, fire and EMS, healthcare (hospitals, clinics, psychiatric care, doctors and dentists offices), and schools are in short supply and unevenly distributed across the population. The Recovery Plan provides a systematic approach to repairing and rebuilding the damage caused by the disaster as quickly as possible so that current residents of the City receive the essential services they need while the City prepares the way for displaced citizens and newcomers to return to a safer, stronger, smarter City.

1.1.1 Why is a Recovery Plan Necessary?

A recovery and rebuilding plan is necessary for two main reasons:

- ◆ The City does not have the financial or manpower assets to fix everything at once; therefore, priorities must be set and choices must be made about the allocation of scarce resources over time, and
- ◆ It is unlikely that every former resident will return, which means that new settlement patterns that encourage the efficient use of resources, and that provide security and a sense of community, need to be employed to rebuild the City.

After a disaster such as Katrina, it cannot be assumed that everyone will want to, or be able to, return to the City, or to the place where they lived prior to the storm. Consequently, the Recovery Plan provides a framework for the investment of scarce public funds and manpower assets across the City geographically and across a specific planning timeframe, based on the demonstrated desire of residents to return and the status of ongoing flood protection

improvements. Public investments will largely be guided by the reduction of risk in formerly flood-prone areas.

1.1.2 How does a Recovery Plan differ from a Master Land Use Plan or a Comprehensive Plan?

A Recovery Plan differs from a Master Land Use Plan or a Comprehensive Plan mainly in its focus on capital projects and programs to correct or repair the effects of the disaster, and also on preventive measures to assure that a similar disaster does not occur again. Further, a Recovery Plan is characterized by the short time frame for its development, which is usually measured in months, not years, as is the case with many traditional planning efforts. Time is of the essence when lives have been disrupted, when businesses have been destroyed and communities torn apart.

1.1.3 What is the Recovery Timeframe?

The Citywide Plan estimates the timeframe for recovery at ten years, or more, based on our professional judgment and experience with other disasters. The extent of the damage to the citizenry, the physical environment and the image of the City was unprecedented. Just as the City was not built in a day, it cannot be repaired in a day.

Ten years is set as a goal to achieve Recovery, meaning that after that amount of time, the physical damage of the storm has been removed, repaired or rebuilt; the major physical infrastructure serving the residents of the City (water, sewerage, drainage, streets, and electricity) has been renovated to modern standards; the essential social infrastructure (schools, healthcare and public safety) is of high quality and commensurate with the population it serves; the economy is stable and growing; and the quality of life in New Orleans is back to - or better than - what it was before Katrina.

1.1.4 What is the Citywide Plan's General Approach to Recovery and Rebuilding?

The Citywide Plan states that the recovery and rebuilding of the City is contingent on two related factors: (1) the rate at which residents are returning to their homes in neighborhoods throughout the City; and (2) the continuing risk of future flooding from another hurricane.

1.1.4.1 *The Rate of Return*

The rate of residents returning to neighborhoods, as measured by a comparison of utility usage by city block between November 2004 and November 2006 (see Figure 3.1), varies widely across the City. In some areas, virtually everyone has returned, while in others it is estimated

that fewer than fifteen percent, or less, of residents have returned. This phenomenon has a high correlation with the natural topography of the ground, the depth of flooding, and the degree of damage to homes. In other words, the lower the elevation of the ground and the house, the greater the destruction to the home, resulting in higher costs to rebuild. Given the lack of historical precedent before Katrina, many people did not have sufficient flood insurance in place to cover the full costs to repair or replace their homes. Consequently, this would make them more likely to be waiting for outside financial help, such as that promised by the Louisiana Recovery Authority's (LRA) Road Home Program, before initiating repairs or reconstruction.

The Road Home Program has set aside nearly \$6 billion for homeowners (and landlords) to fund repairs to single and multi-family homes and businesses. As it has been applied to date, the compensation from the Road Home Program falls far short of what is needed for residents to rebuild their homes. For example, compensation is based on pre-Katrina home values, but post-Katrina construction costs have added 30% to 40% to the cost to rebuild a home. Further, new Advisory Base Flood Elevations (ABFE's) published by the Federal Emergency Management Agency (FEMA) may require many to rebuild to higher elevations, further adding to costs. As a result, many people – including those who have received “award letters” from the Road Home – continue to wait and weigh their options before making a commitment to rebuild or relocate.

It may be coincidental, but the population of New Orleans peaked at 627,525 people in the 1960 U.S. Census. Hurricane Betsy occurred five years later. Since then, the population of the City has declined each decade, decreasing to 484,674 in the 2000 census, or only 77% of the population of four decades earlier. Furthermore, it is generally believed by disaster experts that trends that were happening in an area before a disaster, such as population decline, would only be exaggerated after the disaster.

This should give city planners and officials further cause for concern. The City of New Orleans is changing in ways that no one can accurately predict. Many proposed programs and projects in the Citywide Recovery Plan itself, which have yet to be fully delineated, may influence public and private reinvestment decisions (indeed, it is hoped that they do.) Therefore, care should be taken not to commit scarce resources too early to areas to which residents may eventually elect not to repopulate. It will require a delicate balancing act to monitor the pace of recovery across the City (i.e., to support recovery in some areas while holding back in others). (For more information, refer to the discussion on Population in Section 2 and the Strategic Planning Framework in Section 3.)

1.1.4.2 Flood Protection

The Citywide Recovery Plan provides an assessment of the risk of future flooding across the City of New Orleans (*see* Section 2 – Recovery Assessment, for detailed information). If residents were not fully aware of the potential for hurricane storm surge prior to Katrina, they are now. Katrina was not an isolated incident. Hurricane-generated storm surges of similar magnitude have entered Lake Borgne and Lake Pontchartrain and inundated the metropolitan area four times in the past one hundred years: 1915; 1947; 1965; and 2005. Fortunately, the 1915 and 1947 storms occurred before much of the low-lying areas had been settled, resulting in

relatively little damage to structures. Hurricane Betsy in 1965 and Katrina in 2005 are different stories. The Citywide Plan provides information to recovery planners and individuals about where the population is returning now and where flood protection improvements are being made now and in the future. This information is intended to help guide public and private investments.

1.1.5 How does the Citywide Recovery and Rebuilding Plan fit into the overall effort to rebuild the City?

For cities, catastrophic disasters take years from which to recover. The recovery and rebuilding effort will be enormous and will be led by elements of the local, state, and federal governments, as well as the private sector. The major governmental programs that support the rebuilding effort include:

- ◆ FEMA Public Assistance and Hazard Mitigation Grant Programs
- ◆ U. S. Army Corps of Engineers (USACE) Flood Protection Improvements
- ◆ Small Business Administration (SBA) Loans and Grants
- ◆ Louisiana’s Comprehensive Coastal Protection Master Plan
- ◆ The State of Louisiana’s Road Home and Other Grant Programs

These programs, many of which were in place prior to the storm, are indispensable, but often can be impediments that slow the pace of funding.

The second major source of support for the recovery comes from the private sector, fueled largely by insurance proceeds and investment dollars. These funds are less restricted in their application, but are also less focused, as they proceed from thousands of individual decisions about how, where, and when to rebuild.

The Citywide Plan provides a strategic recovery framework to guide both public and private investment decisions, and identifies programs and projects that may not necessarily be identified or eligible for the established programs listed above, but which are nonetheless important to the recovery of the City. The Citywide Plan identifies recovery programs and projects that have not yet been funded by other entities, thereby laying the groundwork for additional future funding requests from the State, the federal government or other entities.

1.1.6 Who will be responsible for implementing the Citywide Plan?

In December 2006, the Mayor created the Office of Recovery Management to spearhead the City’s recovery effort. The Office of Recovery Management, working with and through City Departments (such as the Department of Public Works [DPW], City Planning Commission [CPC] and the Office of Safety and Permits [S&P]) and semi-autonomous agencies (such as the Sewerage and Water Board [S&WB], the Regional Transit Authority [RTA] and the new East and West Bank Levee Districts) will implement elements of the Recovery Plan in concert. (For more information refer to Section 5 - Implementation.)

In addition to the City, the state and federal governments have important roles to play, both in repairing and rebuilding state and federal facilities as well as in managing state and federal funding for programs and local projects. Further, the federal government, mainly represented by the USACE, has the major responsibility to rebuild and improve the regional hurricane protection system (HPS). This includes work in Orleans Parish as well as in adjacent parishes. While the USACE has the responsibility for protecting the City from hurricanes, it must coordinate and cooperate with the State of Louisiana, the City of New Orleans, and other local governments in the design and construction of this integrated, regional system.

The State of Louisiana, likewise, has a major responsibility to rebuild the coast and restore wetlands that protect the metropolitan area. The State must also coordinate and cooperate with the USACE, the City of New Orleans, and other local governments in the design and construction of the Comprehensive Coastal Protection Master Plan.

And, finally, the citizens and residents of the City of New Orleans are the most important ingredient of the recovery process. A safer, smarter, stronger, and speedier recovery requires a commitment from citizens to continue their personal investment in the City and to stay engaged in the processes of planning and rebuilding.

1.2 Who Created the Recovery Plan and How?

The Citywide Plan was put together by a team of mostly local urban planning practitioners and university professors, called the Citywide Team. The Citywide Team worked with a number of nationally recognized architectural firms (referred to as the “District Planners”) who were responsible for the development of neighborhood and planning district plans as part of the Unified New Orleans Plan (UNOP) process.

In the end however, it is the citizens of New Orleans who deserve the credit for developing the Citywide Strategic Recovery and Rebuilding Plan, for it was largely through their tireless attendance at neighborhood, planning district, and citywide community congresses that their voices were heard and their desires made known. The effort to plan New Orleans’ recovery began shortly after Katrina with the work of the **Bring New Orleans Back Commission (BNOB)**, which identified citywide needs and issues that should be addressed on a short-term and long-term basis in order for the City to achieve a “sustainable, environmentally safe, socially equitable community with a vibrant economy.”¹

Later, over the course of 2006, thousands of citizens and business owners worked together to define the vision, goals, and objectives for the repair, recovery, and rebuilding of their devastated neighborhoods. These efforts were supported in large part by the City Council’s Neighborhoods Rebuilding Plan (referred to as the **Lambert Plans**). The Lambert Plans focused on flooded neighborhoods and resulted in a list of recovery projects for the most devastated areas of the City and was submitted to the City Council in October 2006.

¹ “Rebuilding New Orleans” report by Mayor C. Ray Nagin and the Bring New Orleans Back Committee.

1.2.1 The UNOP Process

In late 2006, in order to satisfy the Louisiana Recovery Authority's requirement that parish recovery plans demonstrate broad public support and provide a plan for the entire parish (not just the damaged areas), the final planning process was initiated to bring together the prior planning efforts through a highly public process. Funded by the Rockefeller Foundation, the Clinton-Bush Katrina Fund and the Greater New Orleans Foundation (GNOF), the UNOP was a five-month planning process established by the Mayor, City Council, and City Planning Commission. It was tasked to produce a unified recovery and rebuilding plan for New Orleans by the start of 2007, based, in part, on the needs, vision, and goals of the previous planning efforts.

1.2.1.1 UNOP Citywide and District Planning Efforts

To bring about this unified recovery plan for Orleans Parish, a two-tiered planning process was created. At one level, teams of nationally recognized architects and urban planners worked with neighborhood residents to create thirteen Planning District Recovery Plans – New Orleans has thirteen official planning districts containing seventy-three officially-recognized neighborhoods. The District Planners were responsible for the review and integration of elements of the forty-nine Lambert Neighborhood Plans into the District Plans.

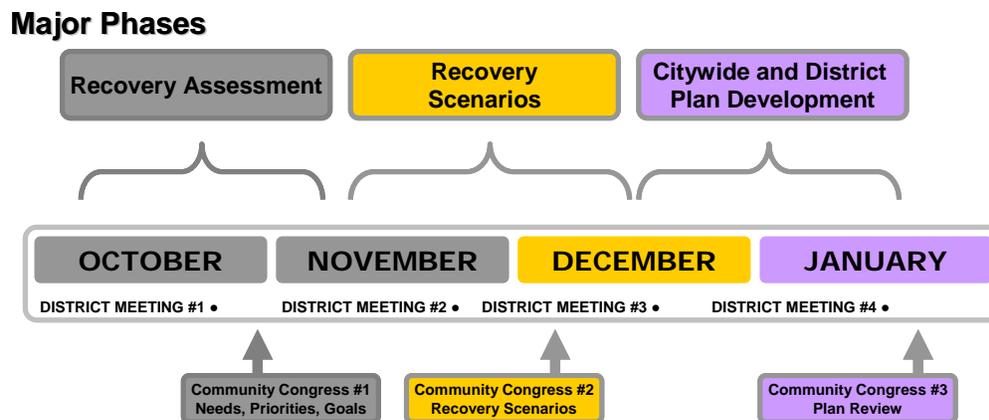
At another level, a Citywide Team of local urban planners and engineers analyzed citywide systems and issues, and also informed and guided the District Planners in their efforts. The two teams structured their work to run parallel to each other in three sequential phases: Recovery Assessment; Scenario Development; and Plan Development (*see* Figure 1.2). The Citywide Team and the District Planners held weekly meetings to coordinate activities and exchange information.

1.2.1.2 Community Participation

Public input and involvement was an integral part of the entire UNOP process. Several mechanisms were used to engage as wide a group of residents as possible, including those who have been able to return to the City, as well as the thousands who remain displaced but have a vested interest in the recovery of New Orleans. These efforts included:

- ◆ Grass-roots outreach in New Orleans and other key cities where displaced residents are living
- ◆ Three newsletters
- ◆ Call-centers and surveys
- ◆ An extensive website
- ◆ Four rounds of District Meetings held in each of the thirteen planning districts
- ◆ Three “Community Congresses”

Figure 1-2 UNOP Process Timeline



Major Meetings

In the second and third “Community Congresses,” displaced residents living around the country were able to participate through web and satellite technology.

The public participation process was critical to the development of the Recovery Plan, as evidenced by the following priorities expressed in the Community Congresses:

- ◆ Flood protection is the most important issue. The City should advocate for Category 5 flood protection and make sure that it gets it. This includes coastal and wetlands restoration to protect the City from future storms.
- ◆ Residents strongly support voluntary standards for rebuilding to reduce future flood risk.
- ◆ Residents want to rebuild in stable and safe neighborhoods with their former neighbors, but prefer being given financial incentives to do so, rather than having where people can live mandated.
- ◆ Residents recognize the need for a range of affordable housing and support the development of low- and moderate-income public housing – but they also like linking such housing to job training and support services.
- ◆ Residents support the reopening and/or rebuilding of public facilities (like schools, healthcare centers, libraries and parks) based on repopulation and recovery rates, but also support the use of temporary and mobile facilities in less populated areas. They want to know that a plan is in place to develop permanent facilities as neighborhoods repopulate and that the quality of public services, especially schools, will be improved over what existed prior to Katrina.
- ◆ Residents support the idea that, where possible and within reason, public facilities should be combined under one roof to increase efficiency and lower costs. Schools, in particular, should serve as multi-use community centers.

At the third community congress, participants were asked about their concerns for the Citywide Plan and the City in general. Their responses indicated concern that:

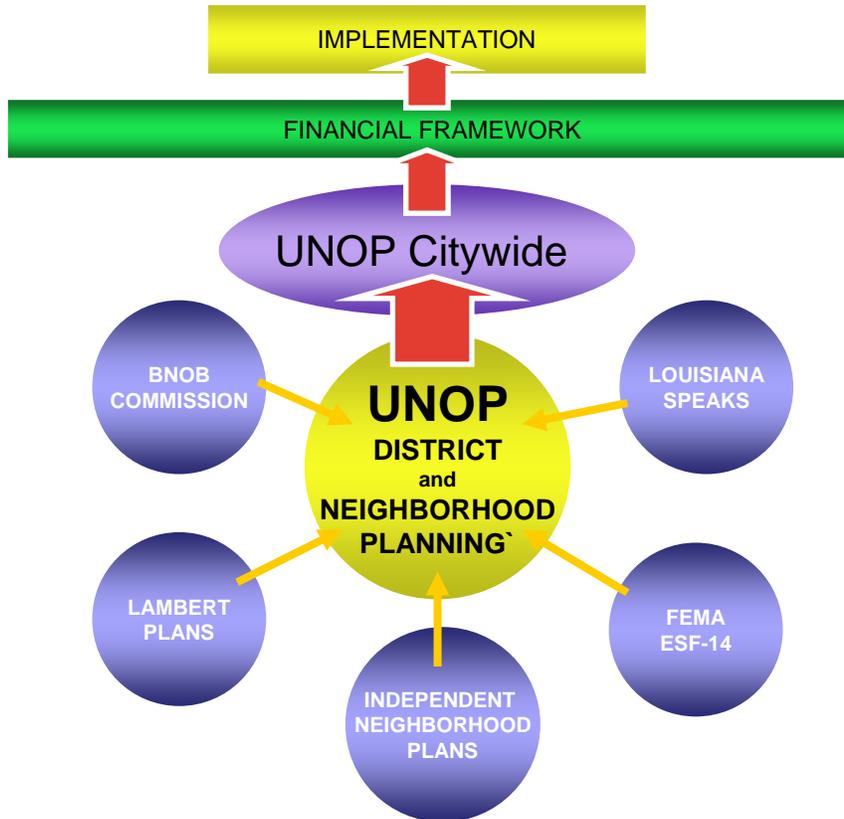
- ◆ poor governance and lack of accountability would harm the recovery
- ◆ there wouldn't be enough money to fund the Citywide Plan
- ◆ issues of equity would arise from the increased cost of living in the City (due to high insurance and utility rates, high housing costs, and increased construction costs and labor rates)
- ◆ the Road Home Program, in order to be effective, would have to be overhauled
- ◆ meaningful citizen input should continue into future planning and recovery
- ◆ There was concern that once the Citywide Plan was completed and delivered to the City that there would not be a meaningful citizen input into plan implementation.

1.2.2 How were the District Plans Integrated into the Citywide Plan?

The District Plans helped to build the Citywide Plan and as a result they are acknowledged and referenced in the Citywide Plan. The District Plans are stand-alone documents, intended to be used throughout the recovery period (and beyond) as a guide to City officials and citizens in the rebuilding of subsets of the City (i.e., neighborhoods and planning districts). They are an important component of the Unified New Orleans Plan.

The Citywide Plan, on the other hand, is focused on projects and programs that have significance beyond a single neighborhood or planning district. The Citywide Plan incorporated District Plan projects into the Citywide Plan in two ways. First, it identified individual projects within District Plans that had citywide significance (the LSU Medical School Teaching Hospital, for example) and brought them into the Citywide Plan as individual projects. Second, it grouped similar types of projects mentioned frequently in the planning district plans and created a citywide project for that category of projects. For example, most planning districts listed projects to repair neighborhood schools, parks, libraries, and local streets, etc., projects that individually don't rise to the level of projects of citywide significance. However, when grouped together as a citywide project (Repair, Renovate or Construct New District/Neighborhood Parks, for example), they do. District Plans, all district projects are listed (and cross-referenced to citywide projects) in Appendix B of this document.

Figure 1.3 Integration of other planning efforts into the Citywide Plan



1.3 What are the Underlying Assumptions behind the Recovery Plan?

The Unified New Orleans Plan process began in August of 2006, nearly one year after Hurricane Katrina. Much had transpired during that year and UNOP planners naturally had to recognize conditions as they existed when the planning process began. (It has already been discussed how UNOP utilized the plans that were developed prior to UNOP.) The following are some of the assumptions that UNOP planners assumed at the beginning of the UNOP planning process.

- ◆ Every resident has the right to return to New Orleans. All neighborhoods of the City will be rebuilt.

- ◆ Property owners want financial assistance for protecting their homes and investments from future flooding.
- ◆ The City has the opportunity to re-invent itself in a smarter, stronger and safer manner.

The Mayor and other City leaders have consistently called for resettlement as soon as the necessary utilities (water, sewerage, drainage and electricity) were available. Public and private utility companies worked to restore basic infrastructure systems as quickly as possible. *UNOP had to recognize that people were already living in every neighborhood in the City* (albeit in trailers in many cases). The UNOP and Citywide Team thought that this policy allowed people with the means and the will a quick way to return to the City and participate in the recovery planning process.

There are other ways to deliver infrastructure and social services efficiently without having to shrink the City’s footprint, but in some hard hit neighborhoods, the so called “jack-‘o-lantern effect” may be very real and long-lasting, and this needs to be mitigated. The Citywide Plan recommends the “Neighborhood Stabilization Program,” to help people (in the areas hardest hit – with the fewest people returning) to relocate to planned “cluster developments” where there would be upgraded infrastructure, social and commercial services, and especially, neighbors. (For more information, see “Neighborhood Stabilization” in Section 3.)

The Citywide Plan would create two programs to assist homeowners in raising their houses, the “Elevate New Orleans” and the “Slab-on-Grade Remediation” programs. These programs would raise our houses at least to the level of FEMA’s Advisory Base Flood Elevations (ABFE’s). (See Section 3 for more details.)

The Citywide Plan recommends that while we are rebuilding our City and raising our houses (making us safer and stronger), we also need to employ architectural styles that echo our rich traditions and reinforce the notion of the uniqueness of New Orleans among American cities. The Citywide Plan recommends the development of a New Orleans Pattern Book to guide architects and home builders as they rebuild the City. (Refer to “Historic Preservation and Urban Design” in Section 3.) The Plan also calls for citywide architectural review and the creation of a Master Plan with the force of law along with a new Comprehensive Zoning Ordinance and Maps.

1.4 What are the Limitations of the Plan?

The scale of New Orleans’ disaster was unprecedented and the scope of the issues that had to be dealt with in the Citywide Plan was also unprecedented. UNOP’s mission was to have a draft plan ready to be delivered to the City Planning Commission by January 29, 2007. That mission was accomplished. While UNOP was not charged with creating a Comprehensive Plan, it did create a comprehensive Recovery Plan. The following are some limitations of the Recovery Plan.

- ◆ Many proposed programs are concepts and need further development by others in the implementation phase, once funding is secured.

- ◆ The Plan is dependent on outside funding sources and future levels of funding are uncertain.
- ◆ Several key elements of the Plan are outside the control of the City.
- ◆ The Plan does not specifically identify areas of town - by name or by map - where it recommends that public investment be minimized until certain criteria are met.

First, the Citywide Plan recommends the creation of some programs to be managed by departments of city government, such as the Office of Recovery Management or the City Planning Commission. Some of the Programs, such as the Neighborhood Stabilization Program, will require the development of detailed rules and procedures to define eligibility, program requirements, funding limits, etc. This will take time, so, in cases like this, the Recovery Plan is not so much a blue print for action as a road map to take the City to the next step.

Second, the Recovery Plan does not bring any money with it; it is completely dependent on outside sources of funding for everything from repairing the levees to the Road Home Program. to the Citywide Plan accounts for this within the Plan by identifying projects and programs that are needed for the recovery, but which have not yet been either identified or funded. (In this regard, the Plan serves as the basis for requests for additional funding from the State, the federal government or other sources.) Also, the strategic planning framework allows decision-makers the flexibility to make investment decisions based on funds available.

Third, several key programs and projects are not under the direct control of the City. For example, the Road Home Program – a key component of getting people to move back into the City - is being administered by the State. The way this program is set up, giving money to individual homeowners in random order, is not helping the City. The Citywide Plan wants to bring neighborhoods back, not merely individuals. Local control of some of the Road Home Program funds would help speed up the City's recovery.

Another important program, the upgrading of the Hurricane Protection System to Category 3 protection, is under the control of the USACE and the U.S. Congress. The City must be vigilant that funding is secured and construction completed in a timely manner. (This is another reason that taking individual responsibility for protecting one's own home from flooding is an important component of this plan.)

Other components of the Plan that are largely out of the City's hands include the health care system and the public schools, which are primarily managed by the State. Upgrading these two systems are crucial to the recovery of New Orleans, but their fate is being discussed in Baton Rouge. So it is also with the LSU Teaching Hospital (the State) and the Veterans Administration Hospital (the federal government). It has already been mentioned that the State and federal government are responsible for repairing facilities that they own (including state and federal highways).

Last, the Citywide Plan does not provide maps of recovery planning policy areas because this must be done as part of the implementation phase, when funding is secure. Also, all maps will

change, as the rate of population return within neighborhoods and the risk of future flooding in those neighborhoods are constantly changing. A map drawn six months ago would be very different from one drawn today or one drawn six months from now.

1.5 How is the Report Organized?

The UNOP Citywide Strategic Recovery and Rebuilding Plan, consists of six sections, including this Introduction, plus two appendices. The following are thumbnail sketches of the contents of each section of this document:

1. Introduction – Introduces UNOP and the Citywide Strategic Recovery and Rebuilding Plan.
2. Recovery Assessment - A summary of conditions existing within the City across a broad spectrum of sectors in the fall of 2006.
3. Citywide Recovery Framework – discusses the Vision and Goals for Recovery, Recovery Scenarios, the Strategic Recovery Framework and Recovery Strategies Through Time.
4. Summary of Recovery Projects – provides a summary of programs and projects recommended by the Citywide Team, by priority and over a 10-year planning timeframe.
5. Implementation – identifies the structure for managing the Recovery.
6. Financial Plan – identifies costs and potential funding sources.

Appendix A – Citywide Recovery Project Summary Sheets.

Appendix B – List of Planning District Projects

Section 2 - Recovery Assessment

The first major task of the Unified New Orleans Plan process was to assess the level of damage and the status of recovery efforts across a number of sectors, including: Flood Protection; Infrastructure and Utilities; Transportation; Housing; the Economy; Healthcare; Education; Historic Preservation and Urban Design; Environmental Issues; and Community Services (Public Safety, Recreation, Libraries; and other Municipal and Cultural Facilities). The assessments were performed at the citywide-level as well as across all thirteen Planning Districts. This section provides summaries of each sector assessment.² This introduction also contains information about New Orleans before the storm and a discussion of present and future population of the City.

2.1 New Orleans Before the Storm

On August 28, 2005, the day before Hurricane Katrina made landfall, the City of New Orleans was home to approximately 465,000 residents.³ It was world renowned for its festivals, music, food, history and architecture. The thriving tourism industry attracted over 10 million visitors annually to the City's 38,000 hotel rooms and produced over 80,000 jobs in the hospitality and leisure industries.⁴ The City's strategic location near the mouth of the Mississippi River enabled it to become one of the world's great ports. The Port of New Orleans accommodated an average of 2,000 oceangoing vessels per year and supported over 160,000 jobs in the metropolitan region.⁵

Pre-Katrina, New Orleans' economy was generally growing but at a slow pace. Energy (oil and gas), has had a strong presence in New Orleans since the advent of offshore drilling in the 1940s and 1950s. Despite job loss through corporate consolidations and relocations, a critical mass of well-paying, energy-related jobs remained in the region. Likewise, the New Orleans metropolitan area was also home to a growing healthcare sector with around 80,000 individuals employed in healthcare and medical education.⁶ The Tulane School of Medicine and the Louisiana State University (LSU) Health Sciences Center, both located in New Orleans, were major contributors to the economic strength of these sectors, which provided well-paying jobs that helped reduce the growing gap between household incomes (and other socio-economic statistics) in New Orleans and the rest of the nation.

Despite these assets, local leaders and residents faced significant challenges prior to the storm. New Orleans' steady population decline since the 1960s (see Figure 2-1) had taken a toll on the City and its tax base and many other indicators of municipal health (i.e., poverty, crime, etc.) showed a city in deep economic malaise.

² Citywide Recovery Assessment was published as an appendix to Working Paper #2 and is available on the UNOP website

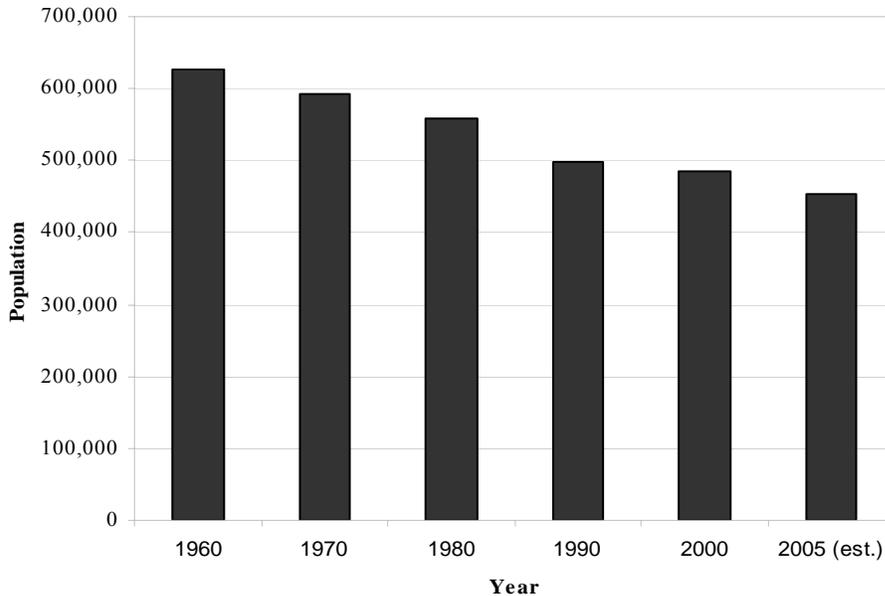
³ U.S. Bureau of the Census, July 1, 2005 Population Estimate, <http://www.census.gov/popest/counties/files/CO-EST2005-ALLDATA.csv>

⁴ New Orleans Convention and Visitors Bureau, Economic Impacts of Tourism, <http://www.neworleanscvb.com/static/index.cfm/contentID/164/sectionID/4/subsectionID/0>

⁵ http://www.portno.com/pno_pages/about_overview.htm

⁶ Louisiana Department of Labor, Louisiana Workforce at a Glance, Monthly Reports, 2004, 2005 and 2006

Figure 2-1 Population Decline in New Orleans, 1960 to 2005



Source: U.S. Bureau of the Census, July 1, 2005 Population Estimate.

According to the 2000 Census, New Orleans had 26,840 vacant or abandoned housing units – 12.5% of the City’s housing stock. Census data also showed that New Orleans had more families in poverty, a lower median household income, and fewer homeowners than the national average (see Table 2-1).

Table 2-1 New Orleans versus Nationwide Statistics

	New Orleans	U.S.
Median Household Income (1999)	\$27,133	\$41,994
Families in Poverty	23.5%	9.2%
High School graduate or higher	74.7%	80.4%
Bachelors degree or higher	25.8%	24.4%
Homeownership rate	47.0%	66.0%

Source: U.S. Department of Commerce, Bureau of Census, 2000

Many of the City’s agencies did not have the capital to sustain their basic needs. Pre-Katrina, the New Orleans Sewerage and Water Board (S&WB) estimated that the water supply system needed \$2.8 billion in repairs and the wastewater system repairs would cost \$977 million. The Orleans Parish School Board

had struggled for years to maintain and provide basic operations and services, as schools received failing grades⁷ and facilities fell into worsening conditions.

2.1.1 Planning Districts

In 1980, the City Planning Commission divided the City into 13 planning districts and 73 distinct neighborhoods. The Planning Districts are shown on Figure 2-2, and the neighborhoods which they encompass are listed in Table 2.2. The Planning District boundaries have been used by the City Planning Commission and Unified New Orleans Plan in the recovery planning process.

The original neighborhood boundaries were created to coincide with census tracts, which are often used to better understand the demographics of an area and plan for its needs. However, residents of neighborhoods often define their boundaries differently, based on street networks, impediments, and major intersections. Even though the City still officially recognizes the 73 neighborhoods for planning purposes, many more neighborhood groups have emerged and been identified and involved as part of the UNOP and other recovery planning processes. (The City Planning Commission should consider updating its official list of neighborhoods and modifying its Planning District maps accordingly.)

⁷ Greater New Orleans Community Data Center, <http://www.gnocdc.org/orleans/education/html>, 47% of Orleans Parish Schools were rated “academically unacceptable” and 26.5% were rated as “academic warning” in the 2003-2004 school year.

Figure 2.2: Boundaries of 13 Planning Districts in New Orleans



Source: City of New Orleans

Table 2.2 Planning Districts and associated neighborhoods in New Orleans

Planning District	Neighborhoods
District 1	Central Business District and French Quarter
District 2	Central City, East Riverside, Garden District, Irish Channel, Lower Garden District, Milan, St. Thomas, and Touro
District 3	Audubon, Black Pearl, Broadmoor, Dixon, East Carrollton, Fontainebleau, Freret, Hollygrove, Leonidas, Uptown, Zion City, and West Riverside
District 4	Bayou St. John, B.W Cooper, Fairgrounds, Gert Town, Iberville, Mid-City, St. Bernard Area, Seventh Ward, Treme/Lafitte, and Tulane/Gravier
District 5	City Park, Lake Shore, Lakeview, Lake Vista, Lakewood, Navarre, and West End
District 6	Dillard, Filmore, Gentilly Terrace, Gentilly Woods, Lake Terrace, Milneburg, Pontchartrain Park, St. Anthony
District 7	Bywater, Desire, Florida Avenue, Marigny, St. Claude, and St. Roch
District 8	Holy Cross and Lower 9 th Ward
District 9	Little Woods, Pines Village, Plum Orchard, Read Boulevard East, Read Boulevard West, and West Lake Forest
District 10	Village de L'Est
District 11	Lake Catherine, Viavant/Venetian Isles
District 12	Algiers, Algiers Point, Algiers Naval Station, Aurora, Berhman, Fischer, MacDonogh/Riverview, Tall Timbers, and Whitney
District 13	English Turn and New Aurora

Source: New Orleans City Planning Commission, 2006.

2.2 Hurricane Katrina’s Impacts

Hurricane Katrina’s eye first made landfall in Buras, Louisiana around 6 a.m. on the morning of August 29, 2005, causing substantial wind and surge damage. The first storm surge was between 21 and 28 feet high and inundated much of New Orleans’ neighboring Plaquemines Parish. The eye then came ashore again about 30 miles northeast of the City, near Slidell, Louisiana, as a Category 3 hurricane. While wind-related damages were extensive, it was the storm surge and subsequent flooding which caused New Orleans’ catastrophic level of loss.

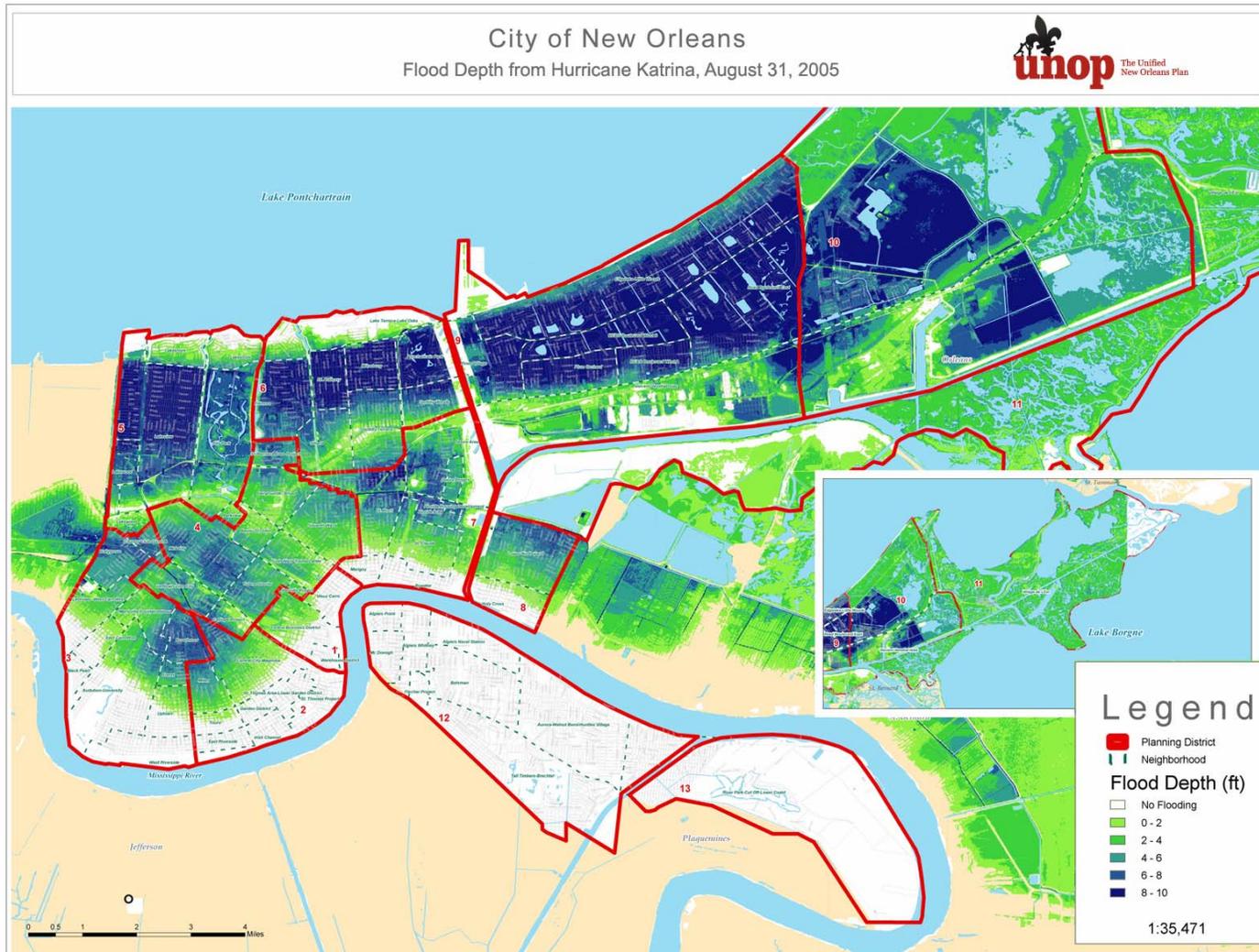
In the eastern region of the City, including New Orleans East and the Lower Ninth Ward, the flooding was caused primarily by levee overtopping, as well as levee and floodwall failures caused by the intense pressure of storm surge heights. The Mississippi River Gulf Outlet (MR-GO) funneled water from Lake Borgne inwards towards the Industrial Canal, overtopping and breaching levees in New Orleans East. Floodwalls on both sides of the Industrial Canal were first overtopped and then breached. Later, one mile

of floodwall protecting New Orleans East from Lake Pontchartrain was overtopped, adding to the already severe flooding in that area.

In the central portion of the City, most of the flooding was caused by failures of floodwalls in the three drainage outfall canals leading to Lake Pontchartrain. Breaches occurred in several places: first on the east side of the London Avenue Canal (flooding Gentilly), then on the east side of the 17th Street Canal (flooding Lakeview), and finally on the west side of the London Avenue Canal (adding to the Gentilly flooding). Surge from Lake Pontchartrain also overtopped a section of embankment (lower than the surrounding floodwalls) and flooded City Park. Brackish water continued to pour into the City for three days, until midday on September 1, 2005, when flood levels began to equalize with the surrounding lake levels. In all, roughly 80% of the City was inundated. The depth of flooding varied most notably by elevation; see Figure 2-3.

Studies performed in recent years had highlighted the vulnerabilities of the hurricane protection system to a storm of this size, and in the days prior to landfall, the City and State implemented a successful evacuation of residents with automobiles. Estimates show that over 80% of the City's population – and about 1 million people from the metro area - evacuated successfully. Many residents did not evacuate for a variety of reasons, including health or financial reasons, caring for pets, and other personal reasons. Many of these had to be later rescued in the days that followed, while others perished as floodwaters rose too quickly for them to escape. As the city continued to fill up with water, the Mayor announced a mandatory evacuation of all non-essential personnel remaining in the City.

Figure 2.3 Depth of Flooding (As measured on August 31, 2005)



The method of flooding, depth of flooding, and flood duration all affected the response efforts as well as the initiation of recovery across the City. On September 5, the first levee breach was finally sealed and most of the City was “unwatered” (a term used by the USACE to describe removing surface waters) by September 9th. Then, Hurricane Rita made landfall in south-central Louisiana on September 28, which caused additional flooding in parts of the Lower Ninth Ward, Gentilly, and New Orleans East. Former residents of the “dry” areas were the first to return in mid- to late-September, but, it took several more weeks to unwater parts of the City that had flooded a second time.

In all, Hurricane Katrina took more than 1,600 lives, over 1,000 of which were in Orleans Parish. Nearly 80% of the housing stock in the City was destroyed or severely damaged, the flood protection system was obliterated, the water and sewerage treatment and distribution systems were rendered useless, and electricity and communications were all but wiped out.

2.3 Population Loss and Recovery – Current and Future

For weeks in September 2005, the City of New Orleans was a virtual ghost town. While recovery of population in other disasters in other cities has been relatively quick in modern times, none had the widespread destruction or degree of forced and long-term displacement as New Orleans. Demographers note that the longer residents are displaced, the less likely they are to return.

It has become a matter of great debate as to what the actual population of New Orleans – defined as the number of people sleeping in New Orleans overnight – is. Estimates have ranged from 190,000 to 230,000. For planning purposes, estimates of both short- and long-term population of New Orleans have been developed by UNOP, based upon a number of data sources, including FEMA inspection reports, FEMA trailer counts, historical building permit activity, and post-Katrina economic analyses. Our estimates indicate that at the end of 2006, about 210,000 to 230,000 of New Orleans’ pre-Katrina population (460,000) was back. This estimate is not much higher than estimates made in early 2006, suggesting that those residents who did not sustain much damage, or had the financial means and jobs to return to, came back as soon as they could, but population growth overall has been slow since then.

In November 2006, electric utility activity was analyzed to examine population trends in smaller geographical areas. Electricity usage at the block level was compared between November 2004 and November 2006. This analysis revealed that levels of repopulation vary dramatically across the City. The following table summarizes the current population estimates for each planning district. It should be noted that these are estimates and not an exact tally of residents currently living in each district. This analysis indicates that the population in undamaged neighborhoods has recovered and even grown in some cases. Not surprisingly, those areas with less flooding rebounded more quickly than the more heavily damaged areas. Construction is making progress in areas that were moderately or only slightly damaged, while many of the mostly heavily damaged neighborhoods have little activity.

2.3.1 Short-Term Population Forecast

The scarcity of post-Katrina housing has been a major impediment to recovery of residents and businesses across New Orleans. Short-term population forecasts depend heavily upon the level of flooding sustained in particular neighborhoods. Flood depth-specific rates of return for the pre-Katrina housing stock and population were developed and then adjusted to reflect the socio-economic profile of neighborhoods. Based upon field observations, the forecasts assume that areas with higher-levels of home ownership and flood insurance and relatively high median incomes will recover more quickly than other neighborhoods. Rates were also adjusted to account for the locations of FEMA group trailer sites and the population associated with those households. The results of the short-term forecasts are shown in the following tables.

Table 2-3 Short-Term Population Forecasts

2007 Population Totals					
	Pre-Katrina Households	Pre-Katrina Population (2000)	January 1, 2007 Projected Population Low Scenario	January 1, 2007 Projected Population Moderate Scenario	January 1, 2007 Projected Population High Scenario
Citywide Total	188,251	484,674	209,893	225,257	232,269
Citywide Total as Percentage			43.31%	46.48%	47.92%

2008 Population Totals					
	Pre-Katrina Households	Pre-Katrina Population (2000)	January 1, 2008 Projected Population Low Scenario	January 1, 2008 Projected Population Moderate Scenario	January 1, 2008 Projected Population High Scenario
Citywide Total	188,251	484,674	254,787	267,631	287,570
Citywide Total as Percentage			52.57%	55.22%	59.33%

2009 Population Totals					
	Pre-Katrina Households	Pre-Katrina Population (2000)	January 1, 2009 Projected Population Low Scenario	January 1, 2009 Projected Population Moderate Scenario	January 1, 2009 Projected Population High Scenario
Citywide Total	188,251	484,674	286,152	299,278	323,169
Citywide Total as Percentage			59.04%	61.75%	66.68%

Source: GCR & Associates, Inc..

Over the first half of 2007, population growth is likely to proceed slowly, but then accelerate somewhat later in 2007 and early 2008, once more of the Road Home funds are disbursed and rebuilding activity increases. From 2008 onward, higher rates of rebuilding activity are likely for many years.

2.3.2 Long-term Population Forecast

Projecting New Orleans's population more than one year into the future is challenging. Nonetheless, there are several reasonable assumptions that can be made. The first assumption is that vacant housing within the undamaged areas of the city will be filled by August 2007. Currently, the overall vacancy rate is slightly higher than pre-Katrina rates since many houses are for-sale and residents are still making long-term decisions. By August 2007, buying and selling activity is expected to stabilize and excess vacancies will be absorbed.

It is also assumed that higher levels of rebuilding activity are likely to occur in neighborhoods that were minimally flooded, are near intact employment and commercial centers, and are already experiencing observable activity. In essence, certain neighborhoods are expected to reach a “tipping point” whereby housing, infrastructure, and the commercial sector are sufficiently viable. Once this “tipping point” is reached, then recovery activity is expected to accelerate considerably. In other neighborhoods where damage was heavier, it is assumed that similar levels of viability will take much more time to reach. Therefore, the long-term population forecasts are expected to vary significantly from neighborhood to neighborhood across the city. Furthermore, there are also going to be geographic shifts in population over time. Some neighborhoods will exceed their pre-Katrina population while others will house only a fraction of their pre-Katrina residents.

A major factor that will drive geographic shifts in population is the location and rates of new housing construction. Vacant office buildings and industrial buildings, surface parking lots, and the underutilized upper floors of commercial buildings provide opportunities for new construction. Incentives, such as expanded New Market Tax Credits and federal Historic Rehabilitation Tax Credits, will provide a major catalyst for this type of “infill” growth. Planning districts 1 and 2 are well positioned to capture this residential growth, as demonstrated by the number of new projects announced in both areas.

Taking these myriad factors into account, the long term population estimates are shown in the tables below. By January 2017, the City’s population may finally approach its pre-Katrina level, with estimates ranging from about 389,000 to 461,000 residents. The exact rate at which population growth occurs in New Orleans is highly variable and hinges on a variety of issues affecting the pace of recovery. Strategic management of the recovery process, coupled with a strong economy and outside investment, could strengthen the City’s ability to achieve its pre-Katrina population by 2017. Alternatively, there are also many factors that could negatively affect long-term forecasts. In 2017, New Orleans’ population could be far less than its pre-Katrina population, even with over a decade of reconstruction.

Table 2-4 Long-Term Population Forecasts

2012 Population Totals					
	Pre-Katrina Households	Pre-Katrina Population (2000)	January 1, 2012 Projected Population Low Scenario	January 1, 2012 Projected Population Moderate Scenario	January 1, 2012 Projected Population High Scenario
Citywide Total	188,251	484,674	333,709	357,050	404,341
Citywide Total as Percentage			68.85%	73.67%	83.43%

2017 Population Totals					
	Pre-Katrina Households	Pre-Katrina Population (2000)	January 1, 2017 Projected Population Low Scenario	January 1, 2017 Projected Population Moderate Scenario	January 1, 2017 Projected Population High Scenario
Citywide Total	188,251	484,674	389,477	429,155	460,844
Citywide Total as Percentage			80.36%	88.54%	95.08%

Source: GCR & Associates, Inc.

Irrespective of the exact population tally, in 2017, the density and geographical distribution of New Orleans’ residents will be substantially different than today. The areas that had minimal to no flooding are likely to have more residents than today, while even the most optimistic population forecasts do not assume a full recovery of severely flood damaged neighborhoods by 2017.

2.4 Recovery Assessment by Sector

During the first year of recovery, agencies prioritized restoration of water, sewerage, drainage and power. Traffic signals and street lights were repaired. Phone service resumed. Homeowners, businesses and renters salvaged what they could and began the arduous task of filing insurance claims, seeking other forms of financial assistance, and reconstructing their lives. This period culminated (most notably in September 2006) with the renovation and grand re-opening of the Louisiana Superdome and in October the restoration of potable water in the Lower Ninth Ward. At that time it was announced that all areas of the City had functioning basic infrastructure. Yet, while an overall degree of normalcy has gradually been achieved in the City, there were still many gaps.

By the end of 2006, recovery and restoration in the City of New Orleans had reached a new plateau. Unlike the weeks and months immediately following the flood, the streetscape of recovery across the City was now calmer and less hectic. We have entered a new period that could be called the “beginning of the long haul,” wherein the action has largely shifted from restoration efforts to resettlement efforts.

New Orleans’ residents, businesses, public and non-profit agencies have submitted thousands of claims for reimbursement to insurers and federal agencies. They have filed a similarly tall stack of applications for grants and loans to rebuild homes, businesses, and public facilities. Over \$50 billion is estimated to either have been allocated or paid for claims, grants, and loans in Orleans Parish alone. For public agencies, the first round of funding was used for the basics: emergency response, debris removal and clean-up, and basic repairs and restoration of utilities and services. Now, the City and other public agencies are beginning a next phase of recovery that will take many years as major structures lost in the storm are rebuilt (e.g. criminal justice buildings, schools, hospitals). An overhaul of the City’s infrastructure (e.g. roads, water, sewers), which had been deteriorating pre-Katrina, will also be needed and cannot be fully carried out with the limited funds for repairs that FEMA Public Assistance and insurance claims provide.

The next wave of activity is expected to be defined, in large part, by the decisions made by individual homeowners and business owners as they decide how to use the funds available from insurance proceeds, Small Business Administration (SBA) loans and the Louisiana Recovery Authority (LRA) Road Home grants to repair, reconstruct, or sell their homes. During this next period, thousands of individuals will be making decisions about their – and their families’ – futures. These decisions range from where to live, to whether or not to reopen a business and this decision-making process will be affected by a number of issues. The UNOP process identified two overarching issues that frame the future recovery: the pace of repopulation in neighborhoods and the current and future level of flood risk within drainage basins.

In previous sections we have already discussed how the rate of population recovery is uneven across the City and how it correlates to depth of flooding in specific neighborhoods, the degree of damage to structures, and the socio-economic status of the residents of those neighborhoods prior to Katrina. In the following sections we will review other sectors that can affect the rate of population return, starting with the current and future levels of risk for flooding. While it might be said that some sectors should have priority over others – flood protection over libraries, for example – that is not necessarily the case. It is more accurate to say that a number of sectors must be advanced simultaneously – i.e., flood protection;

water, sewerage, and street repairs; housing, economic recovery; healthcare; and education – and that it is more important to prioritize projects within sectors than across sectors.

2.4.1 Current and Future Risk of Flooding

New Orleans is both a river city and a coastal city and must be protected from both riverine and tidal flooding. The original settlement of the City occurred adjacent to the Mississippi River on some of the highest ground, the natural levee of the Mississippi, or the “sliver by the river.” Topography and the evolution of flood protection techniques have dominated the City’s settlement pattern ever since. Development spread first along the highest ground to the east and west of the French Quarter along the river. Then, wetlands were drained and pumps installed to allow development to progress northward towards Lake Pontchartrain and, in the last 50 years, across the Industrial Canal to New Orleans East. Similarly, on the west bank, development spread south and east along the natural levee from Algiers Point and eventually into lower-lying ground.

The City of New Orleans exists in a very watery world. In addition to being surrounded by lakes to the north and east and bisected by the Mississippi River, the City is also surrounded by water above (humid atmosphere and sixty inches average annual rainfall) and below (a high water table). The three main threats for flooding for the City of New Orleans are: (1) seasonal flooding of the Mississippi River, (2) heavy spring rains in the form of thunder storms and (3) storm surge flooding and heavy rains associated with tropical cyclones/hurricanes. Over time, the City devised measures to protect against these threats – measures which have not always been successful - and must now continue to be vigilant as these threats change.

2.4.1.1 Mississippi River Flooding

The U. S. Army Corps of Engineers (USACE) has the responsibility to control the flow of the Mississippi River to prevent flooding of the adjacent countryside. This is done with a system of levees and spillways (such as Morganza and Bonnet Carré). In the New Orleans area, the Mississippi River levees are about twenty-five feet above mean sea level (MSL). It should be noted that the City of New Orleans has never been flooded by the river in modern times.

2.4.1.2 Storm Surge Flooding from Tropical Storms

Storm surges come in through tidal passes and man-made navigation channels to the east of the City and can raise the level of Lake Pontchartrain (some fourteen feet in the case of Katrina) which, coupled with strong north winds resulting from the counterclockwise circulation of the cyclone, drives the surge southward towards the City. It is the potential for storm surge entering Lake Pontchartrain that determines the height of the levees along the lakefront, which average about +17 feet MSL. To protect the flanks of the City on the east and west, the USACE has connected the Mississippi River levees to the Lake Pontchartrain levees, creating the familiar “bowls” that serve as the hurricane protection levee system.

2.4.1.3 Flooding from Spring Rains

Thunderstorms in the spring can bring heavy rains. Between May 1978 and May 1995, there were more than a half dozen rainfall events that were described as once-in-a-hundred-years storms. In 1995, it rained eight inches on Monday and sixteen inches on Tuesday, causing widespread flooding in Orleans, Jefferson and St. Tammany Parishes. Because much of New Orleans lies below sea level and is surrounded by its rings of levees, all the rain that falls inside the bowls and becomes run-off must be collected, channeled to a pumping station, lifted over the levee and discharged into a surrounding body of water.

2.4.1.4 The Current Hurricane Protection System

The City is often described as a bowl, rimmed by man-made levees with interior surface levels ranging from a few feet above sea level to as much as 10 feet below sea level. Generally, the levees extend from the large earthen levees along the Mississippi River to smaller earthen levees to protect against Lake Pontchartrain to the north and Lake Borgne to the east. Both of these lakes connect to the Gulf of Mexico.

In reality, most of the City of New Orleans and parts of the adjacent parishes reside within five separate bowls, or drainage basins. (See Figure 2-4.) These basins are largely a creation of the U.S. Army Corps of Engineers (USACE) which, after the widespread flooding caused by Hurricane Betsy in 1965, was charged with developing the Lake Pontchartrain and Vicinity Hurricane Protection Plan. The fact that the basins cross municipal and parish boundaries is an indication of the regional approach to flood protection that the USACE took. These basins include:

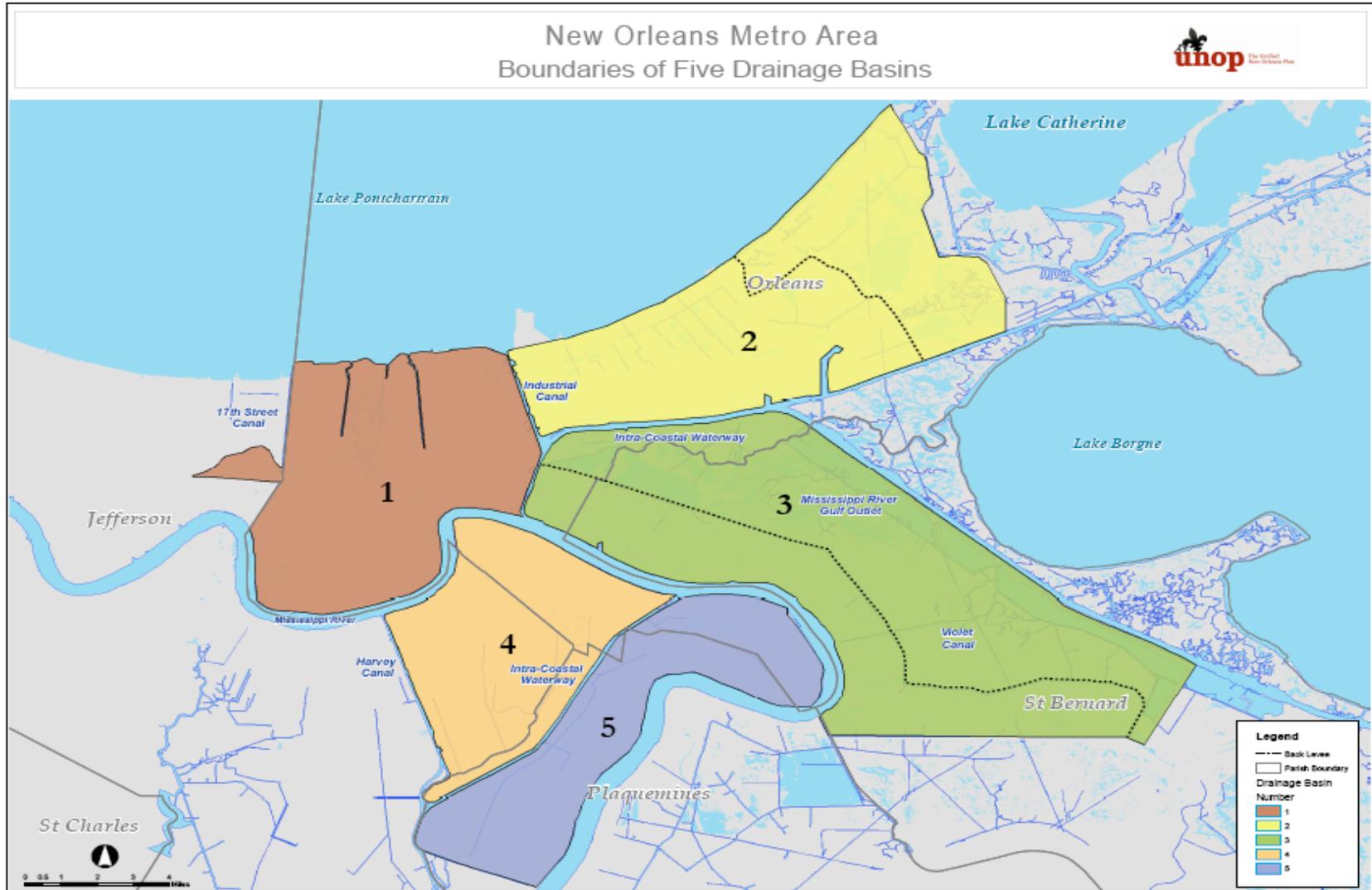
- 1) The original city, extending from the river to the lake and from the Industrial Canal to the 17th Street Canal
- 2) New Orleans East, from the Industrial Canal to Irish Bayou and from the Intracoastal Waterway to Lake Pontchartrain
- 3) The Lower 9th Ward shares a large drainage basin with St. Bernard Parish
- 4) Upper Algiers shares a drainage basin with Gretna and Harvey
- 5) Lower Coast Algiers shares a drainage basin with Belle Chasse.

During Katrina, the USACE's hurricane protection system levees on the east side of the Mississippi River took a terrible beating. Some levees were overtopped by the storm surge and then destroyed by scouring on the un-reinforced back sides. Along the Industrial Canal and the three drainage outfall canals, floodwalls failed before they were overtopped, leading to catastrophic flooding of the historic city.

At a cost of more than \$350 million in the first year of recovery (through August 2006), the U.S. Army Corps of Engineers (the USACE) repaired 220 miles of damaged levees and floodwalls in Basins 1, 2 and 3, completely replacing more than 25 of those 220 total miles. But, Katrina exposed a number of other glaring weaknesses in the City's hurricane levee protection system. These weaknesses will take years to correct and leave the City vulnerable in the interim. Two flaws were paramount: (1) storm surge was

allowed to penetrate deep into the heart of the City through the pumping station outfall canals at 17th Street, London Avenue, and Orleans Avenue; and (2) storm surge was concentrated at the confluence of the MR-GO and the Intracoastal Waterway (GIWW) levee systems, forming a bottleneck that forced the surge up and over the levees, flooding New Orleans East and the Lower Ninth Ward. The Lower Ninth Ward was also the victim of a catastrophic floodwall failure along the Industrial Canal.

Figure 2.4: Five (5) Drainage Basins for the City of New Orleans



Source: U.S. Army Corps of Engineers, Burk-Kleinpeter, Inc.

To remedy the first problem, the USACE has constructed temporary storm surge gates at the lakefront mouths of the outfall canals as part of a longer-range plan to construct permanent pumping stations at the lakefront. However, while the temporary storm surge gates solve one problem, they reduce the pumping capacity of the canals, causing another problem. When the gates are closed for storm surge protection, the diminished outflow could cause rainwater to back up in the canals and then spill over into nearby low-lying residential neighborhoods. This risk will persist until either temporary pumping capacity is increased or the new pumping stations are constructed, which is planned for completion in 2010.

The second problem – storm surge in the eastern part of the City – is less amenable to such a quick fix. It will take years to plan, design, obtain environmental permits, and then construct engineered systems in the coastal zone that will retard and redirect future storm surge so that it doesn't overwhelm the City's hurricane protection levee system. Until these systems are well underway, the eastern part of the City will continue to be vulnerable to storm surge. The USACE's current program of improvements is planned for completion in 2010. Until at least that year, all of the City – Eastbank and Westbank will continue to be susceptible to flooding from even moderate storms. Beyond 2010, the eastern part of the City and St. Bernard Parish will continue to be susceptible to storm surge until coastal restoration projects come to fruition, which may take decades.

District Plans have used data provided by UNOP and the City to identify areas of the Districts that are at low elevations and have flooded repeatedly. In the greatest flood (Katrina) much of the older housing stock (50 years plus) was elevated on piers and withstood flooding to a greater extent than new slab-on-grade structures. The City adopted FEMA's advisory base flood elevations issued for Orleans Parish in April 2006. All new construction must now comply with FEMA advisory base flood elevation guidelines.

The devastation caused by Hurricanes Katrina and Rita in 2005, resulted in the establishment of three coast-wide restoration and protection planning efforts that are independent, yet interrelated. First, the U.S. Congress directed the USACE New Orleans District, to prepare a Louisiana Coastal Protection and Restoration Project Report (LACPR) that would provide Category 5 level of protection and include a "full range of flood control, coastal restoration and hurricane protection measures." The USACE's Preliminary Technical Report was produced in July 2006 and the draft and final environmental impact statement and technical report are due in July 2007 and December 2007, respectively.

Second, the State of Louisiana directed the Coastal Protection and Restoration Authority (CPRA) to develop a Comprehensive Master Plan with the guiding principles being: 1) integration of protection and restoration, 2) public and stakeholder involvement, 3) adaptive management and other processes, 4) recognition of constraints, and 5) land use. The CPRA held a series of stakeholder meetings and public outreach between August and October 2006. It delivered a Preliminary Plan and held public meetings on that plan in November and December, 2007, respectively. A Draft Plan is due in January 2007 with public hearings in February 2007 and a Final Plan will be presented in April 2007.

Third, the State of Louisiana established the Louisiana Recovery Authority (LRA) to formulate alternative redevelopment scenario to develop a sustainable, long term vision for South Louisiana in the

wake of destruction caused by Hurricanes Katrina and Rita. All three of these plans are currently under review.

2.4.1.5 Risk of Flooding by Planning District

The assessment of flood risk is a highly complicated and specialized field of endeavor, far beyond the purview of the UNOP process. However, the USACE's Interagency Performance Evaluation Task Force (IPET) is conducting such a risk analysis of the potential for flooding in all geographic areas of New Orleans. This analysis is expected to be released in April of 2007 and should be used to guide the decision-making process in both the public and private sectors.

In the absence at the present time of definitive data regarding future flood risk levels, the following planning level information is organized by the five basins in which the City of New Orleans resides. This information includes identification of the basin, a listing of the Planning Districts within that basin and the status of USACE repairs and planned improvements, by year, for that basin. It should be noted that this analysis is for information purposes only and only discusses the relative level of risk between basins. The IPET risk analysis should be used for detailed planning when it becomes available.

2.4.1.51 Drainage Basin 1 (Planning Districts: 1, 2, 3, 4, 5, 6, 7)

Katrina flooding in Basin 1 was due to design flaws that caused the floodwalls to fail. Currently planned (and funded) projects to be completed by 2010 will correct that problem and significantly improve storm surge protection and reduce risk in this drainage basin as they are completed.

Further, prior to Katrina, the USACE has been involved in a federally funded program – the Southeast Louisiana Urban Flood Control Project (or SELA) – to reduce interior flooding by providing better drainage to neighborhoods. The aim of SELA is both to improve channels, drainage lines and expand pumping stations in Orleans, Jefferson and St. Tammany Parishes. This drainage basin has been the recipient of some of the larger projects to reduce flooding in low-lying areas.

Planned Improvements

2006. All failed levee and floodwall sections have been repaired. Temporary flood gates have been constructed at the mouths of the 17th Street, Orleans and London Avenue canals. This represents a significant improvement, as the storm surge will no longer be able to penetrate into the outfall canals. Temporary pumps have been installed at the floodgates in the event of closure of the gates during a tropical storm with surge; however, pumping capacity of the temporary pumps is only approximately 50% of the existing pumping stations. This means that Drainage Basin 1 is currently at risk of flooding during a tropical storm with heavy rainfall. Topographic maps prepared by the USACE show that a 9-inch rain in six hours could cause 3 to 4 feet of flooding in the lowest-lying parts of Broadmoor, Central City, Hollygrove, Lakeview, Gentilly, and Florida/Desire.

2007. The USACE expects to increase temporary pumping capacity to 67% of pre-storm pumping station capacity by June 2007. Levee walls in the Industrial Canal are to be raised to authorized height by September 2007.

2010. The USACE expects to replace the temporary gates at the outfall canals with permanent, flood-proofed pumping stations by the end of fiscal year 2010. New floodgates to keep storm surge from entering the Industrial Canal will be constructed at the Seabrook Bridge, the Gulf Intracoastal Waterway (GIWW) and, perhaps, the Mississippi River-Gulf Outlet (MR-GO).⁸

2010+. Proposals to build barrier structures at the Rigolets and Chef Pass and in Lake Borgne to prevent storm surge from entering Lake Pontchartrain will provide Drainage Basin 1 with better protection than it has ever had and should make this the best protected basin in the City.

2.4.1.52 Drainage Basin 2 (Planning Districts: 9, 10)

The levees of New Orleans East did not fail during Hurricane Katrina so much as they were overtopped by storm surge. The eastern perimeter of the Greater New Orleans Metropolitan Area (GNOMA) has become increasingly vulnerable with ongoing subsidence and wetlands retreat. Katrina showed that Lake Borgne and the east end of Lake Pontchartrain is an open portal to the Gulf of Mexico and solutions to the storm surge problem in New Orleans East must be comprehensive and long-term. Stakeholders in New Orleans East should carefully monitor flood protection proposals and implementation by the USACE and CPRA.

Planned Improvements

2006. All storm damaged levees repaired (completed).

2007. Levees will be raised to authorized height by September 2007.

2010. Levee heights expected to be increased by 2 to 8 feet to meet 100-year flood requirements by 2010. Flood gates at Seabrook Bridge and the GIWW are to be built by 2010⁹.

2010 +. The USACE is to develop alternative scenarios for protecting the City of New Orleans and all of coastal Louisiana from storms greater than the 100-year storm and present them to Congress by December 2007. These projects, currently undefined, will likely be components of the Louisiana Coastal Restoration Program and may take decades to implement. Until these improvements are completed, this drainage basin will continue to be susceptible to storm surge from Category 3 storms or greater.

2.4.1.53 Drainage Basin 3 (Planning District: 8)

Planning District 8 shares a large drainage basin with St. Bernard Parish. Similar to New Orleans East, the levees were overtopped by Katrina and were washed away by subsequent scouring. Other than the

⁸ The proposed floodgate in the GIWW at Paris Road is controversial, with officials in St. Bernard Parish claiming that it will increase the chances of flooding in that parish as well as New Orleans East. Resolution of these conflicts could extend completion of this project beyond the 2010 timeline.

⁹ The proposed floodgate in the GIWW at Paris Road is controversial; with officials in St. Bernard Parish concerned that it will increase the risk of flooding in their parish as well as New Orleans East. Resolution of the conflict could extend the completion of this project beyond the 2010 timeline.

possible raising of the levees by 2 to 8 feet by 2010, there are no concrete plans to improve the hurricane protection system at the present time (for example, by armoring the levees).

The USACE is to develop alternative scenarios for the protection of the City of New Orleans and Louisiana's coast and provide that information to Congress by December 2007. For all practical purposes, improved hurricane storm surge protection for the Lower Ninth Ward depends upon the implementation of large-scale coastal restoration projects that will take time to plan, permit, design and implement. Stakeholders in District 8 should carefully monitor flood protection proposals and implementation by the USACE and CPRA.

Planned Improvements

2006. Damage to MR-GO levees and Industrial Canal floodwalls repaired (completed). MR-GO levee has been raised to authorized height of about 20 feet.

2007. Industrial Canal floodwalls to be raised to authorized height by September 2007.

2010. Parts of the levee could be raised 2 to 8 feet to meet 100-year standard. Seabrook floodgate to be built at the lake entrance.

2010 +. The USACE is to develop alternative scenarios for protecting the City of New Orleans and all of coastal Louisiana from storms greater than the 100-year storm and present them to Congress by December 2007. These projects, currently undefined, will likely be components of the Louisiana Coastal Restoration Program and may take decades to implement. Until these improvements are completed, this drainage basin will continue to be susceptible to storm surge from Category 3 storms or greater.

2.4.1.54 Drainage Basin 4 (Planning District: 12)

Ongoing projects to build the West Bank levees to their authorized heights are to be completed by 2007; however, it is generally agreed that protection will not meet the new 100-year standard. Consequently, future rounds of levee-raising will be required. Current surge protection of the west bank is described by Ivor van Heerden, Deputy Director of the LSU Hurricane Center, as "Category 2 hurricane protection."

The key issue with the entire west bank is that it has not been seriously tested in modern times. Van Heerden has stated that "If you had a Katrina that came up to the west of Morgan City, we could potentially see the flooding of the entire West Bank."

Planned Improvements

2006. No Katrina-related repairs required. Harvey Canal Gate is under construction and expected to be completed this year.

2007. Levee and levee floodwalls to be raised to authorized heights by September 2007.

2010. Harvey Canal Gate may be raised to meet 100-year flood requirements.

2010 +. The USACE is to develop alternative scenarios for protecting the City of New Orleans and all of coastal Louisiana from storms greater than the 100-year storm and present them to Congress by December 2007. These projects, currently undefined, will likely be components of the Louisiana Coastal Restoration Program and may take decades to implement. Until these improvements are completed, this drainage basin will continue to be susceptible to storm surge from Category 3 storms or greater.

2.4.1.55 Drainage Basin 5 (Planning District: 13)

Similar to Basin 4 (Planning District 12), the main problem with Basin 5 is that the hurricane protection system has not been seriously tested.

Planned Improvements

2006. No repairs required. A recent lift of the levee has brought elevations to 9.5 feet, the authorized height. No further improvements have been identified; however, further levee-raising may be required to achieve the new 100-year standard by 2010.

2010 +. The USACE is to develop alternative scenarios for protecting the City of New Orleans and all of coastal Louisiana from storms greater than the 100-year storm and present them to Congress by December 2007. These projects, currently undefined, will likely be components of the Louisiana Coastal Restoration Program and may take decades to implement. Until these improvements are completed, this drainage basin will continue to be susceptible to storm surge from Category 3 storms or greater.

In summary, all areas of the City continue to be vulnerable to flooding from one source or another through the year 2010 and, in some cases, significantly beyond that. Inadequacies in the primary defense system will persist in parts of the City until the USACE and CPRA's long-term plans are fully implemented, which may take 10 or more years.

2.4.2 Infrastructure and Utilities

Hurricanes' Katrina and Rita caused extraordinary damage to the City's physical infrastructure, much of which lies underground and was inundated by the brackish waters of Lake Pontchartrain for several weeks. Underground electric utilities corroded, leaving the City without street lights and traffic signals. Gas lines corroded, requiring replacement of key valve components before services could safely resume. Cable service was similarly disrupted for phone and video/internet lines. Repairs to these critical elements are still ongoing, and some areas do not have a full range of services.

The waste water, drainage and water systems of the City also sustained severe damage. Pre-Katrina, a significant amount of water was pumped through the City system to offset pressure losses caused by leakage. Katrina-related damage is exacerbating the leakage. Water pressure now fluctuates in several areas, notably in the French Quarter, where restaurants must have a supply of fresh water or close their operation. A study commissioned by the S&WB and released in December 2006, estimates the short term needs at \$1.9 billion and the total capital needs of the Sewerage & Water Board (S&WB) over the next 25

years is in the range of \$5.7 billion¹⁰. The S&WB does not have that kind of money, and given the reduced population of the City, it is clear that the S&WB will have to make difficult choices about where to spend its scarce resources.

Private infrastructure, of course, has similar problems, wherein equipment such as compressors or power supplies was submerged in brackish water and needs to be replaced. Entergy New Orleans is patching together working gas and electric grids. The LRA committed \$200 million in CDBG funds to assist Entergy New Orleans with repairs and to offset utility rate increases in the near-term.

2.4.3 Transportation and Transit

The Transportation Sector is important because it includes the street and highways systems around which the City is built. Prior to Katrina, the New Orleans street network needed repair. Following voter-approval of a major bond measure in November 2004, the City had allocated \$142 million to reconstruct 100 miles of major/collector streets and rehabilitate more than 450 miles of minor streets across the City.

The street network was further damaged by immersion in floodwaters for several weeks following Katrina. Potholes are increasing in number and size since many are caused by the street substructure being undermined by either un-repaired water leakages or the crushing of subsurface drainage pipes. Traffic signalization still needs to be restored in some areas of the City.

Mass transit is only partially recovered. The Regional Transit Authority (RTA) lost 197 of 372 buses, 30 out of 66 street cars, and 24 of 36 lift vans. They also had significant damage to the lines, facilities and equipment. RTA reimbursements from insurance and FEMA are progressing better than many other public and non-profit agencies in the City. But, as of October 2006, usage was only at 65% of pre-storm levels; restructuring of the route system is likely.

Post-Katrina, the volume of port tonnage at the Port of New Orleans is up to near-record levels; however, the storm destroyed some of the capacity of the Port that needs to be rebuilt: the France Raod Container Terminal and the Jourdan Road Cold Storage Facility. Also, the cruise ship industry is still lagging, which hurts port revenues and the tourism business. Airplane travel is down sharply to about 35% of pre-storm levels. Air travel to and from the Armstrong International Airport is not limited by airport capacity, but the reduced demand for flights into and out of the region is due in part to the City's reduced hotel rooms and a consequently reduced convention schedule.

¹⁰ Report by Black & Veatch submitted on December 20, 2006.

2.4.4 Housing

Damage and destruction of the City's housing stock was substantial (see Figure 1.5). About three out of every four habitable units were either damaged or destroyed, and the City lost almost its entire affordable housing inventory. Most public housing units are slated to remain closed awaiting demolition and eventual redevelopment at lower densities. As of November 2006, there were approximately 11,000 FEMA trailers in the City.

Housing repairs and rebuilding are being financed by many sources: private insurance, National Flood Insurance Program claims, loans from the Small Business Administration, private mortgage lenders and banks, and individual resources. The LRA has allocated \$4.2 billion to homeowner repairs and another \$1.8 billion to mixed income and affordable housing. The Road Home's homeowners program appears to be hitting its stride, while the small rental repair program is just gearing up. Housing recovery is sluggish due to the slow pace of disbursement of the State's Road Home funds to eligible applicants, uncertainty over insurance reimbursements, inability of residents to gut houses, and participants' indecision due to age, infirmity, and lack of financial resources. Over the next year, the implementation of the Road Home Program may result in many individual property sales in many neighborhoods. Planning for the re-use of those properties that are voluntarily sold (to the State in exchange for Road Home funds) is important to retaining the neighborhood fabric across the City. Housing repair and rebuilding efforts are further limited by shortages of workforce and qualified-contractors.

The issue of temporary housing for the labor force at the scale needed to rebuild the local economy has not yet been resolved. Temporary housing is needed, but may be difficult to site in many neighborhoods. There continues to be debate over the Department of Housing and Urban Development's (HUD) decision to demolish four large public housing projects and replace them with less dense, mixed income units, but this is an issue to be decided at the federal level.

The District assessments suggest that, despite the levels of building permits granted in neighborhoods across the city, the level of actual rebuilding activity was lower. A number of homes are being elevated by a variety of methods. Modular housing is starting to appear in some areas, and there are concerns about historic preservation and how these structures will blend in with the rest of the neighborhood. The pace of demolitions is increasing but there are still neighborhoods across the City where damaged houses stand largely untouched.

2.4.5 Economic Development

Economic recovery has been surprisingly rapid in some economic sectors, such as the Port of New Orleans' cargo operations, but has lagged in other areas, notably tourism and healthcare and related services. Recovery of the City's two medical schools – Tulane School of Medicine and the LSU Health Sciences Center – provide a vital service to the populace but also are a key source of well-paying and

attractive jobs in the City. In tourism, the current shortfall of approximately 8,000¹¹ hotel rooms limits both the number of visitors that can be accommodated and the City's ability to book conventions in the competitive hospitality market.

Most re-opened local businesses are small businesses dependent upon local markets that have not fully recovered. Some "big box" retailers are not returning to the City, as they are regional in nature and have suburban sales volumes offsetting the loss of some stores in town. Thus, neighborhood and district recovery is more dependent upon the success of small businesses, many of whom lack sufficient capital to remain viable much longer if the rate of population return does not accelerate. An infusion of capital into this sector is needed and the LRA has approved a program to provide low- or no-interest loans and grants to qualified small businesses in hurricane-impacted areas of the State.

District-level assessments report greatly diminished business activity and a general lack of professional services as well. Grocery stores are slowly returning but have staffing challenges. Businesses that are open have trouble getting and retaining staff as well. Many businesses that have re-opened are family-owned with everyone pitching in to help. Business utility costs and insurance costs have also increased post-Katrina. Many businesses report that they will be unable to continue if tourist traffic does not increase. Crime is also a deterrent to many businesses that report both poor police coverage of their area and slow response times.

2.4.6 Healthcare

Prior to Katrina, care for the City's uninsured population was delivered through the Medical Center Louisiana New Orleans (MCLNO) Charity Hospital and a network of public and private clinics. Those with health insurance or funds to pay for treatment went to private hospitals. This led to long waits for services at Charity and a high level of unused hospital capacity in nearby private hospitals. Primary and preventive healthcare services were all but lost with the destruction of the Charity Hospital, outpatient clinics, and virtually all other public and private clinics. Over the past year, a task force of state and federal officials aided by the LRA has been deliberating on the future of the State's medical care delivery system. Despite the importance of this sector to the recovery of New Orleans, it is another sector that is largely out of the control of the City.

Healthcare has also been slow to recover due to both the loss of facilities and loss of primary care providers (doctors) and essential support personnel (nurses). The few hospitals that are open are located in the southern and western portions of the City. There are a small number of limited-service clinics, but primarily hospitals in both Eastbank and Westbank Jefferson have been forced to fill the gap. A shortage of staff medical personnel and support staff has limited hospital bed capacity everywhere.

¹¹ As reported in the Times Picayune, January 2007.

2.4.7 Education

Education in New Orleans has historically been provided by both public and private systems extending from elementary schools through college. The Catholic school system dominates the private sector, though there are other religious and non-denominational private schools in the City. This recovery assessment was focused on the public school system.

Even before Katrina, the Orleans Parish Public School system had struggled both financially and academically. Estimated capital needs before the storm were in excess of \$500 million. Just prior to Katrina, the State of Louisiana, through the Recovery School District (RSD), took control of most the Orleans School District's facilities and will manage them for five years. The estimated storm damage to facilities, infrastructure and contents is \$600-800 million (80% of schools flooded)¹². Of 126 public schools in the City, only 7 had no damage, and over half had major damage (from 25% to 50% of their estimated replacement value).

At the end of 2006, a total of 54 public schools were open, with 98% capacity and an enrollment of roughly 27,000 students, compared to 59,000 before the storm. (The Parochial schools had an enrollment of 16,000.) Nine more schools are undergoing renovation with expectations to be open by the next school year, with an additional 10 sites identified for modular structures. The RSD is putting together a long-term plan which is scheduled to be presented in January 2008 relating to school repairs and openings beyond next year. Final decisions have not been made about which schools to re-open or keep closed, but school officials are planning for a reduced population that needs fewer schools.

Again, the quality of the educational system is a high priority for the City, but decisions regarding school operations are largely being made in Baton Rouge, at least for the next four years.

The colleges and universities of the City also suffered substantial physical damage and are operating with considerably reduced enrollments. Public university financial support is predicated on student enrollment and local universities and colleges have suffered large enrollment declines.

2.4.8 Historic Preservation and Urban Design

Following Katrina, historic preservation issues have been addressed as, by law, they must. However, to know that many historic structures were damaged and to get repairs underway for those structures are two separate issues. It has been documented that some of New Orleans' most historic areas, located in the "sliver by the river" high ground of the original settlement were but lightly damaged. Repairs in many of these areas are either underway or even completed. The greater damage and the greater housing stock risk is in those historic neighborhoods immediately adjacent to the oldest, those that moved beyond the original settlement into the more flood prone land "back of town" This includes neighborhoods like

¹² Report from Alvarez & Marzel, 2006.

Tremé, Central City, Mid-City, Tulane-Gravier, Gentilly, South Lakeview, and Broadmoor. Most of these neighborhoods are designated local historic districts while others are eligible and may have already applied.

The New Century New Orleans (NCNO) plan clearly envisioned a leading role for historic preservation efforts both in housing and economic development. The NCNO specifically enumerates three supporting goals relevant to historic preservation.

- ◆ The preservation and enhancement of the city’s unique cultural, architectural and historic diversity, including land use mix, building stock and traditionally mixed neighborhoods;
- ◆ Existing neighborhoods throughout the city that are stable, clean, attractive and safe; and
- ◆ Development of new neighborhoods with distinctive character and the capacity to age gracefully. Land use mix, housing options, architectural integrity and cultural potential should all be in harmony with New Orleans tradition and diversity.

UNOP supports these goals in an effort to protect the historical elements, character, and neighborhoods of the city, through the preservation, renovation, and revitalization of the historic resources in collaboration with the economic growth and redevelopment of the city.

The Citywide Plan also supports the concepts of developing a Master Land Use Plan with the force of law behind it, and overhauling the Comprehensive Zoning Ordinance and the Zoning Maps, as well as increased architectural review of proposed developments, in the long term. However, during the Recovery period, the City Planning Commission is likely to be focused on more pressing issues, such as the temporary establishment of commercial trailer parks, the widespread introduction of modular housing and planning for new resettlement areas across the City.

2.4.9 Environmental Issues

Environmental issues related to the recovery focused on three items: (1) restoration of reliable solid waste collection system, (2) loss of recycling services and facilities, and (3) possible contamination of the soil due to the flood.

The City’s Department of Sanitation has largely operated on a contract basis. A contract with long-time outside vendor Waste Management, Inc. recently expired and three new solid-waste collection contracts – one vendor services the French Quarter and CBD, while the other two service the rest of the city – have commenced.

All recycling efforts have stopped since the recycling center was destroyed in the storm. Post Katrina, FEMA contractors assisted with flood-related debris removal. There remains significant demolition to be done. Since December 31, 2006, the State has been footing 10% of the demolition removal costs, while FEMA pays 90%. Perhaps some materials – like bricks and concrete – could be re-used instead of merely being hauled to a landfill.

Given the extensive flooding, most areas of the City were impacted by saltwater as well as chemical pollutants. The U.S. Environmental Protection Agency (US EPA) and the Louisiana Department of Environmental Quality (LA DEQ) conducted water and soil samples after the flood. Samples were taken in every ZIP code and tests conducted to determine what - or if - chemical compounds were present. Lead, petroleum hydrocarbons, and pesticides were among the most common elements identified. The US EPA and LA DEQ have identified areas and sites within the City that have soil contamination and require remediation.

2.4.10 Community Services

Community Services, for the purpose of this analysis, include city agencies concerned with Public Safety (such as Criminal Justice, Police, Fire, and Emergency Medical Services, etc.) as well as “quality of life” services (such as Recreation facilities, Libraries and Cultural facilities). All were profoundly affected by the storm. Each of the agencies managing facilities conducted damage assessments and submitted Project Worksheets to FEMA for Public Assistance. They continue to work with FEMA to identify costs and move forward with repairs.

Public Safety: Criminal Justice, Police, Fire, and Emergency Medical Services

The flood collapsed the entire criminal justice system. Prisoners were evacuated, and only a partial return to the prison complex has been possible. All courtrooms were shuttered for extended periods. The evidence room and its important contents were destroyed. Police headquarters and the offices of the District Attorney were destroyed. Trials were put on indefinite hold due to a lack of court personnel and the inability to empanel a jury of citizens no longer resident. And most recently, personnel shortages in such critical areas as in the Orleans Indigent Defender Program (OIDP, or ‘Public Defender’) have also been noted as barriers to recovery.

The City’s police force is operating at reduced levels, but an active recruitment campaign is underway. The Louisiana National Guard remains in place, at least through June 2007, although the Governor has called on the City to develop an “exit strategy” for the guard troops within six months.

Within the District assessments, crime is reported to be on the rise. Police response times to calls are reportedly slow and often unpredictable. Looting of vacant structures is less of a problem now, but is still a concern. In some commercial districts, there are reports of criminal activity against pedestrians and motorists, which can inhibit tourism.

Emergency Medical Services (EMS) and fire services suffered substantial losses to trucks and related equipment. Fire protection services are hindered by water pressure and manpower considerations. Firefighters have been reduced in number and a recurring manpower shortage has been the chronic

condition post-Katrina. The EMS worked first from the Convention Center, its quarters at Moss Street having been destroyed. It is now in the process of relocating its quarters. Service continues despite the loss of trucks and specialized equipment.

Recreation and Library Services

The Citywide assessment focused on public recreation facilities and did not cover private recreation facilities (but damage to those facilities was substantial as well). Some facilities like the State-owned Louisiana Superdome have already re-opened. City Park is without operating revenue and suffered over \$42 million in estimated damages. The Park progresses toward recovery assisted by volunteers and donations. Many neighborhood park and recreation facilities are not open and there is no timetable for resuming service. Residents miss major and minor parks and recreation facilities, and see them as a centerpiece of their neighborhood recovery.

Eight of the 12 branches of New Orleans Public Library (NOPL) were severely damaged and their contents destroyed. A grant from a private foundation will enable NOPL to open 7 temporary locations, and bookmobiles have been loaned by several counties from outside Louisiana. From any perspective, the damage to the public library system, combined with the losses at the public school libraries, greatly impacts the learning resources of the City.

Municipal and Cultural Resources

Over 260 non-profit cultural institutions, such as museums, arts centers, performance halls and other venues were severely damaged or destroyed. Municipal resources, including the Mahalia Jackson Theatre for the Performing Arts, were also damaged. Total employment in the creative economy of the City has been reduced by more than half.

2.5 Summary and Implications for Planning

The Recovery Assessment provides a broad picture of where the City is in its recovery process, but, more than that, it provides a context for understanding how the recovery can be managed going forward. Several things have become apparent through this exercise.

- ◆ The recovery will be long and difficult and will probably take ten years to know if it was successful or is going to be successful.
- ◆ Some things are largely out of the jurisdictional control of the City, such as hurricane protection system improvements, improvement of the healthcare and education systems, public housing and the administration of the Road Home program.

- ◆ The City will need to find additional sources of funds in order to take care of the things that are within its control, such as the repair and renovation of the water and sewerage systems, streets, city-owned buildings, parks and playgrounds, libraries, police, fire and EMS facilities, etc.

As was discussed earlier in this report, it is clear that the City has reached a new stage in the recovery process. This stage is likely to be dominated in the next two years by several types of activities, including:

Demolitions

The pace of demolition of houses will pick up quickly as the City moves forward with the demolition of structures considered to be health and safety hazards, as individual homeowners make decisions about their properties based on their Road Home awards, and as the State and/or the City gains control of blocks of houses through the Hazard Mitigation Grant Program. Several high profile building demolitions - symbolizing new energy in the recovery - may also take place to make room for new facilities.

Apartment complex construction

Over seventy new apartment complexes have been approved for tax credits and CDBG grants by the LRA and the Office of Community Development (OCD) in the New Orleans Area. These approvals are expected to create more than 15,000 apartments and rental houses and result in \$1.2 billion in private investment by the end of 2008.

Infrastructure repair and renovation

The City, the Regional Planning Commission (RPC) and the Federal Highway Administration (FHWA) have identified \$166 million in priority roadway repair and reconstruction projects on the federal aid highway network within the City. Local streets are likewise in need of repair and reconstruction. The S&WB has identified over \$500 million in water distribution and sewerage collection system priority needs, much of it beneath street rights-of-way. These repair and reconstruction activities should be coordinated between agencies.

Private home construction

As the Road Home money gets into the hands of individual homeowners, there should be increasing construction of private homes, including new construction and repairs. Also, the City should expedite the adjudication of blighted and abandoned houses so they can be turned over to developers for rehabilitation as soon as possible.

Planning and design of new replacement facilities

Several new facilities should soon be in the design stage for construction in two to three years. These include the new LSU/VA Teaching Hospital and three potential projects for the Port of New Orleans; a new container terminal on the Mississippi River, a new cold storage facility on the river, and a new cruise ship terminal in the Bywater.

Section 3 - Citywide Recovery Framework

3.1 Recovery Needs and Priority Issues

The UNOP recovery assessment identified three overarching issues that frame the future recovery outcomes: the pace of repopulation, future flood risk and funding. These issues are described in greater detail in Section 2, and briefly summarized here.

3.1.1 Rates of Repopulation

As discussed in Section 2, at the end of 2006, about 210,000 to 230,000 of New Orleans' pre-Katrina population (460,000) are back. The levels of repopulation vary dramatically across the City. The population in undamaged neighborhoods has recovered and even grown, in some cases. Not surprisingly, those areas with less flooding rebounded more quickly than the more heavily-damaged areas. Construction progresses in areas that were moderately or slightly damaged, while some of the mostly heavily damaged neighborhoods have little activity. The scarcity of post-Katrina housing has been a major impediment to neighborhood-level recovery and, therefore, short-term population forecasts assume that areas with higher-levels of home ownership and flood insurance and relatively high median incomes will recover more quickly than other neighborhoods.

Population growth is likely to proceed slowly over the first half of 2007, and then accelerate later in 2007 and early 2008. From 2008 onward, higher rates of rebuilding activity are likely for many years. By January 2017, the City's population may finally approach its pre-Katrina level, with estimates ranging from about 389,000 to 461,000 residents. The exact rate at which population growth occurs in New Orleans is highly variable and hinges on a variety of issues affecting the pace of recovery. Irrespective of the exact population tally, in 2017, the density and geographical distribution of New Orleans' residents will be substantially different than today. The areas that had minimal to no flooding are likely to have more residents than today, while even the most optimistic population forecasts do not assume a full recovery of severely flood damaged neighborhoods by 2017.

3.1.2 Risk of Future Flooding

The U.S. Army Corps of Engineers (USACE), New Orleans District, will be releasing its Louisiana Coastal Protection and Restoration Project report (LACPR) (discussed in Section 2 of the Citywide Plan) later in 2007. The State of Louisiana's Coastal Protection and Restoration Authority (CPRA) is developing a Comprehensive Master Plan that will also be presented in April 2007. In the absence of definitive data from the USACE and CPRA regarding future flood risk management, the UNOP process considered the risk of future flooding across five basins in

which the City of New Orleans resides (previously described in Section 2, and shown in Figure 2.2). All areas of the City continue to be vulnerable to flooding from one source or another through the year 2010 and, in some cases, significantly beyond that. Inadequacies in the primary defense system will persist in parts of the City until the USACE and CPRA's long-term plans are fully implemented, which may take 10 or more years.

3.1.3 Recovery Funding

Already, during the first eighteen months of recovery, over 450 billion has been expended or allocated for recovery and rebuilding in New Orleans, as shown in Figure 3.1 (and discussed further in Section 6 of the Citywide Plan). For public agencies, funding has gone towards emergency response, debris removal and clean-up, and basic repairs and restoration of utilities and services. Only partial funding has been processed and yet in place to rebuild public facilities (e.g. criminal justice buildings, schools, hospitals) and overhaul of City's infrastructure (e.g. roads, water, sewers). The full costs of these repairs cannot be adequately achieved with the current funds for repairs that have been allocated by FEMA Public Assistance and insurance claims. Over the next years, thousands of individual decisions will be made by homeowners and business owners on how to use the nearly \$30 billion that is available from insurance proceeds, Small Business Administration (SBA) loans and the Louisiana Recovery Authority (LRA) Road Home grants to repair, reconstruct, or sell their homes. The UNOP process worked to identify both the gaps, and also provide a framework for the individual decision-making that lies ahead.

3.2 Recovery Scenarios

As part of the UNOP process, three scenarios were developed based on the three overarching issues - population growth, flood protection, and funding - and their divergent possible outcomes. The scenarios represent three distinct potential futures for the recovery of the City of New Orleans. These scenarios were presented and discussed at the second round of District Meetings and at Community Congress II (see section 3.2.4 for more details on community feedback on scenarios).

Scenarios are different from "visioning" which asks "what do you want to happen?" or "what would like to see?" Instead, scenarios recognize external influences, uncertainties, strategic opportunities, conflicts, and challenges. We need to understand the possibilities - both good and bad - of how our City might look around the year 2017. Since this plan is about recovery and rebuilding, all scenarios consider likely outcomes on a 5- to 10-year time frame.

All three scenarios have at their core the same fundamental vision that City leaders have maintained throughout the first year of recovery: *that every citizen, regardless of current residence, has the right to return to New Orleans. They also further envision that all citizens, businesses and investors in our Great City have a right to a Safer, Smarter, Stronger City that*

enables a substantially higher quality of life, greater economic opportunity, and greater security against hurricanes than New Orleans had prior to Katrina.

The main purpose of the scenarios was to illustrate how different levels of recovery resources and management strategies can produce different recovery outcomes, and to elicit feedback from citizens on their recovery preferences and priorities under varying degrees of management commitment and budget constraints. In all the districts and for the city as a whole, preferences were pragmatic, supporting a more blended approach of Scenarios 2 and 3, steering away from a more market-based approach and preferring that different resource levels and strategies be applied by need, issue and geography. Therefore, the ultimate scenario for New Orleans' recovery is not a choice of one of these three scenarios, but rather a combination and integration of the scenarios (as described in the strategic recovery framework in section 3.3). It also blends together the professional judgment of the District and Citywide Planning Teams with the feedback from citizens at both the district and citywide-levels.

3.2.1 Scenario 1 – *Re-pair*

The first recovery scenario, which is termed “*Re-pair*,” represents the market approach to recovery underway in most of New Orleans in 2006. This scenario relies primarily on the current suite of disaster funding provided by the FEMA Public Assistance Program (PA), Small Business Administration (SBA) loans, private insurance, and federal grants to the Louisiana Recovery Authority (LRA) to fund repairs to damaged public and private properties. In this scenario, the existing programs (such as the Road Home program) are fully implemented to current funding levels, but New Orleans does not receive any large addition of federal or state funds. There are no substantial improvements in flood protection beyond the 2010 conditions of the region's levees, pumps and canals. The City will be safer from future flooding because new building codes and mitigation funds are used as part of repair. Public services and facilities, including utilities, schools and health care facilities, will be repaired but not substantially improved beyond their pre-Katrina levels even after 10 years or more. Population growth will be incremental and slow and will not reach pre-Katrina levels. In this scenario, the City will not yet have a tax/consumer base sufficient to realize the higher quality of life and service delivery standards that is hoped for New Orleans' recovery.

3.2.2 Scenario 2 – *Re-habilitate*

The second scenario is called *Re-habilitate*. It builds on the *Re-pair* scenario by assuming that a moderate level of additional federal, state and private funds will flow into New Orleans, in addition to all the existing programs and funds that are fully implemented, and that they will be used to improve some of the systemic infrastructure problems (e.g. utilities, streets and services) and provide the economic incentives for other investments and projects. In this scenario, there will be some secondary flood protection defenses created by many individual and businesses

decisions in rebuilding and resettlement, and the City's population will be nearing pre-Katrina levels. Thus, individuals, businesses and investors will have a greater measure of security and confidence in the City, but the City's ability to attract investment will evolve more slowly and will be more dependent upon external and unpredictable factors, such as being hit by another hurricane. Quality of life and delivery of goods and public services is moderately improved, even in the face of reductions in population, consumer spending and tax base.

3.2.3 Scenario 3 – *Re-vision*

The third scenario is termed "*Re-vision*" because it is the most optimistic view of our collective future. In this scenario, significant and multiple sources of additional federal, state and private funding will be received and all existing programs and funds will be fully implemented. In this scenario, additional funds are strategically reinvested in the community and there are many quality of life enhancements, including state-of-the-art schools and health care facilities. New Orleans will be doing more than relying on external flood protection, by funding and implementing the elevation or relocation of thousands of structures and community assets out of harm's way. The City's population will be fully returned or will exceed pre-Katrina levels, and there will be vastly improved business and investor confidence for the City to realize some of its greatest economic and social/cultural aspirations.

3.2.4 Community Feedback on Scenarios

Scenario discussions were first held at the second round of District Meetings, during the weekend of November 11 and 12, 2006. Based on the community input received, a menu of recommendations was developed for each district's recovery. These recommendations ultimately translated into a priority list of recovery projects as part of each District Plan.

The three scenarios were then presented to over 2,500 New Orleanians attending Community Congress II on December 2, 2006. The scenarios formed the basis for citywide conversations about priorities for flood protection and the recovery and reconstruction of the City's infrastructure, health care and education facilities, and other essential services. The following emerged as the strongest messages from the public at Community Congress II:

- ♦ **Reduce Flood Risk:** New Orleans must do everything possible to advocate for Category 5 flood protection¹³ and wetland restoration¹⁴ in order to protect the city from future storms. At the same time, New Orleans should set voluntary standards for individuals to

¹³ Across all rebuilding priorities, category 5 flood protection received the strongest support. Within all flood protection options, 58% of CCII participants said category 5 flood protection was an important option to pursue.

¹⁴ Across all rebuilding priorities, taking a more holistic approach to flood protection, which includes wetlands restoration, received the third highest vote count. Within the area of flood protection, 39% of CCII participants said this was an important option to pursue.

reduce their flood risk by making decisions to rebuild stronger or relocate safer. Financial incentives and support must be available to help residents reach those standards.¹⁵

- ◆ **Empower Neighborhoods to Rebuild Safer and Stronger:** Empower residents to rebuild stable and safe neighborhoods by providing financial incentives and the best possible information, rather than through government mandates and enforced standards.¹⁶
- ◆ **Build Affordable, Rental and Low-Income Housing:** Build housing for renters, low-income families and public housing residents, so that everyone can come home to New Orleans who wants to do so.¹⁷ Funding is needed to build low- and moderate-income public housing.¹⁸
- ◆ **Reopen and Rebuild Public Facilities:** Public facilities, like schools and healthcare centers, should be reopened and rebuilt based on repopulation and recovery rates.¹⁹ Temporary, satellite or mobile facilities should be used in less populated areas. The city should develop a plan to expand services as neighborhood populations grow.²⁰ Where possible, public facilities should be combined under one roof to increase efficiency and lower costs.²¹
- ◆ **Rebuild Communities around High Quality Schools:** Neighborhoods should be rebuilt around schools as 24/7 community centers.²² Improving school quality is essential to New Orleans' recovery.²³

¹⁵ 63% of CCII participants supported financial incentives to reduce flood risk while only 23% opposed this option. Participants were also very supportive of standards for reducing risk and an option that provided standards while giving people choices received the third highest support across flood protection options.

¹⁶ The option receiving the strongest support to create more stable neighborhoods was offering incentives for neighbors to purchase blighted properties. CCII participants expressed strong opposition to enforcing where residents can live with 58% opposing vs. 31% in support. 65% of participants supported offering financial incentives for rebuilding near one another vs. 22% in opposition. 63% supported financial incentives for reducing flood risks vs. 23% in opposition.

¹⁷ Creating homeownership opportunities for lower-income housing residents without concentrating poverty received the most support of affordable housing options. Making housing available for evacuees received the second most support.

¹⁸ 53% of CCII participants supported funding for low and moderate-income housing with 36% opposed.

¹⁹ 72% of CCII participants supported opening and rebuilding health and education facilities based on repopulation and recovery rates vs. 19% opposed. Participants expressed mild opposition to locating and staffing health and education facilities evenly throughout the city (41% in support vs. 51% opposed).

²⁰ The two options receiving the greatest public support in the area of “other public services” were to place main stations where people are and satellite/mobile stations in low population areas, and to develop a plan to increase services as population grows.

²¹ Combining public facilities received strong support at CCII for education and health (68% vs. 23% in opposition) and “other services” (65% vs. 25% in opposition).

²² Making schools 24/7 community centers received the greatest support from CCII participants in the area of education and health services, and was one of the top options across all recovery options. Improving school quality received the second highest support in the area of education and health services.

²³ Improving school quality received the second highest support across all recovery priorities.

This input is also consistent with the top five priorities of participants in Community Congress I, held on October 28, 2006:

- ◆ Flood Protection and Risk of Flooding
- ◆ Affordable Housing for Lower and Middle-Income people
- ◆ Quality of Public Schools
- ◆ Response-Time of Police, Fire, and EMS
- ◆ Accessibility to Hospitals, Clinics, and Medical Services

All the feedback was analyzed in depth by the Citywide Team and shared with all the District Teams for use in the plan development efforts of the next phase of the planning process.

3.3 Strategic Recovery Framework

Due to the sheer scale of the destruction caused by Hurricane Katrina, the recovery of New Orleans requires a response that goes well beyond traditional disaster recovery planning. More than simply providing a prioritized list of projects, the Citywide Strategic Recovery and Rebuilding Plan must address the city's recovery as a comprehensive whole. The Citywide recovery framework incorporates the professional judgment of both the District and Citywide Planning Teams, the community input received in the Community Congresses and district meetings, key insights from the district and citywide recovery assessments, and elements of all three recovery scenarios - *Re-pair*, *Re-build* and *Re-vision* – into a comprehensive vision, goals, and strategic policy framework to guide the City's recovery and rebuilding.

3.3.1 New Orleans' Recovery Vision

All citizens, regardless of current residence, have the right to return to New Orleans. In addition, *all citizens, businesses and investors in our Great City have not only a right to return but also a right to return to a Safer, Stronger, Smarter City that enables a substantially higher quality of life, greater economic opportunity, and greater security against hurricanes than New Orleans had prior to Katrina.*

Over the next 5 to 10 years, all of New Orleans diverse neighborhoods will come back: the French Quarter, the Central Business District, the Garden District, the Irish Channel, the Warehouse District, Uptown, Downtown, the Lakefront, Lakeview, Gentilly, New Orleans East and the Lower Ninth Ward. The future City will be familiar, but different, it will be a New Orleans that is Safer, Stronger, and Smarter.

The future New Orleans, like the old one, will be noted for its architecture, its accessible public spaces, and its lush greenery in public and private spaces. It will be noted for its cleanliness, its walkability, and its lack of crime. The City will diversify its economy and provide state-of-the-art health care, education, and public services to all its residents. The City will have a financially sustainable government and government agencies that are able to maintain and improve facilities and services. The City will honor its history and will become at once the most European of American cities as well as a great Caribbean city.

Envision a New Orleans that is prosperous, progressive and populated by an engaged citizenry steeped in the culture and traditions of New Orleans and active in the governance of the City. They will be supported through a collaborative effort of the local, state and federal governments, assisted by the generosity of non-governmental organizations, working together with a unified vision. Our people are resilient; a population that had to struggle to stay here, or had to struggle to get back here.

3.3.2 Recovery Goals

Based upon the analyses and feedback gained during the recovery assessment and scenario phases of the UNOP process, seven major planning priorities were developed to help frame the necessary breadth and depth of the City's recovery and rebuilding focus.

Promote the integration of multi-level flood protection systems into rebuilding plans.

Lessening the risk of future catastrophic loss is critical to the City's recovery. New Orleans' flood protection system of levees, pumping stations, surge gates and floodwalls is insufficient to protect the people and property of New Orleans against the most serious flood risks. A substantially upgraded levee protection system will ultimately protect the entire City from even a Category 5 hurricane. However, self-directed flood mitigation measures must be also be implemented. The mix of measures include: helping residents/businesses relocate from the most vulnerable areas, elevating structures, hardening infrastructure, and accommodating additional population in less vulnerable areas.

A multi-level approach to flood risk management will reduce future interruptions of the recovery and foster confidence among residents, businesses and the financial community (including public and private financing sources and insurers). This added confidence will help spur development in all of the key sectors of the recovery, including, housing, infrastructure, public services and economic development.

Renew the City's roads, utilities, public transit, and infrastructure in a sustainable and strategic fashion.

Renewal of the City's infrastructure is critical to the support of basic living conditions and essential economic activity. Since practical and financial limitations will likely prevent the comprehensive repair and improvement that is necessary to bring the City's infrastructure to full strength, infrastructure recovery must proceed efficiently and while making effective use of limited funds. Coordination with housing, public services and economic development initiatives will be vitally important in planning the renewal of the City's infrastructure.

As infrastructure is rebuilt, it must be designed and constructed in a sustainable manner that will protect key structures and facilities in the event of another significant flood and reduce unnecessary future costs. Strategic investments must also be made to stimulate neighborhood revitalization and to modify infrastructure to accommodate additional population moving into some areas. Long-term capital improvement plans and investments in infrastructures must be instituted and followed. Residents and businesses must have confidence in the City's ability to rebound rapidly from a major disaster and to quickly restore the services that are essential to a high quality of life.

Ensure an adequate supply of affordable, rental and public housing in an equitable manner.

Two main principles guide this priority: (1) basic equity among residents of the City, and (2) economic equilibrium and growth. First, providing for sufficient affordable and low-income housing supports the core value of this planning process: that everyone has a right to return to New Orleans. Secondly, an adequate housing supply facilitates the development of an adequate workforce to carry out the recovery and future growth of the City.

Critical to the long-term health of New Orleans' neighborhoods is an understanding of the location, design, and overall quality of affordable, subsidized, and public housing. Efforts to rebuild and expand the affordable housing stock should provide interim housing solutions here in New Orleans for public housing residents who want to return. The new developments must respect the character, the architecture, and the socio-economic health of neighborhoods.

Foster remedies to address blighted neighborhood conditions throughout the City.

Current programs and policies are causing an uneven resettlement pattern which is negatively affecting the safety and sustainability of some neighborhoods. Many of these neighborhoods sustained some of the deepest flooding in Katrina, and are at low elevations that are vulnerable to future flooding. The blighted condition of many neighborhoods potentially fosters crime, creates inefficiencies in delivering vital city services, and weighs heavily upon the minds of returning residents. Market forces will drive the recovery of the City in many ways, but market anxiety could also impede recovery in the absence of clear direction and concerns about neighborhood-level safety and sustainability. A more rationale pattern of resettlement can be encouraged by concentrating community services and commercial activity in areas of higher elevation, offering incentives to residents/business owners and developers to relocate into a more clustered development.

Promote the strengthening and diversification of the economy by retaining key facilities, making strategic investments in workforce development and new infrastructure, and improving the overall quality of life.

An economic boom in construction and related industries is possible as the City's recovery gains momentum. The economic gains will be short lived, though, unless New Orleans retains key facilities such as the LSU/VA Medical Complex, allows for their expansion, and seeks out new growth industries whose lifespan will exceed the recovery and rebuilding period. Small businesses are the economic backbones of our neighborhoods and they must also be supported to ride out the recovery. Support must be provided to our businesses that have returned and our workforce must be trained to implement the recovery and lead the city's economy into its next generation.

Sustained economic growth is the result of many factors; one that is occasionally overlooked is providing an overall high quality of life for businesses and residents. Improving the safety of the City, the quality of public education, the efficiency of public service delivery, and the overall appeal of the built environment must be recognized as critical to long-term economic prosperity.

Make significant, strategic investments in community facilities that will result in substantially enhanced community infrastructure and improved service delivery.

Prior to Katrina, many of the City’s schools, health care facilities, playgrounds, community centers, and criminal justice facilities needed repairs and reinvestment. Furthermore, by virtue of their location and construction, many of these facilities were severely impacted by Katrina’s floodwaters, thereby retarding the restoration of services that are essential to civic life.

The restoration of community-serving buildings and services must be planned in such a way as to maximize limited resources, provide quality services to the current and near-term population as effectively as possible, follow a long-term strategy for sustainability, and allow for an expeditious recovery in the event of a future flood. The City must also aim to create state-of-the-art community services.

Preserve New Orleans’ culture, historic architecture and overall aesthetic character to the maximum extent possible while facilitating new development.

New Orleans would not be celebrated and beloved, nor would it be a major destination City, if not for its culture and historic architecture. The amount of damage caused by Katrina has placed unprecedented pressure on the building stock of both officially designated historic districts as well as those areas that are not formally protected as local historic districts. Existing preservation laws must be rigorously enforced, but they must also be administered in a way that makes the historic review process more expeditious, transparent, and predictable. New methods of protecting historic buildings while facilitating rapid redevelopment must be explored, particularly in those neighborhoods that do not have historic district status but whose architecture should be treasured.

3.3.3 Strategic Recovery Framework

Rebuilding the systemic and catastrophic damage that New Orleans’ neighborhoods, infrastructure and facilities sustained in Katrina, requires that we do more than simply select a project here or there within a neighborhood. Catastrophic urban recovery requires a strategic and coordinated framework that first stabilizes the recovery and then builds a foundation that can both sustain and progress the recovery over time. This framework must balance the recovery vision and goals with the realities of recovery. It must be fair and equitable to bring back the entire City and enable all citizens to return. It also must optimize existing resources as there is insufficient funding and manpower to undertake the entire reconstruction all at once.

The Citywide strategic recovery framework defines the resources and strategies that are needed in different parts of the City over different phases of time, in the next 5 to 10 years of the City's recovery. Three policy areas of the City are defined by the overarching issues affecting the City's recovery:

- ◆ Varying rates of repopulation across the City, and
- ◆ Differing levels of flood risk.

The policy areas are based on reliable, and publicly available, evidence. But, the data will be dynamic (ever-changing) and must be monitored as flood protection improvements are made and the rates of returning population accelerate over time. Therefore, the framework provides a way of thinking about the City over the course of the recovery, as rates of repopulation and risk of future flooding change, and therefore the area designation of certain neighborhoods change and a different suite of policies, projects, and programs may need to be applied.

Rates of Population Return

The differing rates of population return are a major risk factor that must be considered before public investments are made. Figure 3.1 shows groupings of City blocks according to the current rates of repopulation across the City. The rates of utility usage for both commercial and residential customers were used as a proxy of population return. November 2006 rates of usage were compared with November 2004 rates. Areas with 15% or less of its pre-Katrina utility usage are more vulnerable in recovery and careful attention must be paid to developing appropriate policies and strategies to match residents' needs in order to return. Areas with 15% to 60% of pre-Katrina utility usage are showing strong promise of recovery and residents may need strategies and policies that help them return and rebuild safely. Areas with more 60% of its pre-Katrina utility usage are well on their way to recovering their former populations and need policies and strategies that help them to accommodate additional population.

Future Risk of Flooding

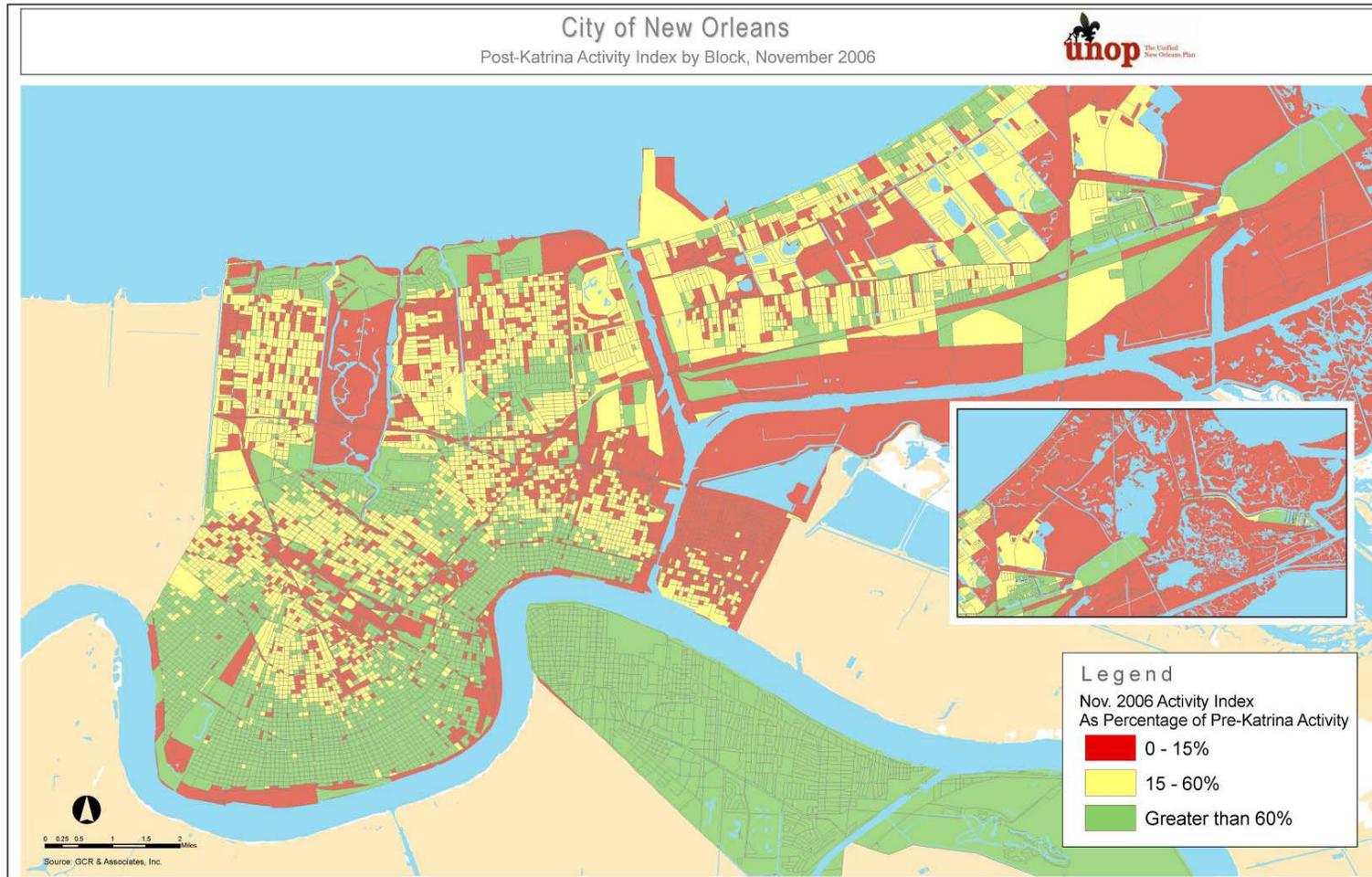
Hurricane Katrina taught us a very sobering lesson: that the hurricane protection system we had in place in August of 2005 was not able to protect the City from a near miss by a slow moving Category 3 hurricane. And even though the damaged levees and floodwalls have been repaired, we are still vulnerable to Category 3 and larger hurricanes until the USACE makes some key upgrades to the hurricane protection system, as it is planning to do, by 2010. Furthermore, it will take many more years for the USACE and the State of Louisiana to restore wetlands and help protect the entire Louisiana coast from Category 5, and larger, hurricanes. In the meantime, New Orleans can do more to protect itself by building stronger and more safely.

To depict the future risk of flooding, two key factors were identified: topographic elevations and potential storm surge. Figure 3.2 shows groupings of city blocks according to their natural

elevations and potential for storm surge. Average elevations by city block are grouped in three categories using United States Geological Survey (USGS) datum for areas that are three feet or more below sea level; between three feet below sea level to sea level; and areas at sea level or above.

To depict potential storm surge, computer modeling data from the USACE was used. Figure 3.3 shows the USACE's model of the likely flooding that would have occurred in New Orleans from Katrina *if* there had been no breaches of the floodwalls and all the drainage pumping stations were running continuously. This model shows that without the breaches, there are still many levees and floodwalls that would have been overtopped, causing widespread flooding throughout the City (though not as extensive or deep as occurred with the breaches). When combined, three areas of high, moderate, and low risk of future flooding can be identified.

Figure 3.1 Repopulation Rates across New Orleans (Using utility usage as a proxy for residential recovery)²⁴



Note: Index equals November, 2006 index divided by November, 2004 index

²⁴ Areas in red may also indicate parks, undeveloped land, or industrial areas where there were no utility accounts registered at those locations prior to Katrina.

Figure 3.2 Natural Elevations across New Orleans

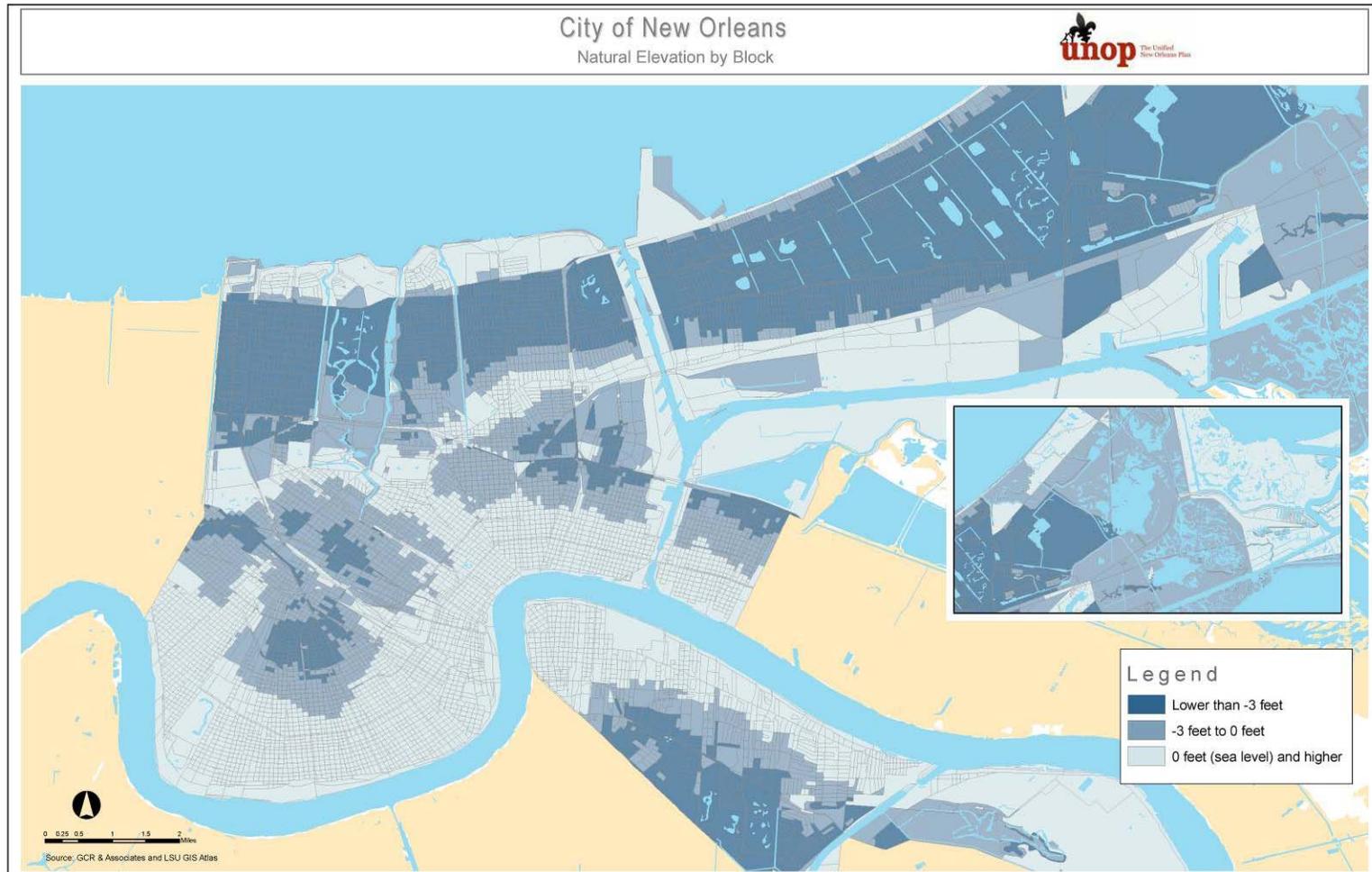
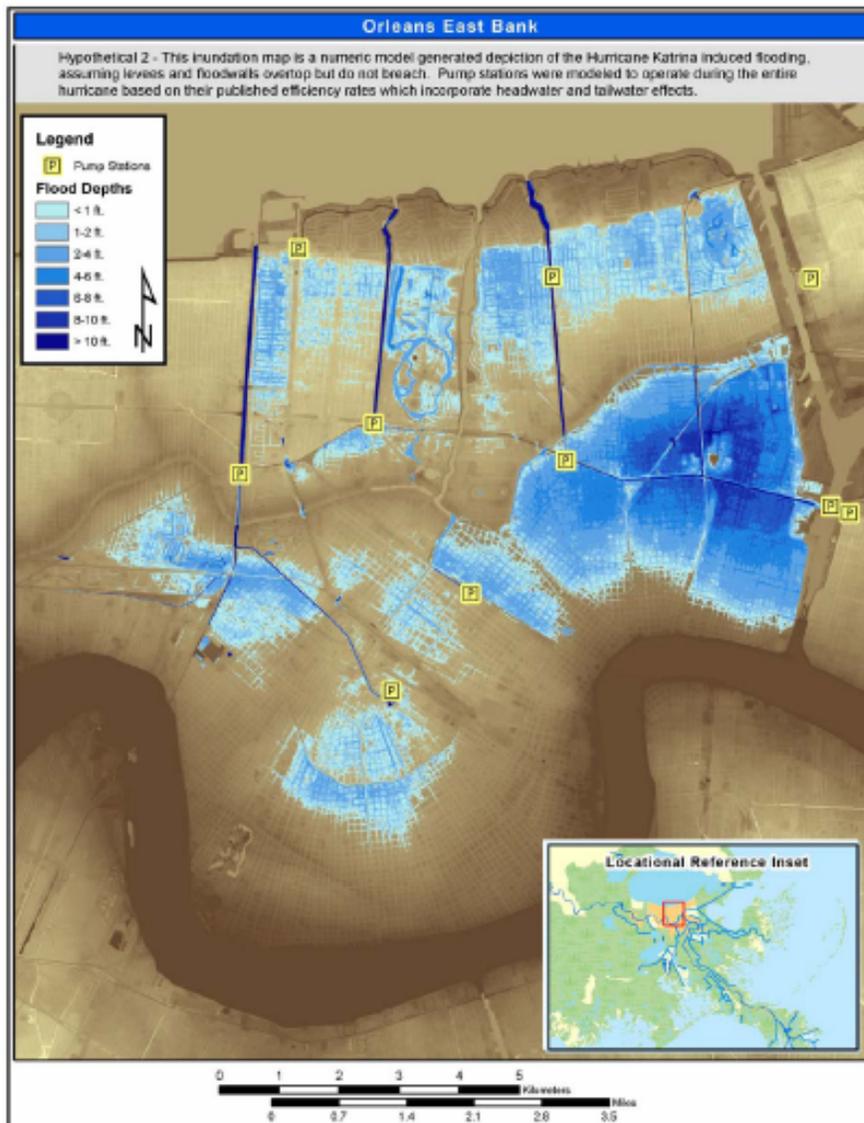


Figure 3.3 USACE’s Modeled Flood Depths – Assuming No Levee or Floodwall Breaches and Pumping Stations Operating Continuously at 100% Capacity



Recovery Policy Areas

Figure 3.4 illustrates the 9 possible combinations when the distinguishing criteria for future flood risk and rates of population return are merged. For the purposes of recovery planning, these combinations are not necessarily distinct. As an example, recovery priorities will be relatively similar in all areas that had little damage from Katrina, regardless of elevation. Likewise, the hardest hit areas with the slowest rates of repopulation will have some different priorities and needs when compared with other heavily flooded areas where repopulation rates are higher.

Figure 3.4 Illustration of the Potential Combinations of Future Flood Risk and Repopulation Rates

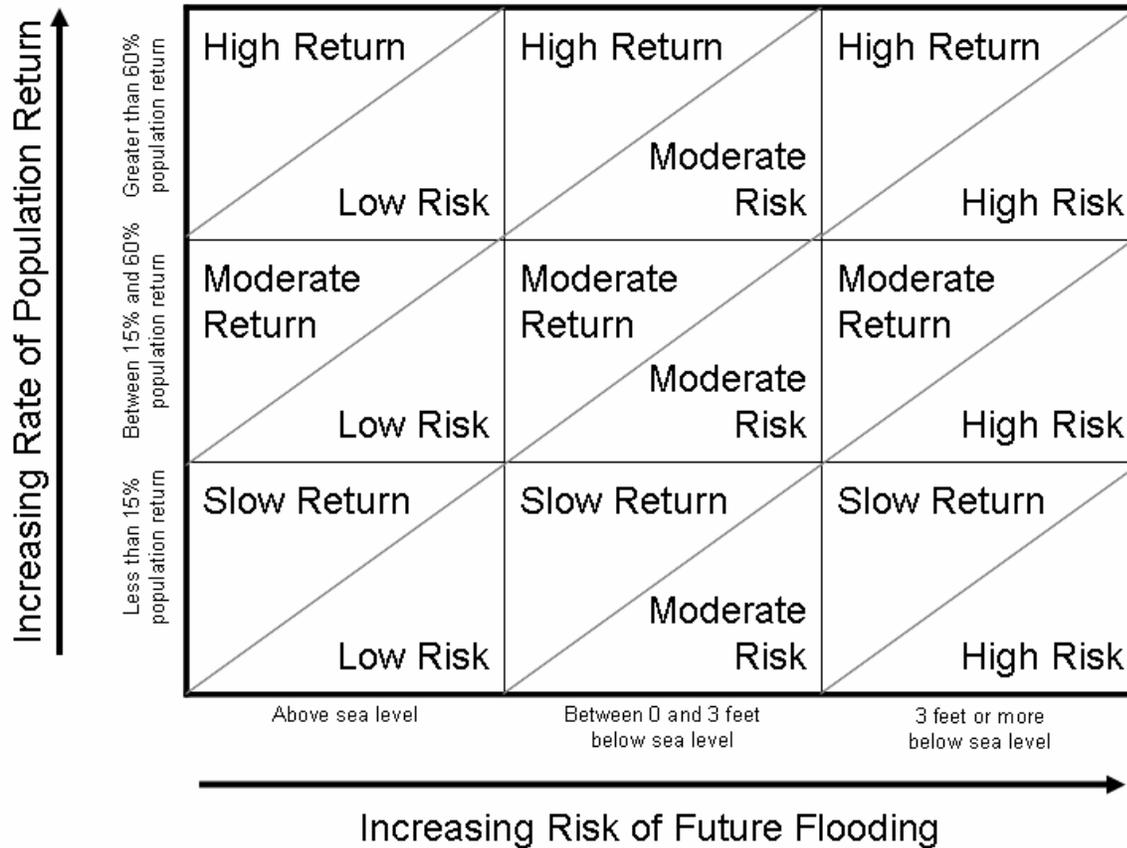


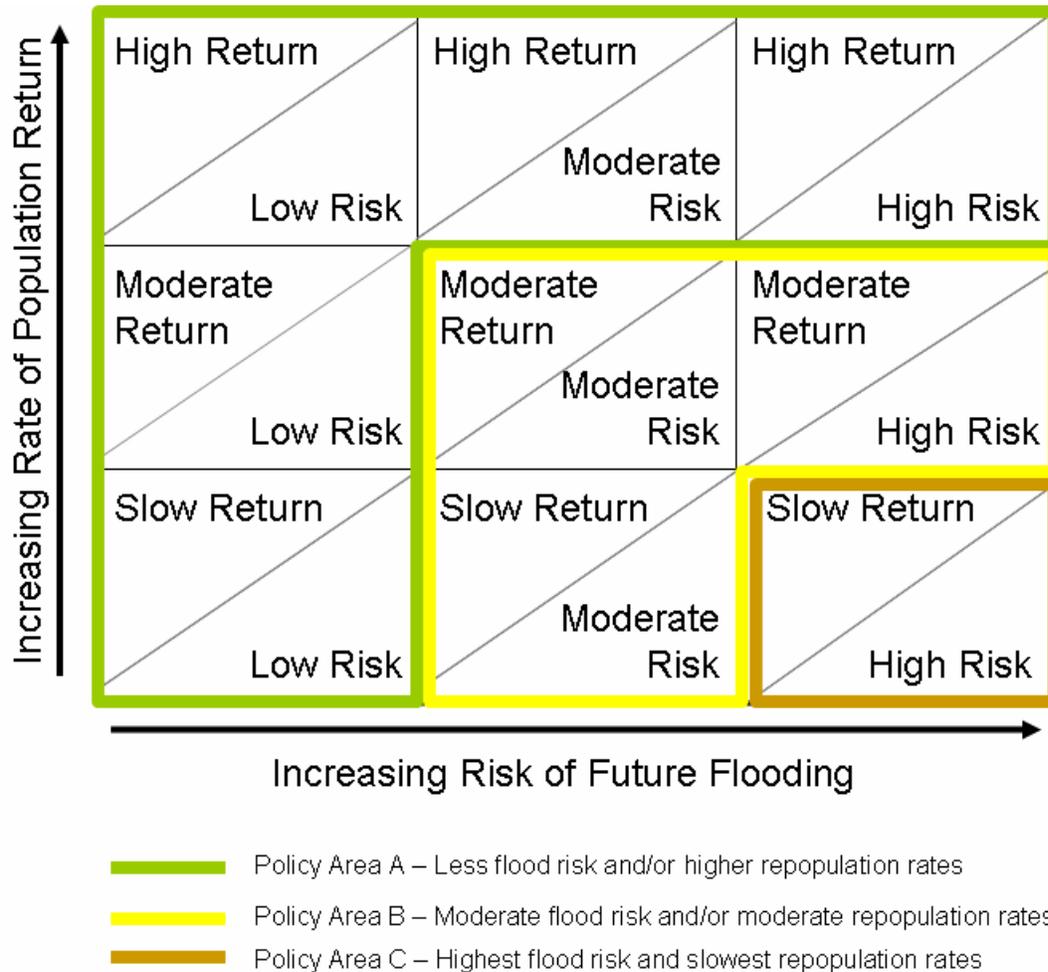
Figure 3.5 shows how these 9 combinations can then merged into 3 policy areas categorized as follows:

- ◆ Policy Area A – Less flood risk and/or higher repopulation rates
- ◆ Policy Area B – Moderate flood risk and/or moderate repopulation rates
- ◆ Policy Area C – Highest flood risk and slowest repopulation rates

Since a major goal of the Citywide Plan and preference of citizens participating in the UNOP process is to rebuild all neighborhoods of the City, it is important to note that none of these policies areas prohibit any neighborhood’s recovery. Rather, these designations offer a defensible and workable framework to establish strategies and policies, programs, and projects that are better tailored to the varying recovery and rebuilding needs of different parts of the City. As previously noted, neighborhood designations will change as people return and flood protection plans are implemented. But, for the purposes of this plan at this point in time, strategies and approaches are proposed by sector to address the specific needs and priorities of each policy area. For example, the Citywide Plan proposes that the neighborhood cluster program (described in section 4) specifically target Policy Area C – were future flood risk is highest and repopulation rate are slowest. The exact boundaries of these policy areas are less

important than the locations and boundaries of programs and projects that are eventually implemented. While this framework is a guide to estimate the level of funding needed, it is premature for this Plan to specify locations and boundaries until the necessary funding is secured.

Figure 3.5 Defining 3 Recovery Policy Areas



Policy Area A – Less flood risk and/or higher repopulation rates:

These areas of the City represent the safest and most fully recovered areas. In some cases, there are low-lying areas that were spared Katrina’s impact so their recovery needs are more limited and the policymaking is still focused on mitigation and reducing potential future losses. For the purposes of recovery planning, this Plan recommends that the immediate recovery investments focus on repairing any heavy infrastructure damage to insure no further damage occurs. All land parcels are valuable and strategies and approaches should aim to reverse some of the historic disinvestment and underutilization of some neighborhoods located in these areas. Strategic investments in public services and infrastructure should concentrate on identifying and

completing those recovery projects that encourage further population return and expand capacity to accommodate more residents and businesses wishing to voluntarily relocate into these parts of the City. Attention must be paid to preserving affordable housing in these areas. Full recovery will take 5 years or less, in some cases, much less.

Policy Area B - Moderate flood risk and/or moderate repopulation rates:

Most of the City's land area is within this policy area, as many residents have already made the financial commitment to return and rebuild their homes and we have long known that life in New Orleans carries a certain susceptibility to flooding. Strategies and approaches to these policy areas need to focus heavily on reinforcing the valuable investments already made by returning residents by providing incentives to help them better protect their property from future flood risk. Strategies and approaches also need to be structured to provide incentives that encourage other residents to return, so that the full public investments in rebuilding infrastructure and public services are maximized.

As an immediate next step in the recovery, all developed parcels in these areas should be repaired or rebuilt in order to maximize the return on recovery investments made in these areas. Thus, all blighted properties should be adjudicated or otherwise brought into compliance with city codes and efforts made to put them back to use. Public investment should first focus on repairing heavy damage to avoid additional losses, and next to improve and expand infrastructure and public services to accompany repopulation rates. Temporary, modular or mobile facilities *must only be used initially in the least populated parts* of these areas; but, because the full geographic extent of these areas may fully recover, major investments in public infrastructure and utilities should also proceed in the short- and medium-term as population returns. Investments in infrastructure and utilities need to be viewed as the incentives, the attractors, to get more people to return so that the entire area is fully restored.

Progress must be reviewed annually, and alternative strategies and approaches should be considered to help those parts of these areas that are still struggling to rebound after a few years. Likewise, major investment strategies will also need to be adjusted. For those areas where repopulation is still quite slow, Policy Area C approaches – such as neighborhood resettlement clusters - might need to be implemented over time. Any future redevelopment should reflect the goals and objectives of the City's Master Plan as well as the reductions in flood risk, anticipated as the USACE implements its next phases of work.

Policy Area C – Highest flood risk and slowest repopulation rates:

Only a small portion of the City is located in this policy area where the risk of future flooding is highest (natural land elevations are more than 3 feet below sea level) and the repopulation rates are slowest (less than 15% return). The immediate next steps in recovery of these areas must focus on stabilization. The heavy damage to infrastructure must be repaired and residents and businesses will be encouraged to return and rebuild in more sustainable clusters within their neighborhoods; or they may choose to relocate to another neighborhood in the City. Any programs or projects proposed for residents and businesses must be strictly voluntary and incentive-based; no mandatory relocation programs are proposed. But the technical and financial

resources must also be made available so that residents and businesses can work together to make collective decisions on where and how to rebuild more closely together with flood mitigation and sustainable/green building practices.

A more clustered pattern of resettlement will help the City and other agencies focus investments and upgrade public services and infrastructure to attract residents and businesses to reside near one another. A more clustered pattern of resettlement will reduce the guesswork among residents and businesses about their neighborhood's future viability, by restoring communities and reducing blight. It will also provide a guide to the City and other agencies to use in restoring infrastructure and services, and targeting investments to enhance infrastructure and services, and improve quality of life, which can stimulate additional investments.

Plans and designs of a more clustered resettlement pattern should be developed and work initiated in the first two years of recovery. Heavy damage must also be quickly repaired to stabilize these neighborhoods. Then, more focused investments that provide upgraded and state-of-the-art infrastructure and public services should be made to reinforce and support the clustered pattern of resettlement that emerges. Progress must be reviewed annually, as conditions in neighborhoods can change. Over time, the undeveloped areas will need to be re-envisioned into alternative, productive uses. These uses should reflect the goals and objectives of the City's Master Plan as well as the reductions in flood risk, anticipated as the USACE implements its next phases of work.

3.3.4 Recovery Strategies through Time

A comprehensive set of recovery strategies has been developed for each the City's major sectors – from housing to jobs to flood protection to utilities. The top recovery priorities are then defined for each sector (primarily those things that we must do in the next 2 years to stabilize and build the foundation for a sustainable recovery across all neighborhoods in the City). It also defines a course for planning and investing in the mid-term (2 to 5 years) and longer-term (beyond 5 years).

But, since we can't predict the future, the strategic recovery framework also provides a template for future plan implementers to monitor and evaluate progress, and adjust strategies and approaches based on actual resettlement patterns over time. The framework will guide investment in support of the City's recovery in each sector for each part of the City. It also provides a means of bundling together priority recovery programs and projects recommended by the Citywide and District Plans for implementation and financing.

As conditions change in given areas of the City, the framework also enables future planners and decision-makers to shift resources to meet the demands and also evaluate how these strategies should change. For example, a certain set of strategies may be appropriate for providing public services in certain parts of the City based on its level of flood risk and current population, but these conditions may change over time.

Section 4 – Summary of Recovery Projects

Recovery projects evolved from a rigorous assessment of the City’s recovery fourteen months after Katrina. The assessment evaluated recovery progress and needs across a wide range of sectors, from flood protection to libraries. Agency representatives and peers within the community were interviewed as part of each recovery assessment. From this work, scores of action-oriented projects emerged. These projects ranged from simply repairing existing facilities damaged by the storm to redevelopment projects that could transform parts of the City. Some are immediate needs, others are more long-range. Consequently, a framework was developed so that projects could be phased and prioritized according to the rate of population return and risk of future flooding.

The following pages provide summaries of recovery policies, programs, and projects organized by sector. Each sector summary includes a description of the sector, some background on the key issues affecting recovery, strategies to advance the recovery, and a list of action-oriented policies, programs and projects. Also, an implementation timeline for programs and projects is located in each sector summary to indicate their start and finish dates, as well as to provide an indication of anticipated milestones. This timeline organizes projects in to short (years 1-2), medium (years 3-5) and long term (years 6-10) periods and generally indicates when the projects commences and ends.

Many of the policies, programs and projects will apply citywide. However, some are designed to target the specific needs of different areas of the City, based upon the rates of population return and the risk of future flooding. As discussed in Section 3.3.3 – Strategic Recovery Framework, these proposed recovery policy areas are:

- ◆ Policy Area A – less flood risk and/or higher population rates
- ◆ Policy Area B – moderate flood risk and/or moderate repopulation rates
- ◆ Policy Area C – highest flood risk and slowest repopulation rates

4.1 Flood Protection

Flood protection consists of all measures taken by the community to protect itself from flooding. This includes the external system of levees provided by the Corps of Engineers as well as the internal system of drainage ditches, catch basins, pipes, canals and pumping stations provided by the Sewerage and Water Board (S&WB) and the Department of Public Works (DPW). It also includes measures to restore a healthy coastal zone so that barrier islands, natural ridges, marshlands and swamps can serve as buffers against hurricane winds and storage areas for storm surge. Lastly, it includes steps taken by the government, public and private institutions, and individual homeowners and business owners to raise their homes and businesses above the floodplain.

4.1.1 Background/Statement of the Problem

For the last one hundred years, the City of New Orleans has relied upon engineered flood protection systems – levees, canals, and pumping stations – to protect it from flooding. This system did not protect the City from the storm surge of Hurricane Katrina, a Category 3 storm. Of the 330 miles of levees that protect the City, many were overtopped, some 25 miles were completely destroyed and had to be rebuilt, while another 220 miles had to be repaired. Floodwalls in the core of the City were also breached, causing massive flooding. The reliance on levees alone has caused the City to move away from earlier flood mitigation techniques, such as locating on higher ground and elevating structures above potential flood waters, with particularly devastating effects on the many slab-on-grade homes constructed in the past fifty years.

The programs and projects identified for this sector are focused on what the City and individuals can do to protect themselves from flood damage in the future. Elements of the larger planning programs, such as the Corps of Engineer’ Hurricane Protection System (HPS) and the Southeast Louisiana Urban Flood Control Program (SELA), as well as Louisiana’s Coastal Protection and Restoration Master plan, are not included, because they are already underway and have dedicated funding sources.

There are some parts of the City where repopulation has been very slow. Many of these areas also had the deepest flooding and are at some of the lowest elevations in the City. In January 2007, roughly 10% of New Orleans’ city blocks, which contain roughly 20,000 households, still have less than 15% of their pre-Katrina populations and also have natural elevations of -6 (minus six) feet or more below mean sea level. Reasons for their slow pace of recovery include: the slow pace of funding from the Road Home program, loans, or insurance settlements; lack of reliable utility service; uncertainty about other neighbors’ decisions to return; and concern about future flood risk. These neighborhoods need financial and technical assistance to stabilize their neighborhoods, prevent further deterioration and blight, and establish a course for rebuilding that allows the City and other agencies to restore and upgrade infrastructure and community services while also giving residents and businesses confidence to return and options to improve their safety and stability.

For these reasons, the **Neighborhood Stabilization Program** has been recommended. Neighborhood stabilization aims to ensure that whole neighborhoods in New Orleans can recover from Katrina and prosper in the future. It promotes neighborhoods coming back, instead of just individuals coming back. This program focuses on the underpinnings of neighborhood stability and revitalization.

There are other parts of the City where repopulation rates are higher, and natural land elevations are some of the highest in the City, but gaps in the resettlement exist. Some gaps are caused by historic disinvestment prior to Katrina. Others are caused by the varying rates of individual resident and business recovery as well as lingering post-Katrina blight. These neighborhoods also need policies and strategic approaches that combat blight and build momentum for additional residents and businesses to move there and invest in the neighborhood.

4.1.2 Strategies

Flood risk management is a priority of the plan to make our citizens safe across the City. The flood protection strategy is two-fold:

- ◆ **Advocate that the Corps of Engineers and the Sewerage and Water Board provide stronger levees and floodwalls and provide additional (and more reliable) pumping capacity.** Full funding and expedited implementation should be guaranteed for the repair and upgrade of the regional hurricane levee system to current project standards by June 2007. Design and construct new systems, including levees, floodwalls, pumping stations, and floodgates to protect against Category 3 hurricanes by June 2010. Design and construct new systems, including coastal restoration and surge barriers to protect against Category 5 hurricanes as soon as possible, but in no case by later than 2020.
- ◆ **Take measures to flood-proof individual structures and critical equipment from rising water and hurricane-force winds.** By taking action ourselves, we are taking more responsibility for our lives, property and public investments, thereby demonstrating the City's commitment to mitigate its flood risk and justify our request for Category 5 protection.
- ◆ **In less populated areas, encourage people and neighborhood-serving businesses to reside closer together, while also reducing blight and future risk of flooding.** Just as every citizen is welcome back, so is every neighborhood. Ensuring that every neighborhood of New Orleans can recover and prosper is a priority of the plan.
- ◆ **In more populated areas, maximize the ways in which additional population and investment can be attracted more quickly yet accommodated in a context sensitive manner.**

4.1.3 Policies, Programs, and Projects

1. Strictly enforce, at a minimum, FEMA Base Flood Elevation (BFE) guidelines across the City.

Provide more staffing to the City Planning Commission and the Office of Safety and Permits. These departments are essential to this effort. All costs are accounted for as part of implementation, and there is no specific project description sheet associated with this policy.

2. Provide incentives for flood mitigation practices that will “harden” both structures and contents for all public-serving facilities.

Ensure that essential public-serving facilities are “flood-proof” as soon as possible. All of the following public-servicing facilities are eligible for these incentives: schools, hospitals, police

and fire stations, communication centers, etc. This program applies equally across the City. More details are provided in Project Sheet #01.

3. “Elevate New Orleans” with incentives to voluntarily elevate structures.

Provide any residence or small business in the City of New Orleans with “gap financing” to fund the gap between the FEMA/Road Home funds and the actual costs of elevating a structure. Elevations must be performed in accordance with new FEMA BFEs and design guidelines. Incentives will be available for at least 5 years. More details are provided in Project Sheet #02.

4. Provide incentives for the voluntary reconstruction of slab-on-grade houses.

Provide homeowners whose slab-on-grade homes flooded during Katrina, or any other flood event, with “gap financing” to voluntarily demolish the home and rebuild a new house on-site in accordance with the new FEMA BFEs and design guidelines. The new structure must be designed and constructed in a more traditional New Orleans style, either on piers, with chain walls, or with first floor basements, in order to elevate the first floors above flood waters. Incentives will be available for at least 5 years. This program will be implemented differently across recovery planning areas in the City. More details are provided in Project Sheet #03.

5. Implement the “Cluster New Orleans Neighborhoods” program to help neighbors and businesses come back to those neighborhoods that have been very slow to repopulate and also are at highest risk of future flooding.

This program is completely voluntary and incentive-based, and only offered in those areas of the City with the slowest rates of repopulation, lowest natural elevations, and high risk of future flooding. It provides funds and technical assistance to help residential property owners, neighborhood-serving small businesses and renters to return and rebuild in more sustainable clusters within their neighborhoods. (Also, for these areas additional policies, programs and projects for small businesses and residents are provided in the Economic Development and Housing sector discussions, respectively. Likewise, additional policies, programs and projects are also provided in the Flood Protection, Utilities and Infrastructure, Transportation/Transit, and Community Services Sector discussions.)

Technical and financial assistance will be available to residents and businesses to work together to make collective decisions on whether to rebuild more closely together with flood mitigation and sustainable/green building practices. This program aims to reduce the guesswork among residents and businesses about their neighborhood’s future viability, by restoring communities and reducing blight. It will also provide a guide to the City and other agencies to use in restoring infrastructure and services, and targeting investments to enhance infrastructure and services, and improve quality of life, which can stimulate additional investments. More details are provided in Project Sheet #04.

6. Target redevelopment of underutilized areas of the City where land elevations are higher and surrounding repopulation rates are high.

This policy sets priorities for the City Planning Commission and other responsible agencies to help encourage and facilitate the redevelopment of higher elevation areas of the City that were underutilized prior to Katrina. Small area studies that could facilitate the adaptive reuse of underutilized, previously non-residential land have emerged from the District Plans. The District Plans have also recommended a host of capital improvements and community investments to dramatically improve areas that have historically attracted little investment. More details are provided in Project Sheet #05. (Also for these areas, additional policies, programs and projects for small businesses and residents are provided in the Economic Development and Housing sector discussions, respectively. Likewise, additional policies, programs and projects are also provided in the Flood Protection, Utilities and Infrastructure, Transportation/Transit, and Community Services Sector discussions.)

7. Expedite the reuse of pre-Katrina blighted and adjudicated properties, with priority in higher elevation areas of the City.

Streamline the process of making abandoned and adjudicated properties available for sale at attractive, below market rates so that additional residents and businesses can purchase and rehabilitate the properties. Priority should initially be given to properties in higher elevations of the City. Funding will be needed for additional staffing in responsible agencies. Project Sheet #06 provides additional details.

8. Prevent post-Katrina blight through careful code enforcement.

Damaged structures are deteriorating in neighborhoods across the City. This can affect the overall safety, property values and viability of the neighborhood. Post-Katrina blight can be combated with stronger code enforcement on permitting and demolition. However, careful attention must be given to identifying property owner' intentions, before enforcement actions are taken. Policies and procedures must target the truly abandoned properties and not those where owners intend to return but are still waiting for additional funding or are overcoming some other impediment. This policy applies citywide, and funding will be needed for additional staffing in responsible agencies.

9. Study the use of alternative mechanisms to purchase blighted and adjudicated properties.

Study the use of alternative mechanisms for residents and businesses to purchase and rehabilitate blighted properties. This includes the "lot next door" program and additional mechanisms for remediation of blighted properties. This study should be undertaken in the mid-term, after other policies and programs to stabilize neighborhoods have been implemented and additional mechanisms for the remediation of blighted properties have been explored.

10. Study the strengthening and use of secondary protection systems for flood protection and provide third party monitoring of on-going improvements and modifications to the flood protection system.

These studies would include concepts such as an analysis of Internal Flood Protection Measures for Selected New Orleans East neighborhoods, a study of a Hurricane Protection Levee System for Algiers, a study for a Hurricane Protection Levee System for Algiers Lower Coast, and a study of flood protection between Orleans and Jefferson Parish. More details are provided in Project Sheets #07, #08, #09, and #10.

4.1.4 Application across Planning Areas

Some policies, programs or projects should be adjusted to accommodate the requirements of the three proposed planning areas.

For Policy Area A:

- ◆ Fully cover the costs of elevating homes under the “Elevate New Orleans” program. (Provide additional incentives for participants in the Neighborhood Cluster Program [see following sector]). Make gap financing available for at least five years.
- ◆ Study the use of secondary protection systems for flood protection. This would have particular application to New Orleans East.
- ◆ Provide generous, voluntary-incentives to residents and businesses that choose to rebuild in clusters with more sustainable and flood-proof construction.
- ◆ Repair heavy damage to infrastructure and restore community services across the entire area, but target upgrades and enhanced services to cluster areas.
- ◆ Prevent post-Katrina blight through careful code enforcement.
- ◆ Over time, reevaluate strategies and work with communities to re-plan areas outside clusters. Also, over time, study use of alternative mechanisms to purchase blighted and adjudicated properties.

For Policy Area B:

- ◆ Provide generous incentive programs to help those who already decided to return to protect their rebuilding investment, including the “Elevate New Orleans” elevation or the “Slab-on-Grade Remediation” reconstruction program. Provide similar incentives for those who have not returned to encourage them to rebuild more safely. Make incentives available for at least five years.
- ◆ Study the use of secondary protection systems for flood protection.
- ◆ Encourage residents and businesses to continue to rebuild and reinvest in these neighborhoods by repairing infrastructure damage and restoring community services. At the same time, invest strategically in infrastructure and community service improvements across the planning area.
- ◆ Prevent post-Katrina blight through careful code enforcement.
- ◆ Over time, reevaluate strategies and consider offering voluntary-incentives to residents and businesses within the slower repopulation areas to rebuild in clusters. Also, over time, study use of alternative mechanisms to purchase blighted and adjudicated properties.

For Policy Area C:

- ◆ Provide incentives to bridge the gap between FEMA/Road Home funds for elevation and full cost to elevate. Make incentives available for at least five years.
- ◆ Target redevelopment of underutilized areas to accommodate additional population and stimulate revitalization.
- ◆ Repair heavy damage to infrastructure and restore community services, but only make limited investments to modify infrastructure so it can accommodate additional population or stimulate neighborhood revitalization. A major overhaul of infrastructure is generally less critical in these areas because they experienced less damage from Katrina.
- ◆ Prioritize the sale and reuse of pre-Katrina blighted and adjudicated properties in these areas. Over time, study the use of alternative mechanisms to purchase blighted and adjudicated properties.

4.1.5 Flood Protection Projects

- ◆ USACE provide 1-in-100 year hurricane flood protection by 2010 (federal project, no project sheet)
- ◆ Floodproof Essential Public-serving Facilities and Equipment
- ◆ “Elevate New Orleans ” Incentive Program: Residential and Small Business Owners
- ◆ Slab-on-Grade Remediation Program
- ◆ Neighborhood Cluster Program
- ◆ Small Area Adaptive Re-use Studies
- ◆ Study: Streamline process for purchase of blighted housing and the lot-next-door program
- ◆ Study: Internal Flood Protection measures for Selected N. O East Neighborhoods
- ◆ Study: Hurricane Protection Levee system for Algiers
- ◆ Study: Hurricane Protection Levee system for Algiers Lower Coast
- ◆ Study: Orleans/Jefferson Flood Protection

4.1.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over three recovery phases for all the programs or projects in this sector.

	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
USACE provide 1-in-100 year hurricane flood protection*	30%	30%	40%
Harden Key Facilities	10%	60%	30
Elevate New Orleans	45%	55%	
Slab-on-Grade Remediation	10%	60%	30%
Neighborhood Cluster Program	20%	40%	40%
Small Area Adaptive Re-Use Studies	100%	-	-
Streamline Purchase Process for Blighted housing & Lot-Next-Door	30%	70%	-
Study: Internal Flood Protection for Selected East NO Neighborhoods	100%	-	-
Study: Hurricane Protection Levee System for Algiers	100%	-	-
Study: Hurricane Protection Levee System for Algiers Lower Coast	100%	-	-
Study: Flood Protection between Orleans and Jefferson Parishes	100%	-	-

* This project was 10% complete at the end of 2006.

4.2 Infrastructure and Utilities

The utility infrastructure serving Orleans Parish consists of both private and public utilities. The Sewerage and Water Board of New Orleans (S&WB) operates and maintains the major drainage collection system and pumping stations; auxiliary power system; sewer systems; and, water systems. The City of New Orleans Department of Public Works (DPW) is responsible for storm water drainage for streets.

4.2.1 Background/Statement of the Problem

Many infrastructure systems are approaching or exceeding their design lives. The hurricane accelerated their deterioration and need for massive improvements. Projects proposed in this Sector are in addition to the reimbursements made by FEMA, as well as the drainage improvements funded by Congress through the Southeast Louisiana Urban Flood Control program. Projects for private utilities are not included.

4.2.2 Strategies

The strategy for infrastructures and utilities has three essential elements:

- ♦ **Repair damaged infrastructure to stabilize neighborhoods.** Repair infrastructure to prevent additional damage and stabilize neighborhoods. In the short term, emergency repairs will be implemented everywhere possible to prevent further damage to systems, while other non-essential repairs would follow as areas stabilize.

- ◆ **Invest and upgrade permanent infrastructure to reflect hosting capacity and make major infrastructure improvements to spur neighborhood revitalization.** Make major infrastructure repairs, bringing them up to generally acceptable professional standards for greatest service and longest life. Major improvements to infrastructure are programmed to coincide with the neighborhood stabilization plans and will be based on population resettlement. Upgrades will be used to spur neighborhood revitalization, and may include premiere state-of-the-art technologies, and may include burial of power lines and other utilities concurrently.
- ◆ **Maintain infrastructure using a comprehensive renewal/replacement strategy.** Develop a long-range maintenance and upgrade plan for all infrastructure throughout the City. One third of the system is close to 100 years old, and less than one third of the system is under 40 years old. It is generally not possible to replace such large portions of the distribution system over a short time period, and therefore should be broken out over a 25-year timeframe.

4.2.3 Policies, Programs, and Projects

1. Repair and replace essential facilities.

Several proposed projects would improve essential equipment in the event of emergencies, loss of power, or future hurricanes, as well as make essential repairs on flood-damaged equipment beyond what has been reimbursed by FEMA.

- ◆ **Upgrade mechanical systems at East Bank drinking water plant.** This project repairs and upgrades the mechanical and physical infrastructure which has deteriorated due to age and stress and which is in need of replacement. Greater-than-normal water losses in the distribution system continue to require the plant to operate at capacity levels. For more information, see Project Sheet #11.
- ◆ **Make short-term drainage improvements for emergency situations.** This project makes a series of emergency-related upgrades to various drainage facilities, including emergency water cooling systems, emergency power supplies, underpass drainage mitigation, and safety power rooms. For more information, see Project Sheet #12.
- ◆ **Water and wastewater systems—short-term and mid-term improvements.** These four projects consist of a variety of system-wide repairs. The prioritization for repair, rehabilitation, and improvements to infrastructure will vary across the City, depending on the risk of re-flooding; the wastewater collection system Consent Decree; and, the return of population. For more information, see Project Sheets #13, #14, #20, and #21.
- ◆ **Added capacity at the East Bank drinking water plant.** This project is the result of the systemic leaks in the City's water distribution system, exacerbated by Katrina. These leaks require increased water production to satisfy demands for consumption and fire protection. The increased demand accelerated accumulation of sedimentation in the basins. Additional capacity is needed to satisfy this demand while allowing for required basin cleaning and maintenance. For more information, see Project Sheet #15.

- ◆ **Improve levees and mitigate wetlands adjacent to East Bank wastewater treatment plant.** This project repairs and improves the levees adjacent to the East Bank Wastewater Treatment Plant, which were severely damaged along with adjacent wetlands. The application of treated wastewater effluent into wetlands offers an opportunity to comply with more stringent effluent limits while simultaneously supporting the restoration of adjacent wetlands. For more information, see Project Sheet #16.
- ◆ **Modify power plant to prevent flooding when commercial power is not available.** This project improves back-up power generation capability and also upgrades the existing facility. The 25-cycle power generator at Carrollton was shut down for 5 days following the storm but was mostly unharmed once services were restored; however, this plant has reached the end of its design life. For more information, see Project Sheet #17.
- ◆ **Expedite the restoration of basic utility service.** Advocate strongly for restoration of reliable electric, gas, and telephone service to areas of the City that are still lacking basic utilities.

2. Develop asset management plan for water distribution system.

Create a water distribution system asset-management plan to prioritize or organize rehabilitation efforts, provide operational optimization for the whole system, and incorporate data gathering during current maintenance program. In order to replace large portions of the distribution system over a reasonable time frame, costs are scheduled over 25 years and will be phased (short, medium and long term). Project Sheet #14 has additional details.

3. Develop a technical staffing program for the Sewerage and Water Board.

Develop a program that assists the Sewerage and Water Board in recruiting and retaining engineers and other technical staff. For more information, refer Project Sheet #18.

4. Provide capacity improvements and system upgrades.

The following projects address increased demand occurring as result of population resettlement as well as hurricane-damage:

- ◆ **Add capacity to emergency fuel storage in event of emergency.** This project increases the storage capacity for fuel at the Algiers Pumping Station for future emergency situations and replaces components failing due to age. It is a high priority that must be implemented soon. For more information, see Project Sheet #19.

5. Expand and improve the free, citywide wireless internet network.

Improve free citywide wireless network to enhance the geographical reach and speed of the wireless service. For more information, see Project Sheet #22.

4.2.4 Application across Planning Areas

Some policies, programs or projects are adjusted to accommodate the requirements of the three proposed planning areas.

For Policy Area A:

- ◆ Heavily damaged infrastructure is repaired to avoid additional damage and stabilize neighborhoods initially. Reliable infrastructure service is restored expeditiously.
- ◆ As neighborhoods resettle, major infrastructure improvements are made based on resettlement of population.
- ◆ Over the long-term, an asset management plan is developed for continuous maintenance and upgrades to infrastructure.

For Policy Area B:

- ◆ Heavily damaged infrastructure is repaired to avoid additional damage and stabilize neighborhoods initially.
- ◆ Then, as neighborhoods resettle, permanent infrastructure is improved to accommodate additional population.
- ◆ Major infrastructure improvements are also made to catalyze neighborhood revitalization.
- ◆ Over the long-term, an asset management plan is developed for continuous maintenance and upgrades to infrastructure in response to evolving settlement patterns.

For Policy Area C:

- ◆ Heavily damaged infrastructure is repaired to avoid additional damage.
- ◆ Infrastructure is improved and modified scalable to population.
- ◆ Major infrastructure improvements are also made to catalyze neighborhood revitalization.
- ◆ Over the long-term, an asset management plan is developed for continuous maintenance and upgrades to infrastructure.

4.2.5 Infrastructure Projects

- ◆ Carrollton Drinking Water Plant-Short Term Projects
- ◆ Drainage Improvements – Short Term Projects
- ◆ Wastewater Collection System-Short Term Improvements
- ◆ Water Distribution System-Asset Management Plan And Short Term System Replacement Program
- ◆ Carrollton Drinking Water Plant-Additional Flocculation and Sedimentation Capacity
- ◆ East Bank Wastewater Treatment Plant-Levee Improvement Mitigation and Wetlands Project
- ◆ Power Plant
- ◆ Sewerage & Water Board-Technical Staff
- ◆ Algiers Drinking Water Plant-Emergency Fuel Storage & Filter Valve Control System
- ◆ Wastewater Collection System-Medium Term Improvements

- ◆ Water Distribution System-Medium Term System Replacement Program and High Lift Facility
- ◆ Citywide Wireless Network

4.2.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
Carrollton Drinking Water Plant—Short-Term Projects	80%	20%	-
Drainage Improvements – Short-Term Projects	80%	20%	-
Wastewater Collection System-Short Term Improvements			
Water Distribution System—Asset Management Plan And Short-Term System Replacement Program	75%	25%	-
Carrollton Drinking Water Plant—Additional Flocculation and Sedimentation Capacity	25%	55%	20%
Algiers Drinking Water Plant – Emergency Fuel Storage	80%	20%	
East Bank Wastewater Treatment Plant-Levee Improvement Mitigation and Wetlands Project	25%	25%	50%
Power Plant	40%	40%	20%
S&WB Technical Staff	40%	40%	20%
Wastewater Collection System—Medium-Term Improvements	40%	40%	20%
Water Distribution System—Medium-Term System Replacement Program and High-Lift Facility	25%	55%	20%
Citywide Wireless Network	75%	25%	-

4.3 Transportation

This sector focuses on major and local streets and the transit system. A major street is defined as a major arterial, a minor arterial, or a collector street. Local streets include all other lower-capacity streets. The Transportation Sector includes all those policies and programs necessary to rebuild the badly-damaged transportation/transit sector of the City.

4.3.1 Background/Statement of the Problem

Before Hurricane Katrina, the New Orleans street network needed repair, and it was further damaged by immersion in brackish floodwater for several weeks following Katrina. Traffic signalization citywide was crippled and still is being restored in some areas. The transit system lost a great majority of its rolling stock (which is slowly being replaced), and new routes need to be designed in line with the rate of return of the user population. Major repairs are now needed and must be coordinated with repairs to the utility system, much of which is underground.

This Sector does not include projects that are under jurisdiction of the state of Louisiana (such as the LA Swift and the B.R.-N.O. rail passenger service) or other states (the N.O.-Mobile high-speed rail service). Those activities at the Port of New Orleans and the Armstrong International Airport are described in greater detail in the Economic Development Sector.

4.3.2 Strategies

Restoration of (and revisions to) the City's transportation nodes and services are essential to the stability of New Orleans's neighborhoods and the revitalization of a number of important aspects of civic and economic life:

- ◆ **Repair heavily damaged roads to stabilize neighborhoods.** A network of safe and passable roads must be afforded to every area of the City. Expedient repairs should be made throughout the City to ensure that streets experience no further damage.
- ◆ **Invest in road improvements.** Extensive and ongoing street repair and the construction of street extensions should be focused within areas of the most current and projected activity. The order in which repairs are made will be coordinated with respect to traffic volume, risk of further damage, and the relative recovery and repopulation of the surrounding areas. Repairs and improvements will be coordinated with the Sewerage and Water Board and other utility providers. Additional improvements to sidewalks and neutral grounds will complement repairs.
- ◆ **Improve the Evacuation and Response Plan.** Develop an evacuation plan that utilizes all transportation assets to evacuate everyone, including those without cars, the elderly and the infirm.
- ◆ **Make major public transit system improvements to spur neighborhood stability and revitalization.** Expanding both the frequency and number of public transit routes will support the revival of the City, its economy, and its school system. The current system should be reconfigured to best serve the current distribution of the City's population. Alternatives to fixed route service will be evaluated in areas where the population cannot sustain it.
- ◆ **Revision a unified transportation system which accommodates and coordinates all modes of transportation, and expands commuter service for regional integration.** The strategic integration of bicycle, transit, vehicular, ferry and pedestrian transportation is a necessity for a modern city. Expanded commuter services may include the extension of LA Swift bus service and eventual rail-based transit between Baton Rouge and New Orleans.
- ◆ **Address the deleterious effects of major transportation corridors through a variety of mitigation mechanisms.** Sound walls along the interstates and traffic and parking management programs will help to resolve quality of life issues related to transportation. The longstanding negative impact of the elevated portion of I-10 over Claiborne Avenue will be examined as well.
- ◆ **Evaluate the adequacy of current evacuation plans in light of previous plans' failure to account for the elderly, infirm, transit dependent, and prison population.** New

Orleans can no longer afford to have a two tiered evacuation system. Safe, timely evacuation in advance of major storms must be guaranteed for all residents.

4.3.3 Policies, Programs and Projects

1. Repair and restore major and minor arterial roads coordinated with S&WB repair efforts.

The Department of Public Works and S&WB efforts will occur strategically based on the relative risk of an area as well as the rate of repopulation. Some of this will be occurring under the oversight of the Regional Planning Commission (RPC) and LA Department of Transportation and Development. For more information, see Project Sheet #23 and# 24.

2. Repair and restore collector and local streets coordinated with S&WB repair efforts.

Many neighborhood streets have been damaged by debris removal apparatus. As neighborhoods resettle and debris removal finishes, street repairs should follow. DPW and S&WB both require additional equipment and personnel to support the effort. For more information, see Project Sheet #25 and #27.

3. Re-evaluate evacuation and disaster response plans.

Assess the effectiveness of present evacuation plans in light of Hurricane Katrina. Focus particular attention on establishing a convenient system of transit pick up and distribution points and a multimodal evacuation system to fully account for those without automobile access. Publicize this system extensively so that communities are intimately familiar with standard procedures in the event of another major storm. For more information, see Project Sheet #26.

4. Develop and implement an ongoing replacement program for all streets.

A significant number of city streets were in need of extensive repair or total replacement prior to Katrina. The impact from billions of tons of water atop a large portion of the roadway network accelerated the rate of deterioration of road beds. This program would establish an ongoing repair/replacement cycle for the maintenance and upkeep of city streets. For more information, see Project Sheet #28.

5. Implement the East-West Corridor and Downtown Loop Plan.

Construct the East-West Corridor (currently in early planning stages) to provide transportation for tourists seeking access from the airport to downtown, for local commuters between Jefferson and Orleans Parishes, and as an added evacuation alternative. For more information, refer to Project Sheet #29.

6. Develop parking and traffic management plan in districts in or around downtown.

Coordinate with residents, business owners, and public agencies to establish guidelines, policies, and implementation measures of parking zones and traffic restrictions throughout the downtown area and in other areas where circulation patterns impinge on quality of life. Focus particularly on the presence of large vehicular traffic, loading and unloading issues, and non-resident parking in areas where the capacity is limited. For more information, see Project Sheet #30.

7. Study feasibility of additional transit rail infrastructure.

Study increasing the extent of a fixed rail (either streetcar or light rail) transit network. Due to the capital costs of installing rail lines and relatively lengthy construction periods, new routes should be studied for feasibility and added judiciously and should respond to present patterns of residential density or anticipated new settlement patterns. For more information, see Project Sheet #31.

8. Initiate streetcar travel time study.

Streetcars are often cited as being too slow for commuters and users of public transit. This condition is often attributed to slow travel speeds, frequent stop locations, inefficient passenger loading, and traffic signal delays. A streamlined, more efficient operation could be implemented with modest changes to the existing systems that would enhance ridership and travel times. For more information, refer to Project Sheet #32.

9. Extend the riverfront streetcar line.

Expand the streetcar network to enhance transit service and to support the ongoing planning efforts of the Regional Planning Commission. For more information, refer to Project Sheet #33.

10. Implement citywide bike path and bike lane system.

Create the first phase of a comprehensive bike path system serving all sections of the City of New Orleans. This project would tie together the various parts of the City. For more information, refer to Project Sheet #34.

11. Study the removal of the elevated portion of I-10 over Claiborne Avenue.

Conduct a detailed cost benefit analysis of the transportation, economic, and budgetary impacts of removing the portion of I-10 roughly from Elysian Fields Avenue to the Pontchartrain Expressway. For more information, see Project Sheet #35.

12. Study construction of sound walls along Interstate-10 and Interstate-610.

Extend existing sound walls to areas along ground-level portions of expressways. Walls should conform to the height and design restrictions determined by previous studies and resident input. For more information, see Project Sheet #36.

13. Restore and expand transit service and improve transit infrastructure.

It is generally recognized that the present population of New Orleans cannot support the level of transit service that the City enjoyed prior to Katrina. Nonetheless, frequency of RTA service should be increased based on repopulation and ridership. Replace vehicles with newer, cleaner, and more energy-efficient models. Financially sustainable service should be added to less populated areas in a strategic fashion over time.

14. Provide regional commuter rail in Louisiana.

Plan, install, and operate a commuter rail system connecting the most populous areas of southeastern Louisiana.

4.3.4 Application across Planning Areas

Some policies, programs or projects should be adjusted to accommodate the requirements of the three proposed planning areas.

For Policy Area A:

- ◆ Initially, make only essential repairs on all major streets in these areas: major arterials, minor arterials, and collector roads. Also make non-essential repairs to those major streets that serve as high-traffic links across the City. In the mid-term, begin repairing remaining major streets in response to the evolving settlement pattern. In the long term, continue making complete repairs to major streets in those areas where neighborhood stabilization is occurring.
- ◆ Make only essential repairs to local streets, as the continual presence of construction equipment and heavy trucks make extensive repairs inefficient. Continue emergency repairs to local streets into the mid-term in some areas, while upgrading local streets in areas that participate in the neighborhood stabilization program. As neighborhoods stabilize, continue work on local streets.

For Policy Area B:

- ◆ Make essential repairs to all major streets: major arterials, minor arterials, and collector roads. In the mid-term, initiate additional non-essential repairs based on population return and the degree of rebuilding completed on essential linkages. In response to the evolving settlement pattern, repairs to remaining major streets occur in the mid-term.
- ◆ Prioritize repairs to local streets based upon their condition. Repairs to local streets must be planned and conducted in response to evolving settlement patterns in the mid-term, and completed in the long-term.

For Policy Area C:

- ◆ First, prioritize major repairs and upgrades to major streets (major arterials, minor arterials, and collectors) in areas accommodating additional population.

- ◆ Re-evaluate these repairs over time. In the long term, complete repairs to all major streets.
- ◆ Prioritize repairs to local streets for areas accommodating additional population. Continue this work into the mid-term in areas needing revitalization, areas that are potential nodes for added population, and to those local streets that are in poor condition.

4.3.5 Transportation Projects

- ◆ Repair/Restoration of High Priority Major Arterial Roads
- ◆ Repair/restoration of High Priority Minor Arterial Roads
- ◆ Evacuation and Disaster Response Plan
- ◆ Repair/restoration of High Priority Collector Roads
- ◆ Repair/restoration of High Priority Local Roads
- ◆ Ongoing Replacement Program of All Major and Minor City Streets
- ◆ East-West Corridor / Downtown Loop
- ◆ Traffic and Parking Management Studies
- ◆ Study expansion of Streetcar and Light Rail Routes
- ◆ Streetcar Travel Time Improvement Study
- ◆ Extension of Riverfront Streetcar Line
- ◆ Implement City Bike Master Plan
- ◆ Study of the Removal of I-10 Over Claiborne Avenue
- ◆ Install Sound walls Along I-10 and I-610

4.3.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
Repair/Restoration of High Priority Major Roads	80%	20%	-
Repair/Restoration of High Priority Minor Arterial Roads	80%	20%	-
Evacuation and Disaster Response Plan	100%	-	-
Repair/Restoration of High Priority Collector Roads	80%	20%	-
Repair/Restoration of High Priority Local Roads	80%	20%	-
Ongoing Replacement Program of all Major and Minor City Streets	-	50%	50%
East-West Corridor / Downtown Loop	10%	40%	50%
Traffic and Parking Management Study	100%	-	-
Study Expanding Streetcar and Light Rail Routes	100%	-	-
Streetcar Travel Time Study	100%	-	-
Extension of Riverfront Streetcar	10%	60%	30%
Implement City Bike Path Master Plan	40%	60%	-
Study Removal of I-10 Over Claiborne Ave.	100%	-	-
Sound wall Study Along I-10 and I-610	100%	-	-

4.4 Housing

The Housing Sector includes private housing, public housing, and rental property, and focuses, in particular, on affordable housing and filling the gaps between existing programs and the real costs required for all citizens of New Orleans to return and rebuild. It also includes policies and standards for housing rehabilitation and rebuilding.

4.4.1 Background/Statement of the Problem

Over 70% of the City's housing stock sustained damage in Katrina; over 40% of the City's housing stock was severely damaged or destroyed. Almost 5,000 public housing units have been permanently taken off the housing market with yet no clear timeline for their rehabilitation or replacement. Housing recovery and rebuilding rates vary across the City. Reasons for the slow pace of recovery include: delays in funding from the Road Home program, loans, or insurance settlements; lack of affordable options; lack of reliable utility service; uncertainty about other neighbors' decisions to return; and concern about future flood risk.

Initial recovery and rebuilding funds for City residents have come from private and flood insurance settlements, FEMA Individual Assistance grants, Small Business Administration loans, commercial bank loans, and personal savings. In the second half of 2006, the State's Road Home program swung into gear and aims to supplement both home and rental property owners with funds to complete repairs and rebuilding; but the application process is lengthy and reimbursements do not necessarily meet the needs of residents to finance post-Katrina construction costs. Furthermore, more than half of the City's pre-Katrina housing stock was renter-occupied housing which is not well matched with the Road Home program. Strategies in the Housing Sector take a comprehensive look at ways to catalyze recovery of all housing types in the City.

4.4.2 Strategies

Ensuring that all citizens have fair and equitable opportunities to return and live in New Orleans is a priority of the plan. Housing Sector strategies take a comprehensive look at the needs of all citizens and ways to catalyze recovery of all housing types in the City.

- ◆ **Provide a realistic and comprehensive housing strategy for all residents in the short, mid, and long term.** Approaches must be tailored to meet the needs of all residents, including relocation costs and affordability. They also must aim to fill the current gaps in funding that are impeding repairs and rebuilding of all housing types in the City.
- ◆ **Advocate for the re-examination of "Road Home" eligibility criteria, and the award and loan calculations in Orleans Parish.** This includes reviewing the eligibility criteria and award calculations for homeowners, as well as the eligibility criteria and loan calculations for small rental repairs, to ensure that the true costs of post-Katrina repair are being reflected. The State Office of Community Development might involve the City's

Director of Recovery Management and work with local officials to identify ways to accelerate implementation in Orleans Parish. The “reexamination” efforts needs to be coordinated with the Flood Protection, Neighborhood Stabilization, and Housing programs proposed as part of this plan.

- ◆ **Provide an array of implementation measures and staffing to expedite both housing rehabilitation and new construction to meet the post-Katrina housing needs in the City, that both respects neighborhood and historic character while improving affordability as well as the overall quality of the City’s housing stock.** All public and private agencies involved in housing must more effectively market existing housing programs to individuals, non-profits and for-profit developers, and also enhance public outreach and assistance for all residents in navigating the various housing programs.
- ◆ **Enhance public access to critical recovery and rebuilding information through the establishment of Recovery Resource Centers.** Residents have had to absorb a dizzying amount of information since Katrina just to enable them to return to their homes. This is a particular challenge to those who do not have computers and internet access.

4.4.3 Policies, Programs and Projects

1. Implement comprehensive permanent housing strategy for all displaced residents.

This project provides for temporary staffing and technical assistance to the Housing and Redevelopment agencies of the City of New Orleans. It will revive and expand pre-disaster housing production and rehabilitation programs in the City to citywide levels needed to address the extraordinary demands for affordable housing created by the Hurricanes Katrina and Rita, and to also implement new policies, programs, and projects adopted as part of this plan. Mechanisms include assistance for home purchases and rehabilitation, the sale and reuse of abandoned properties, and the revival of soft-second mortgage funding. For more information, see Project Sheet #37.

2. Provide an array of homebuyer assistance programs, emphasizing low to moderate income residents.

This suite of programs applies citywide and targets both purchasers and structures. Marketing and public education efforts are also required to promote awareness and provide the necessary technical assistance to individuals, non-profits, and for-profit developers. These programs would apply citywide. For slow repopulation areas with a high risk of future flooding, these programs would be offered in conjunction with the Neighborhood Cluster program. These programs should include, but are not limited to the following components:

- ◆ **Homebuyer assistance for low to moderate income residents.** This program applies citywide and provides gap financing and ‘soft seconds’ funds to assist low and moderate income home buyers. It provides closing cost assistance, favorable interest rates and technical assistance to home purchasers. For more information, see Project Sheet #38.

- ◆ **Home rehabilitation loans to low and moderate income residents.** This program provides rehabilitation loans to low and moderate income residents for the renovation of blighted homes unaffected by Katrina, but which are ineligible for the “Road Home” loans. For more information, see Project Sheet #40.

3. Rehabilitate and rebuild low-income housing.

The federal Department of Housing and Urban Development (HUD) has declared its intention to rehabilitate and rebuild public housing in the City of New Orleans. In January 2007, the dimensions and timeframe of this undertaking are still unknown. This project aims to ensure that there will be a sufficient number of low-income housing units to accommodate all displaced former public housing tenants. In light of post-Katrina conditions, the project also advocates for HUD to develop a low-income re-housing technical assistance strategy that accommodates all displaced former public housing tenants both in the short- and long-term. The project also calls for public housing to be rehabilitated or rebuilt to the highest standards, to incorporate mixed-income housing and potentially mixed-uses, and to be of a higher density than current HOPE 6 policies suggest. Redevelopment plans should also account for seniors and individuals with disabilities. For more information, see Project Sheet #39.

4. Promote inclusionary housing techniques to add to affordable rental and for-sale housing mix.

Potential policies include adoption of an inclusionary zoning ordinance that requires for-profit developers to include below market rate and/or elderly housing units as a percentage of large scale housing developments. The use of HUD programs for non-profit construction of elderly and disabled housing (202 and 811 programs) should also be promoted. These policies would apply citywide and additional funding may be needed to supplement staffing of responsible agencies.

5. Provide rental relocation assistance to renters whose building owners choose to relocate as part of the Neighborhood Cluster program offered in the slowest repopulation/highest flood risk areas of the City.

The relocation assistance would assist those renters who currently reside in buildings located in the slowest repopulation/highest flood risk areas of the City. Building owners must have elected to voluntarily participate in the Neighborhood Cluster program. For more information, see Project Sheet #04.

6. Create a program to develop transient worker housing.

Develop a system to deliver worker housing immediately. As noted in greater detail in the Economic Recovery Assessment, transient worker housing is essential for the reconstruction of New Orleans. For more information, see Project Sheet #41.

7. Provide for more rental housing within the City’s existing housing mix of “Singles and Doubles”.

Creation of a “Singles and Doubles” loan program would provide funds for owners to purchase and/or renovate duplex units to replenish the rental housing stock. Approximately 40% of all the houses in New Orleans are duplexes. Duplexes have always played an important historical role in the revitalization of neighborhoods because they provide both affordable homeownership and rental opportunities at the same time. Duplexes also help support families by enabling grandparents, parents, and children to live together and care for each other. Likewise, this program would assist homebuyers for the purchase of singles which would become rental properties. For more information, see Project Sheet #42.

8. Establish Neighborhood Recovery Resource Centers

Within existing public buildings, establish a number of Neighborhood Recovery Resource Centers that would distribute critical rebuilding information to the general public. For more information, see Project Sheet #43. Full time staff members would be available to answer questions on available public assistance programs, permitting processes, key services such as public education and healthcare, and the rebuilding process in general.

4.4.4 Application across Planning Areas

Some policies, programs or projects should be adjusted to accommodate the requirements of the three proposed planning areas.

For Policy Area A:

- ◆ Relocation assistance will be offered to renters whose building owners choose to rebuild in clusters with more sustainable and flood-proof construction.
- ◆ All other policies, programs and projects apply.

For Policy Area B:

- ◆ All policies, programs and projects apply.

For Policy Area C:

- ◆ All policies, programs and projects apply.

4.4.5 Housing Projects

- ◆ Implement Permanent Housing Development Strategy for All Displaced Residents
- ◆ Home Buyer Assistance for low to moderate income residents
- ◆ Rehabilitate and Rebuild Low Income Housing
- ◆ Home Rehabilitation Program for low and moderate income homeowners
- ◆ Transient Worker Housing Program

- ◆ Singles and Doubles Program: Homebuyer’s Assistance for Rental Properties
- ◆ Neighborhood Recovery Resource Centers

4.4.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
Implement Permanent Housing Development Strategy for All Displaced Residents	40%	60%	-
Establish “Singles and Doubles” Loan Program	50%	50%	-
Home Buyer Assistance for Low to Moderate Income Residents	50%	50%	-
Rehabilitate and Rebuild Low Income Housing	40%	60%	-
Home Rehab Program for Low and Moderate Income Homeowners	40%	60%	-
Transient Worker Housing Program	60%	40%	-
Neighborhood Recovery Resource Center	80%	20%	-

4.5 Economic Development

The short-term recovery of New Orleans over the next five years will largely be driven by the business areas on which it has relied for the past ten to twenty years: the Port, Tourism, Energy and Healthcare.

4.5.1 Background/Statement of the Problem

While some of those areas have seen significant growth since Katrina, the New Orleans economy was growing only slightly in the years prior and was outpaced even by other Louisiana cities. Since Hurricane Katrina, relocation of several mid-sized corporations from the City has occurred, and there is a natural reluctance to invest heavily in the City until questions of safety from flooding can be addressed. Capital improvements must be made to facilities and services that are of critical importance to the mainstays of the local economy. Resources will be focused on nurturing existing businesses and new technologies that provide quality jobs. Financing emerging biotechnology enterprises, along with the expansion of the Port cruise terminal and container-handling capacity, will begin to improve the level of entrepreneurship in the City.

Several key projects have already been completed which play a key role on the continued success of the major sectors. These include the repair and reopening of the Louisiana Superdome and the Convention Center.

4.5.2 Strategies

- ◆ **Support existing key business sectors.** As noted above, the port, tourism, energy and healthcare are the leading industries in New Orleans and recovery strategies must be focused on retention and expansion of these key sectors.
- ◆ **Restructure the City’s economic development infrastructure.** This strategy recommends the consideration of a new economic development entity – similar to the Jefferson Economic Development Commission (JEDCO) – to study the needs of existing businesses for their long-term retention and expansion, creation of small business-incubators and workforce training programs, and potential re-structuring of the City’s economic development marketing functions.
- ◆ **Support entrepreneurial endeavors and research and development programs.** The healthcare industry was poised to expand prior to Katrina and needs something to jump start its recovery. Several medical district projects are proposed. Creation of a theater district downtown could lead to “Broadway South.”
- ◆ **Provide assistance to small businesses.** In areas where the rate of recovery has been slow, help businesses relocate to population centers. Also, help with general gap financing, downtown revitalization assistance, a small commercial building repair program, and small business loan programs (in addition to SBA programs).
- ◆ **Restore key mixed use corridors, with particular attention to Canal Street.** The corridors that have been identified are signature streets that have historically provided essential services to the surrounding communities. Due to their development potential and their prominent identity, redevelopment can have a catalytic effect on adjacent areas.

4.5.3 Policies, Programs, and Projects

1. Consider the establishment of a new economic development entity.

A new economic development commission supported by the business sector (like JEDCO in Jefferson Parish) could provide greater flexibility and autonomy in promoting the City’s economic development. This would reduce impacts caused by transitions between Mayoral administrations. The economic development agencies should also call upon existing local and State bureaus and agencies to enhance marketing campaigns for New Orleans’ core industries (tourism, port, oil and gas and healthcare); and work with large businesses to determine the factors that are straining their resources in the post-Katrina environment. Factors that might be addressed include: providing businesses with marketing, outreach, and employment-matching services, better marketing of existing tax incentives, and lobbying for new federal, State and local tax incentives, emphasizing employment tax incentives.

2. Promote and invest in the healthcare sector through key projects.

The *LSU/VA/University Hospital Complex* is a the key project to the reinvigorated medical district. The *Bio-Innovation Center*, a business incubator, is designed to nurture new and

emerging biotechnology enterprises. It will foster technologically-driven high performance companies that have the potential of creating quality jobs and economic diversification. The third leg of the restoration and expansion of the downtown medical district is the construction of the Louisiana Cancer Research Center. The specialized cancer center that is envisioned would be a regional center for cutting-edge cancer research, similar to M.D. Anderson Cancer Center in Houston. These combined teaching, research, clinical, and acute care facilities and services represent the critical anchor, along with Tulane Medical Center, of the District's rebirth. Without these facilities, the medical district will not be revived. For more information, see Project Sheet #44, #47, and #49.

3. Promote expansion of the port industry.

Key port clients must be retained following the close of MR-GO. New Orleans Cold Storage (NOCS) needs to be relocated to a renovated Milan Street wharf. For more information, see Project Sheet #25.

Containerized freight represents an ever-growing share of cargo volume in worldwide maritime trade. Pre-Katrina port modernization significantly increased capacity to handle containerized freight in New Orleans. However, as the port continues its speedy recovery, whatever excess capacity existed prior to Katrina will be quickly absorbed. To maintain its competitive position, the Port of New Orleans must replace its lost capacity - lost to Katrina at France Road - to handle container vessels on the river. For more information, see Project Sheet #46.

An additional cruise ship terminal at Poland Avenue could accommodate cruise ships resuming their calls in New Orleans. Passenger handling capacity should be increased to better position the City to regain its pre-storm momentum as a cruise ship destination. This would help existing lines increase their calls and provide an incentive to other cruise ship lines to add New Orleans to their ports of call. For more information, see Project Sheet #48.

4. Provide a seed and early-stage equity capital fund.

Establish a seed and early-stage equity capital fund to help fuel a "culture of entrepreneurship" throughout the City. This would provide pure equity investments through a professionally-managed partnership that would have a lifespan of between five to ten years. This project would apply citywide. For more information, see Project Sheet #50.

5. Establish a corridor revitalization program.

Develop a program to improve the attractiveness of commercial corridors and commercial districts throughout the City. This program would focus on all implementation mechanisms at the disposal of City government—from regulatory functions to capital improvements to leveraging publicly owned properties—to effect lasting beautification, revitalization, and infill development activity along key commercial and mixed use corridors throughout the City. For more information, see Project Sheet #51.

6. Create a Canal Street/Downtown revitalization program.

Develop a program of direct financial assistance, enhanced marketing and commercial recruitment, revised building codes, and parking management to effect the revitalization of Canal Street. Major capital improvements have already been completed or are well underway, and a number of major projects have been announced for Canal Street. However, the present retail offerings, the lack of accessibility to local residents, and the difficulty in renovating historic buildings are impeding progress. This program would address all of these issues. For more information, see Project Sheet #52.

7. Promote expansion of the Armstrong International Airport.

The Louis Armstrong New Orleans International Airport (“Airport”) plays an integral role in the local economy as the gateway to the tourism industry, one of the mainstays of employment, and one of the few sectors that had experienced continuous growth before the storm. The economic activities directly related to the Airport generate hundreds of millions of dollars of income and thousands of jobs. The Airport also provides crucial services to local business and industry.

In a report published in May, 2004, by Timothy Ryan of the University of New Orleans, the economic impact of the Airport was analyzed, providing a frame of reference to the importance of the overall operation prior to the disruptions from the 2005 storms. The report analyzed the economic impact of the Airport for the full year 2003.

According to the report the Airport contributed over \$1.09 billion annually in direct and secondary spending to the New Orleans area economy. As part of this impact, over 12,400 jobs, or roughly 2% of all jobs in the metro area, were supported. Total earnings from this employment translated into almost \$500 million and generated over \$71 million in tax revenue for the state and local governments. The Airport was also the conduit for 58% of all visitors to the city, which supported \$2.6 billion of additional tourism and convention spending.

The Airport’s new five year plan calls for an investment of over \$450 million, mostly in the expansion of existing concourses and loading bridges, taxiways, and acquisition of limited land surrounding the Airport. Management feels that the new development is critical to increasing passenger levels to pre-Katrina and beyond. For more information, see Project Sheet #53.

8. Create a small business incubator and assistance program.

Foster entrepreneurship in low income communities through the provision of office space, computer software and hardware, and abundant technical assistance in a number of convenient, neighborhood-serving locations. At a minimum, provide extensive information and administrative support relative to existing small business assistance programs. Study the need for a supplemental, locally administered program of direct assistance to support the unique needs of emerging small businesses. For more information, see Project Sheet #54.

9. Evaluate the status of, and potentially adaptively reuse, publicly owned buildings

There is a vast supply of publicly owned properties that do not fulfill their development potential. Devising effective redevelopment concepts and disposing or leasing these properties through a structured RFP process could not only provide badly needed investment in certain areas but could also address community needs, such as affordable housing and commercial uses in retail starved neighborhoods. For more information, see Project Sheet #55.

10. Create a neighborhood workforce training program.

Reach out to the most chronically unemployed by providing basic job preparedness training, information about available jobs, job counseling, and assistance with entering more intensive, community college-based job training programs. By maintaining a community presence and by focusing on the most basic job skills and support services, these centers will be a bridge between the most impoverished neighborhoods and the existing, centralized job training infrastructure. For more information, see Project Sheet #56.

11. Create a program to develop transient worker housing.

Develop a system to deliver worker housing immediately. As noted in the Housing Sector discussion, as well as in greater detail in the Economic Recovery Assessment, transient worker housing is essential for the reconstruction of New Orleans.

12. Relocate small neighborhood-serving businesses participating in the Neighborhood Cluster program.

Relocate businesses to follow their customer base. As noted in the Neighborhood Stabilization Sector, businesses would also be included in the “Neighborhood Cluster Program.”

4.5.4 Application across Planning Areas

Some policies, programs or projects should be adjusted to accommodate the requirements of the three proposed planning areas.

For Policy Area A:

- ◆ Provide incentives for small, neighborhood-service businesses that participate in neighborhood stabilization program to follow resettlement clusters.
- ◆ Target additional entrepreneurial assistance to those businesses that participate in neighborhood stabilization program.
- ◆ Refrain from implementing major corridor revitalization initiatives, locating job training or business incubators, and reusing public properties until neighborhood stabilization program has been adopted.
- ◆ Create incentive programs to promote long-term private equity investment.

For Policy Area B:

- ◆ Study incentives to retain large businesses in repopulated areas and provide immediate outreach and marketing to business sector.
- ◆ In the mid-term, reevaluate population recovery and offer incentives for small, neighborhood-service businesses that participate in neighborhood stabilization program to follow resettlement clusters.
- ◆ All other policies, programs and projects apply and respond to evolving settlement patterns in the mid- to long-term.

For Policy Area C:

- ◆ Study incentives to retain large businesses in repopulated areas and provide immediate outreach and marketing to business sector.
- ◆ All other policies, programs, and projects apply.

4.5.5 Economic Recovery Projects

- ◆ LSU/VA/University Hospital
- ◆ Relocation of New Orleans Cold Storage
- ◆ Replace Container Handling Capacity at the Port of New Orleans
- ◆ Bio-Innovation Center
- ◆ Cruise Ship Terminal Expansion
- ◆ Develop Louisiana Cancer Research Center
- ◆ Seed and Early Stage Equity Capital Fund
- ◆ Commercial Corridor Revitalization Program
- ◆ Canal Street/Downtown Revitalization
- ◆ Expansion of Louis Armstrong International Airport
- ◆ Small Business Incubator and Assistance Program
- ◆ Study Adaptive Reuse of Publicly Owned Property
- ◆ Neighborhood Workforce Training Program

4.5.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
LSU/VA/University Hospital	50%	50%	-
Relocate New Orleans Cold Storage	100%	-	-
Replace Port Container Capacity	50%	50%	-
Implement Bio-Innovation Center	50%	50%	-
Cruise Ship Terminal Expansion	100%	-	-
Develop Louisiana Cancer Research and Treatment center	50%	50%	-
Seed and Early Stage Equity Capital Fund	100%	-	-
Commercial Corridor Revitalization Program	50%	50%	-
Canal Street Revitalization	100%	-	-
Expansion of Louis Armstrong International Airport	30%	30%	40%
Small Business Incubator and Assistance Program	100%	-	-
Study Adaptive Re-Use of Publicly-Owned Property	100%	-	-
Neighborhood Workforce Training Program	50%	50%	-

4.6 Healthcare

This sector covers medical and healthcare industries and services in New Orleans.

4.6.1 Background/Statement of the Problem

Prior to Hurricane Katrina, care for the City’s uninsured population was delivered through the Medical Center of Louisiana at New Orleans’ (MCLNO) Charity Hospital and a network of public and private clinics. Those with health insurance or funds to pay for treatment went to private hospitals for treatment. Primary and preventive health-care services were all but lost with the destruction of the Charity Hospital, outpatient clinics, and virtually all other public and private clinics. Mental healthcare was also all but erased and has not been restored.

Concerns about the lack of reopened hospitals are particularly heightened for those who have returned to less-populous areas of the City. The open hospitals are concentrated in the southern and western portions of the City, leaving residents in Lakeview/Gentilly areas and New Orleans East with inadequate access to hospitals in case of emergency. The full-service acute-care hospitals in these areas, Lindy Boggs and Methodist Hospitals, are closed and there are no immediate plans to reopen them. An increase of temporary and permanent neighborhood-based clinics can fill the need for health-care services on an interim basis until populations rebound.

4.6.2 Strategies

The strategy for the recovery of the healthcare sector is two-fold:

- ◆ **Restore neighborhood comprehensive primary care.** Return regular healthcare services to neighborhoods to ensure access to primary care for all residents. Primary care facilities must include ambulatory and emergency evaluation services, mental health services as well as preventative care capabilities.
- ◆ **Provide state-of-the-art regional medical care.** Invest in the hospitals, educational facilities, and research and development opportunities to retain New Orleans position as the region's center for specialized medical services. Being a regional leader in medicine, and hosting the State's medical educational institutions is the cornerstone for having the personnel and supporting staff for neighborhood based care, in addition to their essential functions.

4.6.3 Policies, Programs, and Projects

1. **Redevelop neighborhood based health centers/clinics.**

Address damage to primary healthcare services in Orleans Parish and restore primary care services and preventative care services through the recovery of pre-Katrina neighborhood level clinics and healthcare centers or the establishment of new ones. This was identified in the City of New Orleans Neighborhoods Rebuilding Plan. For more information, see Project Sheet #57.

2. **Restore comprehensive medical services to New Orleans East.**

The two hospitals that served New Orleans East, Lakeland and Methodist, were both severely damaged in the storm. Neither is expected to reopen. The project would include the acquisition and revitalization of the existing Methodist Hospital site. The current owner does not intend to reopen the facility and has indicated a willingness to sell for a negotiated price. For more information, see Project Sheet #58.

3. **Support the redevelopment of the New Orleans Medical District.**

This District provides well-paying jobs, helps redevelop adjacent low- and moderate-income neighborhoods, and can bolster the region's biomedical industry. This policy is consistent with the goals and objectives within the Technology Subcommittee of the Bring New Orleans Back Commission. It includes the LSU/VA and University Hospital project, a Cancer Research Center, and the Bio-Innovation Center projects noted in greater detail in the Economic Development Sector discussion. It is essential because it provides staffing to support neighborhood clinics. For more information, see Project Sheets #44, #47 and #49.

4. **Advocate for the Implementation of LA Department of Health and Hospitals Plan.**

Promote the implementation of the Ambulatory Care and Behavioral Health elements of the Louisiana Department of Health and Hospitals Hurricane Recovery Plan (DHH Plan, March 2006) for Orleans and Jefferson Parishes. The Ambulatory Care component will provide safety

net clinic sites to meet the needs of existing and returning residents, and increase access to pharmacies and public information services.

4.6.4 Application across Planning Areas

Some policies, programs or projects should be adjusted to accommodate the requirements of the three proposed planning areas.

For Policy Area A:

- ◆ Mobile health clinics are used to provide primary neighborhood care, in the short term.
- ◆ As the returning population warrants, temporary neighborhood healthcare services are provided in repaired or renovated structures, such as community centers, schools, libraries, where they can be appropriately accommodated.
- ◆ In the long term, permanent neighborhood health centers are constructed in locations with other service providers wanting to cluster together.

For Policy Area B:

- ◆ Neighborhood health centers are repaired and renovated to serve the returning population.
- ◆ This pattern continues in line with resettlement patterns.
- ◆ In the long term, this pattern continues, as new neighborhood healthcare centers are also constructed as population resettlement and stabilization occurs.
- ◆ Hospitals return as population returns.

For Policy Area C:

- ◆ Neighborhood healthcare centers are repaired, renovated and new centers constructed throughout the coming years.
- ◆ Large scale medical facilities in the New Orleans Medical District come online as they are constructed over the coming years.

4.6.5 Healthcare Projects

- ◆ Redevelop Neighborhood-Based Health Centers/Clinics
- ◆ Restore comprehensive Medical Services to New Orleans East

4.6.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
Redevelop Neighborhood-Based Health Centers/Clinics	100%	-	-
Restore Comprehensive Medical Services to New Orleans East	50%	50%	-

4.7 Education

The Education Sector includes all public primary and secondary schools, grades Kindergarten through 12, as well as State colleges and State universities. This sector does not cover private or parochial schools.

4.7.1 Background/Statement of the Problem

Even before Katrina, the New Orleans public school system had floundered both financially and academically, and had been largely taken over by the State through the Recovery School District (RSD). After Katrina, the role of the RSD and its agents have changed dramatically, from basic academic and fiscal oversight to full facilities management and rehabilitation. As of December 2006, of the 126 public school buildings in New Orleans, only seven suffered no damage from the storm. Conversely, 47 had moderate to severe levels of storm-related damage, not to mention the years of deferred maintenance. The current cost to repair the physical damages to all schools, in their current locations, and including deferred maintenance, is over \$800 million. FEMA damage estimates for storm-related losses total only \$55 million, leaving a huge gap in funding for school facilities. The colleges and universities of the City have also suffered substantial physical damage and are operating with considerably reduced enrollments. Public university support is predicated on student enrollment and local universities and colleges have, of course, suffered large enrollment declines as many of their former students are not able to return or suffered such devastating financial losses that they have had to forego college for the moment to rebuild their lives.

4.7.2 Strategies

The education system is a vital component in the restoration and recovery of the City of New Orleans, the region, and the entire State. Post Katrina, the City of New Orleans and the State of Louisiana have the opportunity to rebuild and greatly improve the public education system starting with early childhood education and going all the way through the college and university level. The strategy for recovery has several components all of which hold equal importance in the process.

- ♦ **Create and maintain an equitable, competitive and unified elementary and secondary school system that prepares all students for learning and life success, and is responsive to the changing needs of the City and its residents.** School system

reforms are in order for the future that should move the school system in a direction that is inclusive, competitive, and educates the entire community.

- ◆ **Restore and rebuild a physical plant that emphasizes best design practices, develops schools as “community centers”, and builds schools that accommodate students in a motivating environment conducive to success.** Many facilities in low risk areas have already been rebuilt, however this does not always accurately represent where students are living. Therefore a short- and long-term rebuilding strategy needs to be considered which rebuilds some existing facilities in moderate risk areas, relocates schools in high risk areas, and reconfigures the design layout of schools to more efficiently and effectively cluster facilities.
- ◆ **Adopt and maintain a solid academic curriculum supported by well paid education professionals, an adequate supply of teaching and research materials, and support personnel to assist in the process.** In rebuilding the education infrastructure, BNOB, LRA, and the State Boards of Education have all emphasized the need for a coherent educational system focused on students learning needs and favorable educational outcomes. This needs to include: rigorous and integrated curriculum increasing student chances for success in continuing education, life work, and society; up-to-date texts, technology, and instructional materials; adequate learning support services and resources aligned to meet both the educational and experiential needs of students; well qualified school administrators supported by school boards that understand the role of boards is not to micro manage schools; and an engaged public who is knowledgeable about school activities, engaged in the educational process, and invited to participate on a long term basis in what is to be a community educational endeavor.
- ◆ **Support a strong and well supported college and university environment able to take and hold its place as a partner in the recovery effort.** New Orleans’ largest private employer pre-Katrina was Tulane University including its medical school. There needs to be closer collaboration with community colleges, vocational colleges, four year colleges and universities in a joint effort to rebuild the community. Colleges and universities, both private and public, need additional resources to allow them to really recover from the effects of the storm and be able to take their rightful positions as leaders in the rebuild effort.

4.7.3 Policies, Programs, and Projects

1. Repair existing facilities or construct new facilities

First and foremost the recovery of the Orleans Parish School District and its facilities must focus on the repair and rehabilitation of existing facilities. Currently, the State of Louisiana, representing both the RSD and the OPSB is contracting for a Comprehensive Master Facilities Plan of all Orleans Parish school facilities. Until this plan is complete, the actual condition (storm damage and deferred maintenance) of many of the existing facilities is unknown. This

comprehensive plan will include: detailed assessments of existing facilities, demographic assessments of the population, educational programming and facility standards, and a community engagement process designed to build upon the UNOP process.

Considerations in determining which existing facilities should be repaired and rehabilitated include: FEMA damage estimates, actual rebuilding costs (storm vs. deferred maintenance cost), which buildings are already open and/or under construction, short-term strategies vs. long-term strategies, relative risk, and demand. Buildings currently open might need to be closed because of their current condition and the costs to upgrade and retrofit them to needed standards of security and quality. For more information, see Project Sheet #59.

2. Provide temporary modular school facilities where facilities were most damaged yet there is demand for schools due to returning population.

Although the City's total student population is down post-Katrina, there is not an even distribution of schools available, and those schools which have reopened are at full capacity. In particular, those areas of the City hardest hit by the hurricanes have few facilities open and are busing students to available space. Construction of modular/portable facilities will provide much needed space for students closer to their homes and time for the State and the RSD to complete their assessment of existing facilities by the end of 2007. Currently the RSD has begun or is planning construction of modular facilities in the following areas: Planning District 4 (2 facilities), Planning District 5 (1 facility), Planning District 6 (2), Planning District 8 (2), and Planning District 9 (3). For more information, see Project Sheet #60.

3. Establish neighborhood community centers on school campuses.

Reconfigure schools as centers of community to provide effective spaces for teaching and learning, as well as a range of community services to meet local needs. The clustering of facilities will allow a more efficient delivery of services and coordination of services and transit. Whether housed in an existing facility or new construction in those areas hardest hit, the neighborhood-based community center concept may include all or a combination of the following: recreation/open space, early childhood education, K-8 or high school learning centers, public library, adult/technical education, community health center, social services, senior center, transit depot, and police sub-stations. To facilitate such clusters, the City Zoning Ordinance should be updated to permit neighborhood community centers outright with provisions to ensure that they are designed to be compatible with the scale of the surrounding neighborhood and potential adverse effects on surrounding neighborhoods are mitigated. The location of these centers has the potential to guide development and restore services to serve as civic anchors.

These facilities will also require larger parcels of land than available on existing school sites and/or may require new locations out of high-risk areas. Resources are necessary to acquire and consolidate the necessary parcels, whether they are residential properties acquired through a redevelopment authority (NORA, Road Home, etc.) or available commercial or public properties. Additionally, areas deemed appropriate for neighborhood community centers will

need to be prioritized and reserved for redevelopment through a comprehensive redevelopment planning process. For more information, see Project Sheet #61.

4. Advocate for the establishment of small school incubators and conversions.

Implementation of a small schools model will enhance the best practices of teaching and learning, integrate small schools into community clusters with other public services, and build a flexible school infrastructure that is capable of adjusting to population mobility and fluctuation. This policy could include: waivers for small schools incubators, fast-track approval for small schools conversions, and retrofitting of existing sites as new small schools.

5. Advocate for best practices in PreK-12 education.

Recommend that the State set ambitious learning goals and provide all students a challenging and comprehensive PreK-12 curriculum, based on recognized best educational practices, including preparation for postsecondary education and careers. For pre-K-8 education, the State and district should ensure that all early learning is sustained by aligning guidelines, standards, and curricula for preschool, early childhood education, kindergarten, and primary grades. For high schools, the State and district should establish a standard, academically rigorous curriculum for every high school student, making career and technical courses available for a full range of post-high school options. State and local policy-makers should also define adequate learning support in K-12 education as those resources and interventions necessary to meet the academic and career preparation needs of students, which will ensure that all students attain the State academic standards.

6. Strengthen charter school laws.

Charter schools have become an integral component in the recovery of the New Orleans Public School system. Currently there are 25 charter schools in Orleans Parish. While non-profits at the local level have worked to facilitate charter schools, policy changes are needed at the State-level to guarantee a favorable environment for charters to start and thrive as an integral part of a unified New Orleans Public School system. These recommendations include: simplifying charter school guidelines, and providing start-up funds for charter schools like other public schools.

7. Advocate for the State to cultivate and sustain partnerships to attract and retain high quality teachers.

Post-Katrina, recruitment and retention of teachers has been an ongoing problem. While much of the focus has been on reopening damaged school buildings and placing modular facilities, there is a critical need to attract and retain quality teachers. Recommendations include: increasing the capability of Louisiana colleges and universities to attract and train teachers with appropriate expertise to staff a comprehensive school curriculum; expanding programs to attract talented individuals, especially from underrepresented groups, into PreK-12 teaching and postsecondary faculty careers, through forgivable loans and teaching fellowships; and

establishing a career ladder, of competitive compensation schedules/bonuses and subsidized post-secondary education for top teachers.

8. Advocate for a unified Orleans Parish School Board with sufficient oversight, accountability, and transparency.

The State and district should ensure that all early learning sustained by aligning guidelines, standards, and curricula. However, a single, unified school board, whose "key emphasis will be on aligning focus on student achievement, not politics, and maintaining stability" is crucial to implement and sustain best practices system-wide. This plan calls for the governance of the school system to return to a single, aligned governing body. While it is not in the scope of this plan to determine the optimal configuration of this board, it is imperative that these members become appointed (rather than elected) positions. This will ensure that members are professionals in the field and bring knowledge of best practices to the school system. The State and local school systems need to establish a model for civic engagement that engage parents, stakeholders, and community service providers in planning for the future of the school district. Engaging the public early provides the opportunity to build trust; define community priorities and concerns; more equitably distribute resources; and overcome political obstacles to reform that have plagued the system.

9. Restore damaged technical colleges and evaluates the need for additional vocational programs and facilities.

The Sidney N. Collier campus of the Louisiana Technical College system has remained closed since Hurricane Katrina. The facility should be repaired or rebuilt. Communities have called for additional vocational training programs. The suitability of existing facilities to accommodate additional curricula should be examined, and additional facilities should be planned if deemed necessary. For more information see Project Sheet #62.

4.7.4 Application across Planning Areas

Some policies, programs or projects should be adjusted to accommodate the requirements of the three proposed planning areas.

For Policy Area A:

- ◆ Provide temporary modular facilities in the short-term and make selective repairs and flood-proof existing facilities, with the emphasis on areas of lowest and moderate risk of flooding.
- ◆ Invest in upgraded facilities as population resettlement occurs. Use best design practices and the model of a "community education center" for new facilities, in line with community desires. Also consider upgrading existing facilities using the "community education center" concept.

For Policy Area B:

- ♦ Strategically repair and flood-proof facilities for temporary reuse while providing temporary modular facilities when necessary.
- ♦ Invest in upgraded facilities as population resettlement occurs. Use best design practices and the model of a “community education center” for new facilities, in line with community desires. Also consider upgrading existing facilities using the “community education center” concept.

For Policy Area C:

- ♦ Where necessary, complete repairs and flood-proof existing facilities.
- ♦ Use best design practices and the model of a “community education center” to build versatile permanent schools designed to accommodate a growing student population.

4.7.5 Education Projects

- ♦ Repair/Renovate Existing or Construct New School Facilities as needed
- ♦ Temporary Modular School Facilities
- ♦ Neighborhood Community Centers on School Campuses
- ♦ Restoration of Vo-Tech Campuses and Study Need for New Votech Facilities

4.7.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
Repair and Renovate Existing School Sites or Construct New Facilities	50%	50%	-
Temporary Modular School Facilities	70%	30%	-
Neighborhood Community Center	25%	50%	25%
Restore Vo-Tech Campuses / Study Need for New Ones	25%	50%	25%

4.8 Historic Preservation/Urban Design

These sectors were combined because of the intricate linkages in New Orleans between our present and our past. New Orleans, with 20 historic districts consisting of a range of 18th, 19th and 20th Century architecture, is not only an economic asset leveraged for cultural tourism but is part of how New Orleans defines itself. New Orleans has a number of both National Register of Historic Places historic districts (such as the Lower Garden district) as well as locally designated districts. There are also several other locations (such as Pontchartrain Park) eligible for nomination to the National Register as districts and there is local interest in making application.

4.8.1 Background/Statement of the Problem

Much of our historic housing stock is at risk as renovations of storm-damaged buildings accelerate. In January of 2006, it was estimated that a dozen of the City's 20 historic districts suffered significant damage. Some of New Orleans' most historic areas, located by the river, were only lightly damaged and have in many cases been restored. The greater damage to historic districts occurred in the more flood-prone areas.

Despite the high volume of historic designations in New Orleans, many people who live in such districts or in historic structures are not aware of either the regulations governing districts or the monetary and cultural value of preserving the historic integrity of their home or their neighborhood.

4.8.2 Strategies

- ◆ **Preserve the City's rich historic architectural tradition and overall aesthetic character to the maximum extent possible while facilitating new development.** As the City revives, many buildings are being demolished in whole or in part. Valuable architectural artifacts are leaving the City in the process, never to return. Work with both FEMA and the Office of Safety and Permits to assess what elements can be salvaged and recycled following demolitions. Develop a New Orleans Pattern Book that encourages homes and businesses to be rebuilt in traditional New Orleans styles, where appropriate.
- ◆ **Strengthen and Revitalize Urban Corridors and Nodes.** A number of the neighborhood plans and the District Plans have brought forth a series of recommendations for the restoration of these urban corridors which served as the "spines" of the communities before Katrina. As part of the planning for the recovery of such commercial corridors, action guidelines are to be adopted to insure that rebuilding is done in such a manner as to be both safe and respectful of the integrity of the surrounding neighborhoods.

4.8.3 Policies, Programs, and Projects

1. Advocate for a comprehensive revision of the City's Land Use, Planning and Zoning regulations. The City has labored for years under a lax planning and zoning system driven by variances. It is time for the City to move toward establishing a process that (1) has a Master Plan with the force of law, (2) requires that all land use regulations and capital expenditures are consistent with the plan, and (3) requires citizens and neighborhoods to be legally structured into the process.²⁵ For more information, see Project Sheet #63.

2. Provide a historic preservation and technical and financial assistance program.

²⁵ William Borah, February 22, 2007.

Provide a technical/financial assistance program to owners both before and during the renovation of historic properties. Under professional oversight, technical assistance shall include interpreting historic district guidelines, design concepts, and preservation construction. This program will also provide direct financial assistance to property owners to cover some of the added cost of renovating structures to a historically sensitive standard. For more information, see Project Sheet #64.

3. Make sidewalk, streetscape, and neutral ground improvements.

Many New Orleans neighborhoods would benefit from a re-visioning of streetscapes. Improvements to sidewalks and curbs, the provision of street trees, placing power lines underground where feasible, and erecting modest landscape features will contribute greatly to more aesthetically pleasing, more accessible neighborhood streets. For more information, see Project Sheet #65.

4. Develop and implement design guidelines for repairs and reconstructions across the City.

Develop a New Orleans Pattern Book, similar to the Louisiana Speaks Pattern Book, which provides neighborhood and even corridor specific design guidance on the repairs, rehabilitation, and reconstruction across the City. The New Orleans Pattern Book should be specific to the architectural and aesthetic character of New Orleans neighborhoods. It should include guidelines for elevations, modular housing and structures, and reconstruction styles. This project will be preceded by a series urban design studies in select parts of the city. The recommendations and vision that these studies produce will be the basis for the specific recommendations contained within the pattern book. In certain corridors, expanded historic district protection and design review are called for, necessitating more staffing in the City Planning Commission, the HDLC, and the Office of Safety and Permits. In those areas subject to formal design review, the Pattern Book will be the document that will be the basis for the review process. For more information, see Project Sheet #66.

5. Restore New Orleans's historic forts.

Forts St. John, McComb, and Pike are three of the most underappreciated, overlooked historic sites in New Orleans. Immediate action should be taken to secure the sites and address any damage from Hurricane Katrina. Long term renovations should focus on stabilizing the structures and making them more accessible to visitors. For more information, see Project Sheet #67.

6. Construct a monument to New Orleans' recovery from Katrina.

A monument commemorating the City's recovery from the death and destruction of Hurricane Katrina should be erected in a prominent location (a key intersection) in time for the celebration of the City's tri-centennial in 2018. This project might be the centerpiece of one of the corridor revitalization plans. It should be a sizeable monument and a symbol of the City's spirit and

resilience. It should be the subject of an international design competition. Such a high visibility project would keep the world's attention on New Orleans and its recovery process. For more information, see Project Sheet #68.

7. Develop guidelines to assist in the revitalization of urban corridors.

Develop a set of guidelines and implementation mechanisms to assist in the rebuilding and revitalization of selected mixed use corridors and nodes. More information about this program can be found in the Economic Development Sector and on Project Sheet #51.

4.8.4 Application across Planning Areas

Some policies, programs or projects should be adjusted to accommodate the requirements of the three proposed planning areas.

For Policy Area A:

- ◆ In the short term, identify historic structures suitable for preservation and/or salvage and take steps to secure them.
- ◆ In the mid term, restore the structures and make them stable. Evaluate the potential for moving historic structures in accordance with neighborhood stabilization plans.
- ◆ Refrain from major streetscape improvements until neighborhood stabilization plans have been established.

For Policy Area B:

- ◆ In the short term, identify historic structures suitable for preservation and/or salvage and take steps to secure them.
- ◆ In the mid term, restore the structures and make them stable.
- ◆ Initiate corridor revitalization program at key locations. As repopulation progresses, re-evaluate prioritization of remaining corridor improvements.

For Policy Area C:

- ◆ In the short term, take advantage of the corridor revitalization program at key locations (0-2 years).

4.8.5 Historic Preservation/Urban Design Projects

- ◆ Update Codes for Land Use, Planning and Zoning
- ◆ Technical/Financial Assistance Program for owners of Historic Properties
- ◆ Develop a New Orleans Pattern Book of Architectural Styles
- ◆ Sidewalk, Streetscape, and Neutral Ground Improvements
- ◆ Restoration of Forts

- ◆ Katrina Recovery Monument
- ◆ Corridor Revitalization (included in Economic Development Sector)

4.8.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
Update codes for Land Use, Planning & Zoning	100%	-	-
Technical/Financial Assistance Program for Owners of Historic Properties	50%	50%	-
Develop a New Orleans Pattern Book of Architectural Styles	100%	-	-
Sidewalk, Streetscape, and Neutral Ground Improvements	20%	30%	50%
Restoration of Historic Forts	-	50%	50%
Katrina Recovery Monument	10%	25%	65%

4.9 Environmental Services

Environmental Services includes solid waste disposal, sanitation, management of construction debris, recycling, sustainability, and brownfields remediation and redevelopment.

4.9.1 Background/Statement of the Problem

Solid waste collection and disposal in New Orleans is largely handled by private contractors who provide twice-a-week service in most areas and daily service in the French Quarter. Contractors lost equipment in the storm, and the Department of Sanitation also incurred significant losses as a result of Katrina. This included the loss of most vehicles, an operating budget reduced by 50%, and the staff reduced from 89 to 14. Initial demolition and storm debris removal was primarily carried out by FEMA and the U.S. Army Corps of Engineers at full federal expense, but this practice ended Dec. 31, 2006. Sanitation services are now once again provided by private contractor to the City of New Orleans, and regular curbside pickup has returned to much of the City, although recycling services have not.

Prior to Katrina, the City of New Orleans was reviewing hundreds of properties (both private and City-owned) within the City for possible brownfield-status, entitling them to federal/state funding for clean-up and redevelopment. In the first months following Katrina, the U.S. Environment Protection Agency and the Louisiana Department of Environmental Quality sampled sediment at 430 public property sites within Jefferson, Orleans, Plaquemines, and St. Bernard Parishes.²⁶ 145 of 430 sites exceeded state and federal risk screening criteria for select contaminants (e.g. elevated levels of lead, arsenic, and benzoapyrene). Follow-up sampling was

²⁶ Environmental Assessment Summary for Areas of Jefferson, Orleans, St. Bernard, and Plaquemines Parishes Flooded as a Result of Hurricane Katrina., U.S. EPA & LDEQ, December 9, 2005 (available at: <http://www.deq.louisiana.gov/portal/portals/0/news/pdf/LDEQDEC9EnvAssesSum.pdf>)

taken at 14 of the 145 exceedence sites; 4 of the 14 follow-up sites exceeded state and federal health risk criteria. EPA and LDEQ did not identify the precise location and scope of the “localized” contaminated areas – to the public or the City. EPA and LDEQ also did not conduct a formal Risk Assessment, as was done in New York City after the World Trade Center disaster, to analyze exposure pathways and short- and long-term health risks associated with these confirmed contaminants.

4.9.2. Strategies

The strategy for this sector is three-fold:

- ◆ Ensure all residents and businesses have continuous and reliable sanitation services, including support for the ongoing recovery and reconstruction efforts across the City for the foreseeable future.
- ◆ Promote ‘best practices’ in environmental and waste management, including brownfields development, waste recycling and promotion of ‘green’ building practices.
- ◆ Promote ‘best practices’ that ensure that the public is better informed of health risks associated with soil contamination and that remediation is a fundamental principle of the rebuilding process.

4.9.3 Policies, Programs, and Projects

1. Promote energy efficiency, “green,” and sustainable/hurricane resistant building practices as part of the rebuilding.

Provide incentives for energy efficient and sustainable rebuilding practices to be incorporated into new construction. In New Orleans, “sustainable” design refers both to resource energy-efficiency, durability, and wind and flood protection. Where feasible, City-owned buildings, schools and other infrastructure should be redeveloped following more sustainable and energy-efficient standards. For this reason, incentives should be targeted toward both stronger and more resource efficient structures. This program could result in the reduction of annual energy use costs of \$20 million or more and the more rapid recovery of structures and neighborhoods following a major storm. For more information, see Project Sheet #69. Also, the City must enforce the international building code and FEMA guidelines and also study the application of green building regulations. Cost effective strategies that reduce energy or resource use in all new construction need to be identified and applied. These policies should apply citywide and additional funding may be needed to supplement staffing of responsible agencies.

2. Provide effective and efficient garbage and recycling services for residents.

Although curbside garbage collection has been restored to pre-Katrina levels of service in most parts of the City, recycling services have not. Plan for the restoration of these services. Explore

opportunities to support existing non-profit recycling centers while studying the potential for the creation of recycling centers for small haulers. For more information, see Project Sheet #70.

4. Provide a clean and safe environment for residents to rebuild in.

The City, through leadership by the Mayor's Office of Environmental Affairs, should immediately reevaluate the list of candidate brownfield properties it was developing prior to Katrina to determine whether contamination worsened as a result of Katrina. The City should also identify any additional properties that may be eligible for brownfield-status subsequent to Katrina. NORA must ensure compliance with environmental regulations related to clean up contaminated soils within properties they own or manage. In addition, other City agencies must also comply to the extent that they are using federal funds to redevelop properties. Complying with environmental regulations includes conduct of an environmental impact study to the extent that federal money is being used to redevelop City-owned or operated property. The City should refer to US EPA and LA DEQ data collected after Hurricane Katrina to identify those properties within the City with contamination levels in excess of government risk criteria. The City must also inform residents within close proximity to contaminated sites and also conduct remediation measures to the extent that the property is City-owned or operated. For more information, see Project Sheet #71.

4. Promote an aggressive State policy for a clean environment and explore opportunities for reuse and recycling at the macro-scale.

Work with State government officials to effectively address reuse opportunities for waste minimization of storm related construction and demolition debris.

5. Effectively manage both Municipal Solid Waste (MSW) as well as Construction and Demolition (C&D) Debris.

Reduce transportation costs for MSW by working with regional governments to explore potential for suitable future sites which do not degrade the environment or cause harm to citizens. Use Jefferson Parish model of ownership/contract services as an example.

4.9.4 Application across Planning Areas

- ◆ All policies, programs, and projects will be applied citywide. There are no distinctions by proposed planning areas.

4.9.5 Environmental Projects

- ◆ Sustainable Environmental Strategies
- ◆ Reinstigate a City Recycling Program and Construct a Recycling Facility
- ◆ Develop Brownfield/Contaminated Site Remediation and Redevelopment Program

4.9.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (years 1-2)	Mid-Term (years 3-5)	Long-Term (years 6-10)
Implement Sustainable Environmental Strategies	30%	60%	10%
Reinstitute Citywide Recycling Program and Build a Recycling Center	25%	75%	-
Develop a Hurricane-related Soil contamination Survey and Brownfield Remediation Program	50%	50%	

4.10 Community Services: Public Safety

Public Safety includes the New Orleans Police Department (NOPD), the criminal justice system (courts,, prison, etc.), fire (NOFD), and Emergency Medical Services (EMS).

4.10.1 Background/Statement of the Problem

A crucial component for the recovery of the City of New Orleans is a functioning, efficient, and coordinated public safety and emergency response sector. Prior to Hurricane Katrina, crime was cited by residents as the main reason for the out-migration to surrounding parishes. To further strain the resources of these critical support systems, Hurricane Katrina caused significant damage to the fire, EMS, police, and the criminal justice system’s facilities, vehicles, equipment and personnel. The system has been slow to recover and the publicity surrounding crime in post-Katrina New Orleans has impacted the pace of recovery. Projects include repair of the NOPD’s crime lab and district headquarters and substations, the improvement of crime-fighting techniques such as video surveillance, and the creation of an emergency communications center. The Orleans Parish Criminal Sheriff’s Office (OPCSO) is seeking funding to repair or replace the prison, to construct a central power plant, to improve access between criminal justice facilities and to construct a new emergency operations center. Projects expected to receive FEMA reimbursement are not included in these recommendations, but would need to be added if FEMA funding is not provided.

4.10.2 Strategies

The strategies for public safety are to:

- ♦ **Repair, renovate, or replace damaged facilities and equipment.** Provide public servants with the equipment and facilities necessary to be effective. Facilities renovations include New Orleans Fire Department (NOFD) stations, the Criminal

Sheriff's prison complex, NOPD facilities, EMS, the Office of the District Attorney, and criminal courts.

- ♦ **Develop a neighborhood-based police system.** Create police substations closer to the people in the communities to improve response times and ensure that residents feel secure. Explore opportunities to create civic anchors through the “community centers” model, by co-locating with other public facilities.
- ♦ **Maximize use of Public Safety Resources.** Invest in technology to contend with reduced personnel. “Force multipliers” and state-of-the-art technologies are needed to contend with having fewer officers.

4.10.3 Policies, Programs, and Projects

1. Repair and restore existing facilities and equipment.

Projects for this sector include a number of facilities as well as equipment which need repair or renovation. This includes the NOPD Headquarters at 715 North Broad St., the renovation and/or Repair of seven District Headquarters Buildings, and the renovation of the NOPD Special Operations Unit. For more information, see Project Sheets #73, #75, #77, #78, #79, #80, and #81.

2. Develop a citywide network of state-of-the-art police substations.

As new police facilities come on line across the City, some will be developed as sub-stations. All residents will benefit from an increased police presence. Substations can be co-located with other facilities to create “community nexus.” This project applies citywide. For more information, see Project Sheet #83.

3. Develop and integrate the crime lab and central evidence and property storage functions.

NOPD effectiveness is severely hampered due to the total loss of the crime lab, including building and equipment along with capacity for storing evidence and property. There is currently a backlog of approximately 1,800 narcotics cases because of the lack of a crime lab. To be able to deal effectively with criminal investigations, the NOPD must have a state-of-the-art crime lab. For more information, see Project Sheet #72.

4. Establish a citywide criminal surveillance system.

NOPD effectiveness is severely hampered due to the loss of officers and the prospects of continued attrition. The NOPD needs force multipliers. A state-of-the-art surveillance system will allow officers to monitor crime hot spots and efficiently dispatch officers to areas of critical need. This project will place 400 cameras throughout the city. For more information, see Project Sheet #82.

5. Replace or repair all storm-damaged NOPD equipment.

The capacity of the NOPD to undertake law enforcement activities is severely limited without adequate support equipment such as working vehicles and equipment, computers, and fully equipped offices. For more information, see Project Sheet #74.

6. Develop a multi-agency Parish emergency communications center.

Post-Katrina, due to severe damage sustained at the Public Safety Answering Points (PSAPs) located at NOFD Communications (Rosedale) and NOPD Communications (Police Headquarters on Broad Street). The Orleans Parish Communications District (OPCD), working in coordination with the City of New Orleans, built an Interim PSAP facility. Once all outstanding issues are resolved, additional funding sources will be required to build the permanent facility. For more information, see Project Sheet #76.

4.10.4 Application across Planning Areas

Some policies, programs or projects should be adjusted to accommodate the requirements of the three proposed planning areas.

For Policy Area A:

- ◆ Initially, repair NOPD substations as warranted by returning population, while continuing to use temporary facilities. Repair and restore NOFD facilities.
- ◆ Continue bringing NOPD sites on line as warranted by population, begin construction of new NOFD facilities based on resettlement patterns.
- ◆ Complete the restoration of existing NOPD facilities as warranted by population resettlement, and construct new NOPD and NOFD facilities where merited by population resettlement patterns.

For Policy Area B:

- ◆ Initially, repair NOPD and criminal justice facilities for temporary reuse while renovation occurs on the NOPD District facilities and headquarters. Begin to repair, renovate, and rebuild NOPD facilities using FEMA PA and State match.
- ◆ Continue bringing damaged NOPD sites on line as warranted by population resettlement patterns, and begin to plan for the construction of new facilities where warranted by resettlement patterns. As new facilities come on line, prepare for the demolition or reuse of old facilities. Start planning for the location of new sites and construction of new NOFD facilities based on resettlement patterns.
- ◆ Complete the restoration of existing NOPD facilities as warranted by population, and construct new NOPD and NOFD facilities where merited by population resettlement patterns.

For Policy Area C:

- ◆ Initially, repair NOPD and criminal justice facilities while renovation and rebuilding occurs on the NOPD District facilities and headquarters. Also during this time frame, NOFD facilities are repaired and restored.
- ◆ Then, continue bringing NOPD sites on line as warranted by population, and begin to plan for the construction of new facilities determined by resettlement patterns. As new facilities come on line, prepare for the demolition or re-use of old facilities. Likewise, start planning for the locating of new sites and construction of new NOFD facilities based on resettlement patterns.
- ◆ Continue the restoration and construction of NOPD and NOFD facilities.

4.10.5 Public Safety Projects

- ◆ Develop and Integrate Crime Lab and Central Evidence and Property Storage Function
- ◆ Repair, renovate or replace the Orleans Parish Detention Facility
- ◆ Replace or Repair All NOPD Equipment
- ◆ Renovate NOPD Headquarters at 715 N. Broad
- ◆ Emergency Communications Center
- ◆ Renovation of NOPD Special Operations Unit
- ◆ Renovate and/or Repair 7 District Headquarters Buildings
- ◆ Build a Central Power Plan for the Prison Complex
- ◆ Emergency Operations Center for the Criminal Sheriff’s Office
- ◆ Provide Raised Walkways between Criminal Justice Facilities
- ◆ Provide a Citywide Criminal Surveillance System
- ◆ Develop A Citywide Network of State-of-the-Art Police Substations

4.10.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
Develop and Integrate Crime Lab and Central Evidence and Property Storage Function	25%	75%	-
Repair, renovate or replace the Orleans Parish Detention Facility	25%	75%	-
Replace or Repair All NOPD Equipment	100%	-	-
Renovate the NOPD Headquarters	100%	-	-
Permanent Emergency Communications Center	10%	80%	10%
Renovate the NOPD Special Operations Unit	100%	-	-
Renovate and/or Repair 7 District Headquarters Buildings	25%	75%	-
Build a Central Power Plan for the Prison Complex	25%	75%	-
Provide Raised Walkways between Criminal Justice Facilities	10%	80%	10%
Emergency Operations Center for the Criminal Sheriff’s Office	10%	80%	10%
Provide a Citywide Criminal Surveillance System	25%	75%	-
Develop A Citywide Network of State-of-the-Art Police Substations	25%	75%	-

4.11 Community Services: Recreation and Libraries

The park system in New Orleans is composed of over 130 neighborhood parks, playgrounds, recreation centers and pools. There is a system of regional parks which include Brechtel Park, Joe Brown Park, Pontchartrain Park and Lakeshore Park. The system also contains the two largest regional parks, Audubon and City Park. The Libraries section includes the twelve branches of the New Orleans Public Library.

4.11.1 Background/Statement of the Problem

Libraries and recreation facilities were both heavily damaged by the hurricane and have recovered at vastly different rates depending on the degree of damage and the availability of resources. Recovery of neighborhood parks and playgrounds has been sporadic with NORD opening about 15% of its facilities. Audubon Park which did not receive extensive damage reopened soon after the storm. City Park which received extensive damage has been able to reopen many of its facilities. Recovery of recreation facilities to date has depended mainly on private donations and volunteer efforts

4.11.2 Strategies

Quality libraries and recreation facilities are important components of the City's quality of life. Priority will be accorded to the restoration and improvement of facilities that serve a citywide population. The strategies for the recovery and improvement of neighborhood serving facilities vary between planning areas and are fluid over time as population returns and redistributes across the area. All major repairs and reinvestments will be coordinated with an implementation strategy for ongoing maintenance and operations. The provision of exemplary libraries and recreation facilities is recognized as a potential catalyst for private investment.

- ♦ **Repair, renovate or construct new state-of-the-art facilities for our main library, regional libraries, and district/neighborhood libraries that will be focal points for community-serving activities.** Public libraries are signature public buildings and as such should signify the rebirth of New Orleans and her neighborhoods. As repositories of information, they should better connect New Orleanians with a breadth of print and electronic media. In lieu of new facilities that have no primary function, libraries should be rebuilt in such a way as to accommodate neighborhood recovery resource centers and community centers. They should also be built in a flood resistant fashion to preserve the integrity of these functions in the event of a major flood.
- ♦ **Make major repairs to regional parks to address hurricane damage and longstanding capital needs.** New Orleans's signature public parks have long suffered from insufficient capital funding and deferred improvements. Restoring the parks' infrastructure will satisfy the community's need for restored green space, and it will spur investment in adjacent areas.

- ♦ **Make major capital repairs and improvements to neighborhood parks and playgrounds to transform them into useful public amenities.** Even prior to Katrina, many of the City’s parks and playgrounds needed significant capital improvements. Improving the overall quality of these green spaces can not only provide residents with improved active and passive recreation facilities but can also spur the revitalization of the surrounding community.
- ♦ **Provide new parks and playgrounds in underserved areas.** In spite of the number of large parks in New Orleans, many neighborhoods were starved for local small parks. Opportunities for new, neighborhood serving parks and greenways should be explored to serve existing residents and to attract additional residents to neighborhoods that have the capacity to accommodate additional residents.

4.11.3 Policies, Programs, and Projects

To accomplish these strategies, several programs, policy directives, and projects will be instrumental:

1. Renovate the main library and safeguard the City archives – Phases I and II.

This project will safeguard one of the City’s major assets—its historic archival records—by making the necessary structural changes to relocate them to an upper floor. Deferred capital investments, improvements to building wiring, and other modernization features, such as the provision of a café might also be included. Phase II will go beyond addressing the most immediate needs of archive preservation and basic renovation. It will expand the size of the library and transform it into a signature public building with provision for ample on-site parking. For more information, see Project Sheet #84.

2. Repair, renovate or build new regional libraries.

This project will renovate or construct new regional libraries on the previous sites or at other locations in Planning Districts 9 and 12. The previous libraries experienced substantial roof and water damage during Katrina. The new facilities will be significantly larger than the previous facilities and provide community meeting space and other community-serving functions. Due to the amount of flooding that District 9 experienced from Katrina, particular emphasis must be given to elevating and flood-proofing the replacement facility, regardless of location. For more information, see Project Sheet #85.

3. Renovate New Orleans’ public marinas.

This project would address storm damage to all marina facilities – Municipal Yacht Harbor, Orleans Marina and Southshore Harbor – and would make landscape and infrastructure improvements to park shelters, landscaping, and water features. Landscape improvements would also be made to Breakwater Drive. For more information, see Project Sheet #86.

4. Implement the City Park Master Plan.

This project would not only transform City Park into a first-rate cultural, recreational, and leisure facility for the City and the region, but it would also act as a catalyst encouraging investment in both surrounding neighborhoods and the City at large. This project would entail not only the repair of storm damage but also an additional \$115 million in badly needed capital improvements. For more information, see Project Sheet #87.

5. Repair and renovate regional parks.

All of the City's regional parks – Brechtel, Joe Brown and Lakeshore Park, Pontchartrain Park – suffered heavy damage during Katrina. This project would address that damage and would improve their appearance, landscape features, and recreational amenities beyond their pre-Katrina condition. Improvements would include better accommodations for cyclists and pedestrians, flood- and erosion-resistant landscape features, and the implementation of an ambitious landscape plan. For more information, see Project Sheet #88.

6. Repair, renovate or construct new district/neighborhood libraries in Planning Districts 3, 4, 5, and 6.

This project would address the present deficiency of libraries in Districts 3, 4, 5 and 6. This project would replace small and heavily-damaged existing libraries with larger facilities which would contain Recovery Resource Centers for community rebuilding that will serve as a model for other Recovery Resource Centers in the City. The new libraries might be sited near major intersections to capitalize on the planned town center concepts and existing transit lines. For more information, see Project Sheet #89.

7. Repair and renovate district/neighborhood parks.

This project would repair and renovate all district and neighborhood parks, including the Pontchartrain Park golf course, all ball fields and stadiums, playground equipment, and the community centers. This project would also transform functional neighborhood playgrounds into urban parks that function as the “front yard” of the surrounding communities. Park lighting, furniture, and fencing would be replaced; a unique landscape plan would be created and implemented for each park; and the park perimeter would be beautified. All plans to repair and renovate district and neighborhood parks will include a long-range plan for operations and maintenance. For more information, see Project Sheet #90.

8. Create new parks and greenways.

This project would create new parks in areas that are currently underserved by parks, accompanied by operations and maintenance plan. New parks would capitalize on underutilized land and would be designed not only as recreational amenities but as cornerstones for neighborhood stabilization, accommodating residents in areas suitable for additional population. For more information, see Project Sheet #91.

9. Renovate Armstrong Park.

Advocate strongly that the National Park Service transform Armstrong Park into a cherished public space linking the Treme, Iberville, and French Quarter neighborhoods. Improvements would include replacement of park infrastructure, renovation of buildings, improved access, improved active recreation amenities, and an enhanced perimeter.

4.11.4 Application across Planning Areas

Some policies, programs or projects should be adjusted to accommodate the requirements of the three proposed planning areas.

For Policy Area A:

- ◆ Initiate renovations to large, regional parks; place libraries and recovery centers in temporary facilities; make basic repairs to neighborhood parks to prevent major deterioration.
- ◆ Continue renovations to large regional parks; identify locations for permanent regional libraries based on neighborhood stabilization plans and commence construction; begin repair of neighborhood parks and commence planning for new parks based on neighborhood stabilization.
- ◆ Complete renovations to regional parks; complete repair of neighborhood parks and complete regional libraries based on neighborhood stabilization.

For Policy Area B:

- ◆ Initiate renovations to large, regional parks; initiate construction of regional libraries; locate recovery centers in temporary facilities or in other public buildings; initiate major rehabilitation of neighborhood parks.
- ◆ Continue renovations to large regional parks; continue rehabilitation of neighborhood parks based on evolving settlement patterns; complete regional libraries; re-locate recovery centers to regional libraries; commence planning and initiate construction of new parks based on evolving settlement patterns.
- ◆ Complete regional park renovations; complete renovations to neighborhood parks based on settlement patterns; initiate construction of new parks based on settlement patterns.

For Policy Area C:

- ◆ Initiate renovations to large, regional parks; initiate construction of regional libraries; locate recovery centers in temporary facilities or in other public buildings; initiate major rehabilitation of neighborhood parks and plan for new parks in those areas that can accommodate additional population and that are in need of revitalization.
- ◆ Continue renovations to large regional parks; continue rehabilitation of neighborhood parks and construct new parks, with greatest priority being those serving under-populated

or disinvested neighborhoods; complete regional libraries and move recovery centers to libraries.

- ◆ Complete renovations to large regional parks; continue rehabilitation of neighborhood parks, with priority shifting away from focus areas to all neighborhoods in low risk/fast recovery areas.

4.11.5 Recreation/Library Projects

- ◆ Renovate Main Library, Phases I and II
- ◆ Repair, Renovate or Construct New Regional Libraries
- ◆ Renovate Public Marinas
- ◆ Implementation of Master Plan for City Park
- ◆ Repair and Renovate Regional Parks
- ◆ Repair, Renovate or Construct New District/Neighborhood Libraries
- ◆ Repair and Renovate District/Neighborhood Parks
- ◆ Create New Parks and Greenbelts, as needed

4.11.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
Renovate Main Library and Safeguard City Archives Phases I and II	10%	40%	50%
Repair, renovate or build new regional libraries.	25%	25%	50%
Renovate public marinas	25%	75%	
Implement the City Park Master Plan	25%	25%	50%
Repair and renovate regional parks	25%	25%	50%
Repair, renovate or build new neighborhood libraries.	25%	25%	50%
Repair and renovate neighborhood parks	10%	40%	50%
Create new parks and greenways as needed and as operational and maintenance strategies are finalized	5%	35%	60%

4.12 Other Municipal and Cultural Resources

New Orleans Culture is defined by its music, food, architecture, festivals, and all that gives New Orleans its unique ‘sense of place.’ Specific structures include the Mahalia Jackson Theater for the Performing Arts, Gallier Hall, and Municipal Auditorium. These physical buildings not only embody the City’s architecture but also provide an outlet for various art forms to be enjoyed by its citizenry.

4.12.1 Background/Statement of the Problem

Over 260 non-profit cultural institutions such as museums, arts centers, performance halls and other venues were severely damaged or destroyed. The BNOB has calculated that uninsured damage to cultural properties, arts, businesses and artists was in excess of \$80 million. Total employment in the creative economy suffered a 66% reduction with a loss of more than 11, 000 creative sector workers. The social aid and pleasure clubs, Mardi Gras Indians, brass bands, and second line companies have been scattered across the Diaspora.

Municipal resources were also damaged. The Mahalia Jackson Theatre for the Performing Arts was badly damaged but is now to be restored on a priority basis. Other facilities have not fared as well. This Sector does not address facility repairs covered by FEMA PA.

4.12.2 Strategies

- ◆ **Invest in culture.** Provide support for the organizations that provide the educational opportunities, facilities, and support to artists. Support mechanisms to sustain our creative sector resource persons.
- ◆ **Renovate cultural facilities.** Support the renovation, repair and rebuilding of municipally owned and privately-owned cultural facilities including auditoriums, public performing venues and museums.
- ◆ **Promote the arts.** Market the art, culture, and theatre of New Orleans internationally, as well as locally, through the establishment, support and expansion of art and theater districts

4.12.3 Policies, Programs, and Projects

1. Advocate for the NOLA Rebuilds Culture Program.

Advocate for the NOLA Rebuilds Cultural Program, which is facility-based and would be overseen by a Cultural Community Development Corporation. Its major functions would be to document and coordinate housing and workspace and administer a fund to support uninsured damage to cultural facilities. For more information, see Project Sheet #92.

2. Expand the existing Arts District and create a Theater District.

Expand the existing Arts District to continue from Howard and St Joseph to South Rampart over to Oretha Castle Haley Blvd in order to engage and unite the emerging arts activities on Oretha Castle Haley. Likewise, establish a theater district to create a destination based cultural identify for an identified geographic area. For more information, see Project Sheets #93 and #94.

3. Advocate for the NOLA Culture Restored Program.

Advocate for the NOLA Restored Cultural Program, which invests in the return of cultural organization, artists, and cultural traditions through four projects: Culture Invests, Culture Works, Culture Returns, and Culture Transforms. These projects would assist with the funding of operations for cultural organizations, could subsidize artist’s salaries in the rebuilding of New Orleans, create cultural employment opportunities and assist with displaced artists travel costs and/or housing, as well as pairing culture with education in school based programs.

4.12.4 Application across Planning Areas

- ◆ All policies, programs, and projects will be applied citywide. There are no distinctions by proposed planning areas.

4.12.5 Cultural Projects

- ◆ Invest in New Orleans’ Culture
- ◆ Expansion of Existing Arts District
- ◆ Create a Downtown Theater District

4.12.6 Implementation Timeline

The following table provides guidance on the anticipated rate of investment as a percentage of total costs over 3 recovery phases for all the programs or projects in this sector.

	Short-Term (years 1-2)	Mid-Term (years 3-5)	Long-Term (years 6-10)
Invest in New Orleans Culture	20%	30%	50%
Expansion of Existing Arts District	100%	-	-
Create a Downtown Theater District	100%	-	-

4.13 Recovery Project Priorities

The LRA’s Louisiana Speaks planning process defines recovery projects as “those that directly address needs resulting from the disaster and include:

- ◆ Projects of high recovery value that are consistent with the community’s vision and goals, focus on overall community recovery and can achieve multiple recovery benefits;”
- ◆ Recovery projects that are “catalytic” to recovery - in that they ‘jump start’ community efforts or are necessary for other recovery projects to progress: and
- ◆ Recovery projects that provide an opportunity for a community to improve upon pre-disaster conditions and leverage recovery resources in a sustainable manner.”

The Citywide Plan prioritized citywide projects developed by both the Citywide and District Planning Teams within sectors, as shown in Table 4-1, below. Each project in the Citywide and

District Plans has a recovery value. The following criteria are given to help in making recovery value determinations.

High Recovery Value Criteria

High Value recovery projects are:

- ◆ Directly and unarguably related to storm-caused damages
- ◆ Have both community support and demonstrable community-wide benefits
- ◆ Incorporate professional “best practices” for reducing future loss
- ◆ Can be successfully linked to other recovery projects with mutual benefit
- ◆ Can be used to leverage other recovery projects

Moderate Recovery Value Criteria

This type of project will have many of the characteristics of a High Value project but is more limited in scope and is not as obviously linked to other projects. Moderate Value recovery projects are:

- ◆ May not be demonstrably related in all aspects to storm-caused damage
- ◆ May benefit some sectors/populations but are neutral for others. (They may even have some opposition.)
- ◆ Make limited use of best practices for reducing future loss
- ◆ Less able to positively link to or leverage other recovery projects

Low Recovery Value Criteria

Typically, Low Value projects will not be directly related to storm-caused damage, but will be indirectly related. It will have some community support but is not a project receiving a lot of support or opposition. Such projects are typified by:

- ◆ Indirect or only marginal links to storm-caused damages
- ◆ Not necessarily able to apply “best practices” to reduce future risk
- ◆ Their complexity, making it difficult to gain community acceptance

Projects of Community Interest

Another category of Recovery Project is termed “Of Community Interest”. These projects are not demonstrably related to the storm-caused damage or don’t have identifiable benefits directly promoting recovery, but have high community value. Such projects are characterized as:

- ◆ Having significant visual, emotional or symbolic value to a community
- ◆ Speaking to a long term and ongoing community interest
- ◆ Having widespread public support on a broader than neighborhood or district basis

Table 4-1. List of Project Priorities by Sector

Hurricane / Flood Protection

Hurricane / Flood Protection Projects	High Priority	Medium Priority	Low Priority	Community Interest
USACE provide 1-in-100 year hurricane flood protection	●			
Harden Key Facilities	●			
Elevate New Orleans	●			
Slab-on-Grade Remediation	●			
Neighborhood Cluster Program	●			
Small Area Adaptive Re-Use Studies		●		
Streamline Purchase Process for Blighted Housing & Lot-Next-Door		●		
Study: Internal Flood Protection for Selected East NO Neighborhoods			●	
Study: Hurricane Protection Levee System for Algiers			●	
Study: Hurricane Protection Levee System for Algiers Lower Coast			●	
Study: Flood Protection between Orleans and Jefferson Parish			●	

Infrastructure

Infrastructure	High Priority	Medium Priority	Low Priority	Community Interest
Carrollton Drinking Water Plant—Short-Term Projects	●			
Drainage Improvements – Short-Term Projects	●			
Wastewater Collection System-Short Term Improvements	●			
Water Distribution System—Asset Management Plan And Short-Term System Replacement Program	●			
Carrollton Drinking Water Plant—Additional Flocculation and Sedimentation Capacity	●			
East Bank Wastewater Treatment Plant-Levee Improvement Mitigation and Wetlands Project	●			
Power Plant	●			
S&WB Technical Staff	●			
Algiers Drinking Water Plant – Emergency Fuel Storage		●		
Wastewater Collection System—Medium-Term Improvements		●		
Water Distribution System—Medium-Term System Replacement Program and High-Lift Facility		●		
Citywide Wireless Network			●	

Transportation

Transportation	High Priority	Medium Priority	Low Priority	Community Interest
Repair/Restoration of High Priority Major Roads	●			
Repair/Restoration of High Priority Minor Arterial Roads	●			
Repair/Restoration of High Priority Collector Roads	●			
Evacuation and Disaster Response Plan	●			
Repair/Restoration of High Priority Local Roads		●		
Ongoing Replacement Program of all Major and Minor City Streets			●	
East-West Corridor / Downtown Loop			●	
Traffic and Parking Management Study			●	
Study Expanding Streetcar and Light Rail Routes				●
Streetcar Travel Time Study				●
Extension of Riverfront Streetcar				●
Implement City Bike Path Master Plan				●
Study Removal of I-10 Over Claiborne Ave.				●
Sound wall Study Along I-10 and I-610				●

Housing

Housing	High Priority	Medium Priority	Low Priority	Community Interest
Implement Permanent Housing Development Strategy for All Displaced Residents	●			
Home Buyer Assistance for Low to Moderate Income Residents		●		
Rehabilitate and Rebuild Low Income Housing		●		
Home Rehab Program for Low and Moderate Income Homeowners		●		
Transient Worker Housing Program			●	
Establish "Singles and Doubles" Loan Program			●	
Neighborhood Recovery Resource Center			●	

Economic Development

Economic Development	High Priority	Medium Priority	Low Priority	Community Interest
LSU/VA/University Hospital	●			
Relocate New Orleans Cold Storage	●			
Replace Port Container Capacity	●			
Implement Bio-Innovation Center		●		
Cruise Ship Terminal Expansion		●		
Develop Louisiana Cancer Research and Treatment center		●		
Seed and Early Stage Equity Capital Fund		●		
Commercial Corridor Revitalization Program		●		
Canal Street Revitalization		●		
Expansion of Louis Armstrong International Airport			●	
Small Business Incubator and Assistance Program			●	
Study Adaptive Re-Use of Publicly-Owned Property			●	
Neighborhood Workforce Training Program				●

Healthcare

Healthcare	High Priority	Medium Priority	Low Priority	Community Interest
Redevelop Neighborhood-Based Health Centers/Clinics	●			
Restore Comprehensive Medical Services to New Orleans East	●			

Education

Education	High Priority	Medium Priority	Low Priority	Community Interest
Repair and Renovate Existing School Sites or Construct New Facilities	●			
Temporary Modular School Facilities	●			
Neighborhood Community Center		●		
Restore Vo-Tech Campuses / Study Need for New Ones		●		

Historic Preservation and Urban Design

Historic Preservation / Urban Design	High Priority	Medium Priority	Low Priority	Community Interest
Update Codes for Land Use, Planning & Zoning	●			
Technical/Financial Assistance Program for Owners of Historic Properties		●		
Sidewalk, Streetscape, and Neutral Ground Improvements		●		
Develop a New Orleans Pattern Book of Architectural Styles			●	
Restoration of Historic Forts			●	
Katrina Recovery Monument				●

Environmental

Environmental	High Priority	Medium Priority	Low Priority	Community Interest
Implement Sustainable Environmental Strategies	●			
Reinstitute Citywide Recycling Program and Build a Recycling Center	●			
Develop a Hurricane-related Soil Contamination Survey and Brownfield Remediation Program		●		

Community Service: Public Safety

Public Safety	High Priority	Medium Priority	Low Priority	Community Interest
Develop and integrate Crime Lab and Central Evidence and Property Storage Function	●			
Repair, Renovate, and Replace the Orleans Parish Detention Facility	●			
Replace or Repair All NOPD Equipment	●			
Renovate the NOPD Headquarters	●			
Permanent Emergency Communications Center	●			
Renovate the NOPD Special Operations Unit	●			
Renovate and/or Repair 7 District Headquarters Buildings	●			
Build a Central Power Plant for the Prison Complex		●		
Emergency Operations Center for the Criminal Sheriff's Office			●	
Provide Raised Walkways between Criminal Justice Facilities			●	
Provide a Citywide Criminal Surveillance System			●	
Develop a Citywide Network of State-of-the-Art Police Substations			●	

Community Service: Recreation and Libraries

Recreation and Libraries	High Priority	Medium Priority	Low Priority	Community Interest
Renovate Main Library and Safeguard City Archives Phases I and II	●			
Repair, renovate or build new regional libraries.		●		
Repair and renovate public marinas		●		
Implement the City Park Master Plan		●		
Repair and renovate regional parks		●		
Repair, renovate, or build new neighborhood libraries			●	
Repair and renovate neighborhood parks			●	
Create new parks and greenways as needed...				●

Community Service: Other Municipal and Cultural

Other Municipal and Cultural	High Priority	Medium Priority	Low Priority	Community Interest
Invest in New Orleans Culture		●		
Expansion of Existing Arts District			●	
Create a Downtown Theater District			●	

Implementation

Implementation	High Priority	Medium Priority	Low Priority	Community Interest
Recovery Implementation - Staffing	●			

Section 5 - Implementation Plan

Successful implementation of the Citywide Strategic Recovery and Rebuilding Plan (“Citywide Plan”) will require close and exceptional coordination and cooperation among all local agencies and local officials, in particular, as well as the public, State and federal agencies, and the private and non-profit sectors.

This section of the Plan defines responsibilities for action and implementation to key entities. The Plan also identifies the staffing needs of those key agencies that are charged with local recovery implementation. A premise of this discussion is that the task of recovery and rebuilding is immediate and that we must leverage and enhance existing agencies and organizational structures, rather than invent an array of new ones. This section broadly discusses the issues and regulatory approaches to be considered in the implementation of the plan recommendations. It is not, however, an exhaustive analysis of the implementation measures and regulatory changes needed to fully implement the emerging Citywide, District and neighborhood recovery plans.

5.1 Citywide Plan Approval and Adoption Process

The following timeline illustrate the approval and adoption process for the Citywide Plan:

- ◆ Presentation to the Community Support Organization and the New Orleans Community Support Foundation – January 29, 2007
- ◆ Submission to the City Planning Commission for review and modification – January 30, 2007
- ◆ Public presentation of the Citywide Plan (no public testimony) at the City Planning Commission’s regular meeting – February 13, 2007
- ◆ Public comment period, February through March 7, 2007
- ◆ City Planning Commission’s Public Hearing #1 – February 22, 2007
- ◆ City Planning Commission’s Public Hearing #2 – March 7, 2007
- ◆ City Planning Commission’s Public Hearing #3 – March 13, 2007

In early April 2007, the City Planning Commission is expected to make a recommendation to the City Council on adoption of the Citywide Plan. The City Council and Mayor will have final review and approval of the Citywide Plan; no dates yet set. When the plan is approved, it will become the City’s official blueprint for recovery and can be submitted to the LRA and other public and private entities for implementation funding and support.

5.2 Recovery Timeline

Timelines for project implementation were developed as part of the sector strategies defined in Section 4 of the Citywide Plan. In addition, the staffing needs and costs for key regulatory amendments are discussed in this Section of the Plan. All are summarized in Table 5.1 as an integrated Implementation Timeline across three phases of project execution for the next 10 years. The three phases are:

- ◆ **Short-term** shows the percentage of required investment during the initial period
- ◆ **Mid-term** shows the percentage of required investment during the 3-5 year period
- ◆ **Long-term** shows the percentage of required investment in the 6-10 year period

Table 5.1 Citywide Implementation Timeline

	Short-Term (0-2 years)	Mid-Term (3-5 years)	Long-Term (6-10 years)
Flood Protection	23%	58%	19%
Neighborhood Stabilization	20%	40%	40%
Housing	42%	58%	0%
Economic Development	57%	34%	9%
Infrastructure and Utilities	47%	39%	14%
Transportation	7%	16%	77%
Healthcare	72%	28%	0%
Education	51%	47%	2%
Community Services: Public Safety	52%	45%	3%
Community Services: Environmental Services	34%	58%	8%
Community Services: Recreation and Libraries	22%	46%	32%
Other Municipal and Cultural Resources	20%	30%	50%
Historic Preservation/Urban Design	19%	31%	50%
Implementation – Staffing and Regulatory Amendments	31%	39%	30%

The Citywide Plan estimates of duration are based upon assumptions that the resource commitments defined in the Plan are made prior to planned start of execution for each project, and that the necessary resources can be effectively deployed by the City and other key agencies charged with implementation.

Table 5.2 shows the Implementation Timeline for the three key voluntary programs that are the cornerstone of the strategic and risk-based recovery approach proposed by the Citywide Plan: “Elevate New Orleans,” “Slab-on-Grade” Remediation, and Neighborhood Cluster programs. Their implementation is phased across 10 years.

Table 5.2 Implementation Timeline for Key Voluntary Programs

	Short-Term (2007-2008)	Mid-Term (2009-2011)	Long-Term (2012-2016)
Key Voluntary Programs			
Elevate New Orleans	40%	55%	0%
Slab-on-Grade Remediation	10%	60%	30%
Neighborhood Cluster Program	20%	40%	40%

5.3 Local Recovery Staffing Requirements

While New Orleans recovery and rebuilding effort is massive, it is still a temporary process. The personnel needed to implement the recovery will vary over time and human resources need to be coordinated and scaled appropriately to meet the needs. The Citywide Plan calls for the overall recovery leadership and management to be provided by a Parishwide Recovery Committee and senior staff from the City’s Office of Recovery Management.

Agencies charged with key recovery activities will need to recruit and retain some senior staff with specific expertise needed for recovery. But to the extent feasible, the Citywide Plan recommends that temporary/contract personnel be used across agencies in recovery

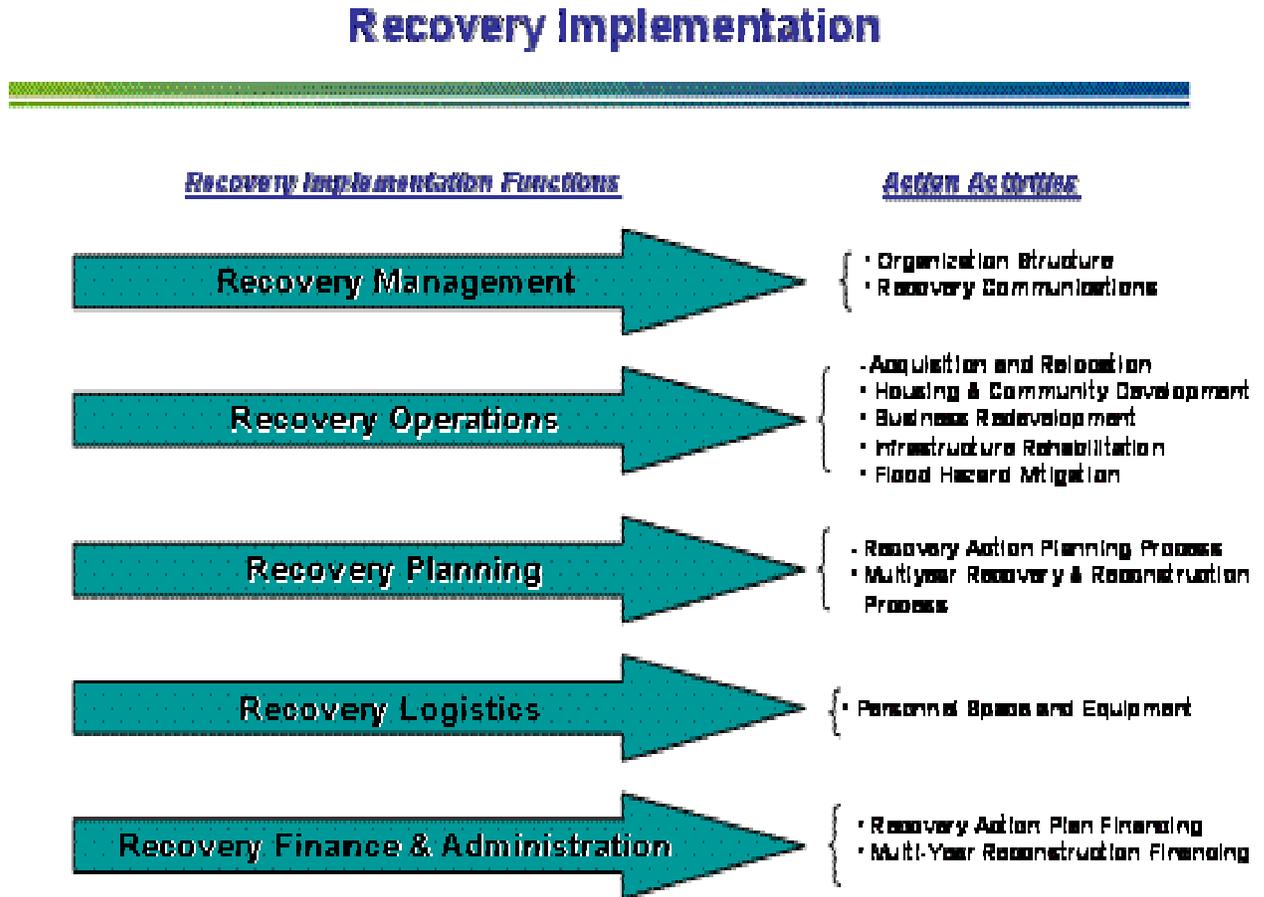
implementation teams, coordinated through the Parishwide Recovery Committee and Office of Recovery Management. This structure allows agencies to leverage best-practices across multiple organizations throughout multiple areas of expertise, and maximize the needed flexibility to share resources as the recovery progresses and situations change. Standards for transparency, best-practices, and performance, should be established to guide the contracting teams in their work.

5.3.1 Staff Augmentation

In general, UNOP recovery management is a temporary process designed to facilitate and expedite the City of New Orleans' recovery. As a result, UNOP recommends that many of the resources needed to implement this recovery effort be performed by temporary/contract personnel. The recovery leadership and senior management should be performed by senior city officials in the Office of Recovery Management who provides overall guidance to the contract recovery implementation teams. This structure allows the city and appropriate agencies to leverage best-practices across multiple organizations throughout multiple areas of expertise. The recovery management high-level organizational structure described in Figure 5.1 allows the City and agencies to maximize the needed flexibility for staff resources as progress develops and situations evolve.

The diagram below defines the five (5) organizational areas of responsibility and action activities required to facilitate the recovery effort: Management, Operations, Planning, Logistics, and Finance/Administration. Each area requires senior leadership, cross-departmental and cross-agency coordination as recovery projects are initiated and implemented.

Figure 5.1 Organization Areas of Responsibility



The augmented staff represents the implementation organizations who are responsible for carrying out the directions of the senior leadership officials. A major emphasis by senior leadership on transparency, best-practices and performance, should guide the contracting teams in their execution activities.

5.3.2 Resource Requirements

The organizational requirements necessary to implement this recovery effort requires significant resources to implement the various projects outlined in this recovery plan. Numerous city departments and agencies require additional resources for recovery purposes to ensure that the projects outline are successfully implemented. The necessary funding for these organizations accompanies the timeframe of the sector-based projects described in Section 5. Some agencies have their implementation team resource requirements imbedded in the budget outline. In the table below, UNOP outlines the resource requirements by organization assuming the Staff Augmentation model discussed above.

Table 5.3 Resource Requirements by Sector

	Short Term (0-2 years)	Mid-Term (3-5 years)	Long-Term (6-10 years)	Total
Hurricane/Flood Protection				
<i>City Departments</i>	\$2,500,000	\$3,750,000	\$6,250,000	\$12,500,000
<i>NORA</i>	\$33,000,000	\$27,000,000	\$0	\$60,000,000
Neighborhood Stability				
<i>NORA</i>	\$56,000,000	\$56,000,000	\$28,000,000	\$140,000,000
Infrastructure & Utilities				
<i>Other entities</i>	\$7,500,000	\$11,250,000	\$18,750,000	\$37,500,000
Transportation				
<i>City Departments</i>	\$5,000,000	\$7,500,000	\$12,500,000	\$25,000,000
Housing				
<i>City Departments and other entities</i>	\$8,000,000	\$12,000,000	\$0	\$20,000,000
The Economy				
<i>City Departments</i>	\$2,000,000	\$3,000,000	\$5,000,000	\$10,000,000
<i>Other entities</i>	\$0	\$0	\$0	\$0
Healthcare				
<i>City Departments</i>	\$1,500,000	\$2,250,000	\$3,750,000	\$7,500,000
Education				
<i>Other entities</i>	\$0	\$0	\$0	\$0
Historic Preservation/Urban Design				
<i>City Departments</i>	\$2,500,000	\$5,625,000	\$12,500,000	\$20,625,000
Environmental				
<i>City Departments</i>	\$500,000	\$750,000	\$1,250,000	\$2,500,000
<i>Other entities</i>	\$16,000,000	\$24,000,000	\$0	\$40,000,000
Public Safety				
<i>City Departments</i>	\$2,500,000	\$3,750,000	\$6,250,000	\$12,500,000
Recreation & Libraries				
<i>City Departments</i>	\$1,750,000	\$2,625,000	\$4,375,000	\$8,750,000
Other Municipal and Cultural Facilities				
<i>City Departments</i>	\$1,000,000	\$1,500,000	\$2,500,000	\$5,000,000
Total	\$138,750,000	\$159,500,000	\$98,625,000	\$396,875,000

5.4 Resource Requirements by Implementing Entity

	Short Term (0-2 years)	Mid-Term (3-5 years)	Long-Term (6-10 years)	Total
City Departments	\$19,250,000	\$30,750,000	\$54,375,000	\$104,375,000
City Planning Commission	\$10,000,000	\$15,000,000	\$15,625,000	\$40,625,000
Office of Recovery Management	\$8,250,000	\$10,500,000	\$12,500,000	\$31,250,000
NORA	\$89,000,000	\$83,000,000	\$28,000,000	\$200,000,000
Other Entities	\$23,500,000	\$32,250,000	\$18,750,000	\$74,500,000
Multiple Agencies (City Departments and Other Entities)	\$8,000,000	\$12,000,000	\$0	\$20,000,000
TOTAL	\$158,000,000	\$183,500,000	\$129,250,000	\$470,750,000

5.3.3 Performance Management

The ability to communicate publicly the overall status of recovery can be an important tool to inspire confidence in the citizens of New Orleans. It is important that the recovery effort deploy a tool that objectively tracks the macro as well as micro elements of the recovery effort. This type of performance monitoring is a valuable tool to assist management and staff with key decision making as it relates to recovery activities. The use of a performance dashboard to understand short and long-term achievement of strategic objectives enables citizens and public officials to make objective value judgments regarding the specific or overall recovery efforts/initiatives.

The dashboard should include quantitative as well as qualitative indicators of recovery activities. This means that it is not only important that work is accomplished in a timely/cost effective manner but also that the quality of the work product meets or exceeds the desired quality standards. The performance management process can encourage and reward contractors and employees for exceptional performance and/or innovation. UNOP believes that a commitment to performance monitoring/management can be a catalyst for improved data-sharing and overall performance throughout city government.

The Performance monitoring Key Performance Indicators (KPI) should include the following:

Key Performance Indicators

Strategic Goal Accomplishments

Red = no progress 

Yellow = partial progress 

Green = full progress 

Financial Expenditure and Budget Variance

Sector Expenditure

Project Expenditure

Performance and Schedule Variance

Sector Execution Timeline

Project Execution Timeline

Contracting Performance

Local Business Engagement

Disadvantage Business Enterprise (DBE) Engagement

Quality Indicator

Project comparison to Quality plan

Sector performance Quality

Customer Satisfaction

- ◆ Citizen Interaction (Courtesy and Efficiency)
- ◆ Citywide, District, and Neighborhood
- ◆ Overall Recovery Satisfaction

Employment Metrics

- ◆ Volunteer Metrics

Organizational Effectiveness

- ◆ Benchmarked Performance Comparison

Risk Assessment

5.4 Parishwide Recovery Management

Coordination and collaboration are difficult in any large organization, especially one as old and complex Orleans Parish, with its many governing institutions. The implementation of this Plan will require close and unprecedented coordination and cooperation between agencies and government officials working for the good of New Orleans. Collaboration will improve the productivity of City/parish government in New Orleans by eliminating duplication of services, and provide a forum to plan for the strategic investment or leveraging of City/parish resources. A local recovery governance model needs to leverage the skills and institutional knowledge of different governing bodies, promotes an integrated approach to management across organizations, and keeps the public involved through information-sharing and participatory methods. The implementation section of the Citywide Plan identifies key roles and responsibilities for recovery management and governance. It also calls upon specific agencies to provide leadership for the implementation of policies, programs and projects proposed in the Citywide Plan.

5.4.1 The Parishwide Recovery Committee

The Citywide Plan calls for the establishment of a Parishwide Recovery Committee. The Mayor should appoint the chair, which this Plan recommends to be the City’s Executive Director of Recovery Management.

The Parishwide Recovery Committee should serve as the “recovery voice” for the entire City. Some of its main objectives should be to articulate a unified strategy and set priorities for implementation of the Recovery Plan, streamline decision-making, and manage the deployment of recovery resources. The Committee must involve the key public agencies charged with managing recovery for core functions. The agency representatives on the Committee must be fully authorized to represent their respective agencies, in providing input from and reporting back to their agency regarding recovery matters.

Participation must include those agencies that are called upon to provide leadership for the policies, programs and projects defined for each Sector of the Citywide Plan. The Committee is recommended to include, but is not necessarily limited to, the following agencies: the co-chairs of the New Orleans City Council Recovery Committee; City Planning Commission (CPC); New Orleans Redevelopment Authority (NORA); Regional Transit Authority (RTA); Regional Planning Commission (RPC); New Orleans Sewerage and Water Board (S&WB); Housing Authority of New Orleans (HANO); New Orleans Public Belt Railroad (NOPBR); Louis Armstrong New Orleans International Airport (LANOIA); Port Authority; Orleans public schools; Orleans Parish judicial agency representatives; and other municipal/parish agencies.

The Committee could adopt a model similar to the Louisiana Recovery Authority (LRA) in adopting action plans for the priorities and use of multi-agency funds, including the potential prioritization and programming of key recovery funds, such as Public Assistance and Hazard Mitigation funds. The Parishwide Recovery Committee should also serve as the lead interface to State and federal recovery funding agencies so that priorities are clearly defined and funds optimized. This should include working with State and federal agencies to maximize the reimbursement and use of key recovery funds, such as Public Assistance, over the next two years.

5.4.2 Office of the Mayor

The Mayor of New Orleans is the executive leader of the City’s recovery. The Mayor can grant the authority to various departments to carry out recovery operations and also has the ability to gain a full commitment from City agencies to constructively participate in the Parishwide Recovery Committee. The Mayor has the lead role in promoting the City’s recovery plan to residents, non-residents, business leaders, and funding entities. The Mayor is the lead advocate for funding at all levels and from all sources: City, State, federal and private. The Mayor also has responsibility for advocating local legislative actions that facilitate recovery, including ordinances, regulatory amendments and any recommended changes to the City Charter.

The Mayor’s executive staff includes the Office of the Chief Administrative Officer, Office of Economic Development, Office of Intergovernmental Affairs, Office of Homeland Security, City Attorney, and Office of Recovery Management. Each has responsibilities for managing and overseeing the implementation of projects under the City’s departmental areas of responsibility. The Citywide Plan calls upon the executive staff to provide leadership and oversee the policies, programs and projects recommended for the Recreation, Libraries, and other Municipal and Cultural Resources sectors of the Citywide Plan.

The Mayor’s executive staff is also called upon to help create recovery communications infrastructure for project implementation planning and citizen outreach in coordination with the Office of Recovery Management. The Mayor’s Office and executive staff should promote integrity and transparency in all recovery-related matters. They should develop and implement a host of recovery communications mechanisms (through the web, email, the media, faith-based organizations, and other grass-roots and civic outreach) to provide up-to-date and continuous information to residents (both local and displaced), businesses and investors on the status of recovery efforts in the City. They should also oversee the creation of Recovery Resource Centers in neighborhoods across the City as proposed by the Citywide Plan. As the recovery progresses, the Mayor’s staff is also called upon to consider implementation of two District Plan proposals – creation of a “livability court²⁷” that deals with quality of life issues, and a housing/blighted property court.

5.4.2.1 Office of Recovery Management

The Office of Recovery Management was established in December 2006 and, in January 2007, it has an Executive Director and staff hires are underway. The Office of Recovery Management is charged with delivering technical solutions and program management to the recovery effort. It is recommended that the Office of Recovery Management serve as staff to the Parishwide Recovery Committee (recommended for establishment by the Citywide Plan). In a key role as staff for the Parishwide Recovery Committee, the Office of Recovery Management should lead in the preparation of action plans for the multiple agency participants in the council to adopt and implement, and oversee the financing and implementation strategies for all public recovery initiatives. The Office should also establish the compliance guidelines for public recovery initiatives, as well as the program and performance management solutions and ‘best practices’ for the multiple agency participants in the Parishwide Recovery Committee to follow. The Office of Recovery Management should develop a tracking tool that assists management and staff with key decision making as it relates to recovery activities. The use of a performance dashboard to understand short and long-term achievement of strategic objectives enables citizens and public officials to make objective value judgments regarding the specific or overall recovery efforts/initiatives. The dashboard should include quantitative as well as qualitative indicators of recovery activities. This means that it is not only important that work is accomplished in a timely/cost effective manner but also that the quality of the work product meets or exceeds the desired quality standards. The Office should also work with State and federal agencies to develop a more integrated fund tracking system for the parish-wide agencies.

²⁷ Charleston, South Carolina has a model system to consider.

The Office of Recovery Management is called upon to provide leadership and oversee the implementation of key programs of the Neighborhood Stabilization and Flood Protection Sectors of the Plan. In doing so, the Office should work with the CPC to determine where the first phase of voluntary programs (particularly where the proposed neighborhood cluster program) should be offered. It should also work with NORA, the CPC, and the Road Home program to establish the program, funding, and implementation structure for the voluntary elevation, slab-on-grade, and neighborhood cluster programs. Likewise, as these voluntary programs are implemented, the Office of Recovery Management should monitor progress and work with the CPC to decide where next phases of voluntary programs should be offered, and make program alterations, as necessary. The Office of Recovery Management should also coordinate with the CPC in its planning and design of resettlement, including cluster locations, and its proposals for future land uses of lands acquired by the Road Home program or the City as part of the resettlement. It should also work with the CPC and NORA on redevelopment planning for blighted properties. In partnership with the Office of Economic Development (OED), it should also develop a framework to incorporate the Citywide and District Recovery Plans into funding applications, while identifying supplemental funds and investment opportunities.

The Office of Recovery Management should also be responsible for monitoring resettlement in the City. To this end, the Office should work with the Housing Authority of New Orleans (HANO) and other key public, private and non-profit agencies to develop and implement a comprehensive information system to track all residents (local and displaced), understand their recovery decisions, impediments, and status. Efforts should be made to link the system together with FEMA and the Road Home case management. Using a case management approach, the Office of Recovery and other agencies could work together with local and displaced residents to resolve their relocation impediments and promote the various recovery programs funded as part of this Plan as well as from State, federal, and other non-profit and private programs. It should also work with HANO and the CPC to ensure that a comprehensive housing strategy is developed for all residents in the short-, mid- and long-term. The strategy also must be reflected in the development of a Housing Element of the City's Master Plan.

The Office of Recovery Management should also be the coordinator and advocate for recovery volunteer programs. As we have seen throughout the first year of recovery, countless universities, colleges, faith-based and other civic groups have volunteered manpower and resources to the recovery. A volunteer clearinghouse could provide for better skills and needs matching across parish-wide agencies and neighborhoods in the City. In particular, national and local partnerships with university planning and social/urban studies programs should be established to provide technical assistance and citizen/recovery assistance for resettlement. Considerable technical assistance will be needed to help residential property owners, neighborhood-serving small businesses and renters to return and rebuild in more sustainable clusters within their neighborhoods (as part of the voluntary neighborhood cluster program proposed in this Plan).

5.4.2.2 Office of Homeland Security

The Office of Homeland Security & Public Safety has operational and planning authority for the New Orleans Police Department, New Orleans Fire Department, New Orleans Office of

Emergency Preparedness, and the Office of Criminal Justice Coordination. This Office has responsibility for several policies and projects identified in the Citywide and District Plan:

- ◆ Restoration of damage public safety facilities and equipment and development of state-of-the-art facilities and system citywide
- ◆ Enhanced citywide communication infrastructure
- ◆ Provision of state-of-the-art emergency planning and training (both with City and State personnel and the public) for hurricane/flood evacuation.
- ◆ Assess the effectiveness of evacuation and disaster response plans in light of lessons learned from Hurricane Katrina. The Office should work with the RTA to establish a convenient system of transit pick-up and distribution points and a multimodal evacuation system.
- ◆ Conduct public information campaigns about plans and available training through a host of communications media (including but not limited to the web, email, the media, faith-based and neighborhood organizations, and other grassroots outreach).

All improvements and recovery action plans must be coordinated with the resettlement effort and the work of other agencies through the Parish-wide Recovery Council.

5.4.2.3 Department of Safety and Permits

The Department of Safety and permits is responsible for the permitting and enforcement of the City's building codes for the construction and use of buildings and property. Among other responsibilities it issues building, electrical, and mechanical permits, inspects occupational license applications, and serves as the City's floodplain administrator. The Office called upon to provide technical support to the Office of Recovery Management, NORA and the CPC to implement the key programs proposed for the Flood Protection and Neighborhood Stabilization Sectors of the Plan. This Office must also ensure that the many building code, safety and permitting recommendations of the Citywide and District Recovery Plans are evaluated and implemented as appropriate. First and foremost, these Plans call for enhanced and comprehensive code enforcement across the City. To accomplish this, the Office needs adequate staffing and resources to improve the administration of various processes, and ensure that both administrative and inspection personnel are qualified and well-trained. Other key recommendations include:

- ◆ Enforcement of the 50% post-disaster damage determination
- ◆ Implementation of the International Building Code for all new construction, with strong emphasis on hurricane wind and flood construction elements
- ◆ Enforcement of, at a minimum, FEMA Base Flood Elevation standards for all new construction and repairs of properties with post-disaster damage determinations of 50% or greater

- ◆ Work with the CPC to develop and implement design guidelines for repairs and reconstruction across the City. This includes standards and guidelines for structural elevations, slab-on-grade reconstructions, and sustainable cluster designs.
- ◆ Work to prevent post-Katrina blight through stronger code enforcement on permitting and demolition. Working with the Office of Recovery Management, careful attention must be paid, to identifying property owner's intentions before enforcement actions are taken. Policies and procedures must target the truly abandoned properties.
- ◆ Align the City's codes and permitting processes with plan, regulation and development code changes.
- ◆ Modify the City's codes for new structures to set progressive standards for sustainability and energy efficiency (e.g. LEED platinum, gold or silver). This includes ensuring that all City-owned structures are renovated to meet the 2006 International Residential Energy Code or Energy Star standards.
- ◆ Work with alliances, as well as business and trade organizations, to encourage the use of local contractors, and provide professional training programs for contractors and builders on energy efficiency, architectural and historic preservation, and wind/flood protection measures.

5.4.2.4 Department of Public Works

The Department of Public Works constructs, maintains, and administers the City's transportation elements affecting vehicular, pedestrian, and rail movement within the public rights-of-way. It is also responsible for stormwater drainage of City streets. The Department is called upon to coordinate with the Regional Transportation Authority (RTA) and the Louisiana Department of Transportation and Development (LaDOTD) to provide leadership for implementation of the policies, programs and projects defined the Citywide Plan. It calls first for repair of the heaviest damages across the City to ensure that additional damages are not caused by lack of repair. System improvements and recovery action plans must be coordinated with the resettlement effort and the work of other agencies through the Parishwide Recovery Committee. The Citywide Plan also calls for the creation and implementation of a long-term maintenance and renewal plan to ensure that street and stormwater drainage system repairs and investments made as part of the recovery will be maintained and that the City's entire systems will eventually be upgraded with on-going maintenance assured. The Department should also work with the CPC and other key agencies to implement the City Bike Master Plan, and conduct the traffic and parking management studies defined in the Citywide and District Recovery Plans.

5.4.2.5 Department of Health

The City's Health Department is the central healthcare hub connecting institutions and services to individuals and communities throughout the City. Restoration of neighborhood comprehensive care and the provision of state-of-the-art regional medical care are the primary strategies of the Citywide Plan, and the Health Department is called upon to provide leadership and oversee the implementation of all policies, programs and projects proposed for the Healthcare sector in the Citywide Plan. Some key projects include: restoration of comprehensive medical services to

New Orleans East, support for redevelopment of the New Orleans Medical District, and implementation of the State’s Department of Health and Hospitals Plan. All improvements and recovery action plans must be coordinated with the resettlement effort and the work of other agencies through the Parishwide Recovery Committee.

5.4.2.6 Office of Environmental Affairs

The Mayor's Office of Environmental Affairs was established to enhance and protect New Orleans’ environment for current and future generations. It is responsible for broad-based initiatives, such as brownfield redevelopment, climate protection, and coastal and wetlands preservation. The Office of Environmental Affairs is called upon to provide leadership and oversee the implementation of some of the key policies, programs and projects proposed for the Environmental Services sector in the Citywide Plan. In particular, the Office, in partnership with the Louisiana Department of Environmental Quality (LA DEQ), the U.S. Environmental Protection Agency (EPA), the City and NORA, to provide leadership for sustainability/energy-efficiency programs, soil remediation, and brownfield redevelopment policies and programs proposed in the Citywide Plan.

5.4.3 New Orleans City Council

New Orleans City Council is the City’s governing authority and legislative body, and likewise is the legislative authority for the City’s recovery. The City Council will be responsible for adopting the recovery plan and for evaluating and adopting disaster- and recovery-related legislation that will facilitate the recovery implementation. This will include ordinances, regulatory amendments and any recommended changes to the City’s Charter. They should also continue to provide leadership and support to the citizen participation and neighborhood planning processes.

The City Council recently created a Recovery Committee²⁸ that can provide an effective interface between the City Council and City recovery activities. They can package and review disaster- and recovery-related legislation for quick passage and provide Council policy direction to City departments and agencies. The Recovery Committee’s effectiveness will be enhanced by staff assistance in setting agencies and priorities. The co-Chairs of the City Council Recovery Committee should serve on the Parishwide Recovery Committee.

5.4.4 Citywide/Parishwide Agencies

5.4.4.1 City Planning Commission

²⁸ Los Angeles’ City Council created a recovery committee to authorize and legislate recovery policy and programs following the Northridge Earthquake. Its role and actions provide a “best practice model” for the New Orleans City Council to evaluate.

Under the City Charter, the City Planning Commission (CPC) is responsible for preparing disaster recovery plans. The CPC will be the first to review the Citywide and District Recovery Plans and make a recommendation to the City Council for adoption.

Implementation of a Citywide Plan requires an empowered CPC with adequate staff and resources to administer various processes and simultaneously revise plans and planning regulations. The CPC should work with the City's Office of Recovery Management to determine the scope and needs of planning implementation; this includes both technical staff and resources to access technical assistance and support.

Once adopted, the CPC should consider incorporating the Citywide Plan as an official element of the City's Master Plan. Work on development of a Housing Element of the City's Master Plan should begin immediately and be coordinated closely with the Office of Recovery Management and the Housing Authority of New Orleans (HANO) to ensure that a comprehensive housing strategy is developed for all residents in the short-, mid- and long-term.

The Citywide Plan and the District Plans can also serve as the foundation for updates and revisions to other administrative rules and key regulatory devices, including the City's Master Plan and Comprehensive Zoning Ordinance to ensure consistency with the Citywide Plan. Consider developing a Unified Development Code or, alternatively, update the City's Subdivision Regulations to ensure consistency with the Citywide Plan.

The CPC is called upon to provide leadership and oversight for policies, programs and projects proposed in the Historic Preservation/Urban Design Sector of the Plan. The CPC should also work with the Office of Recovery Management, Department of safety and permits, and New Orleans Redevelopment Authority (NORA) to implement key policies, programs and projects proposed for the Flood Protection and Neighborhood Stabilization Sectors of the Plan. In particular, CPC should help refine the recovery planning areas and the criteria and strategies for recovery investment in the key programs for these Sectors: the elevation, slab-on-grade, and neighborhood cluster programs. The CPC should also advise the Office of Recovery Management on where the first phase of voluntary programs (particularly where the proposed neighborhood cluster program) should be offered. Likewise, as voluntary programs are implemented, the CPC should work with the Office of Recovery Management to monitor progress, advise on where the next phases of voluntary programs should be offered, and make program alterations, as necessary. The CPC should also oversee the planning and design of resettlement, including cluster locations, and the proposed future land uses of lands acquired by the Road Home program or the City as part of the resettlement.

In accordance with the City Charter, the CPC is responsible for working with the NORA to prepare a redevelopment plan for blighted properties that NORA would then implement. The CPC should also set priorities to help encourage and facilitate the redevelopment of underutilized areas of the City that are located in higher elevation areas. The CPC should oversee and coordinate with NORA on the series of small area studies and plans that resulted from the District Plans and are proposed as part of this Citywide Plan.

The CPC should also work with the HDLC to determine the appropriateness of expanding local historic district boundaries, an idea that features prominently in many District Plans. The CPC should work with the Department of safety and permits and the HDLC to develop design guidelines for the rebuilding that protect historic districts and respect architectural and neighborhood character across the City.

5.4.4.2 Sewerage and Water Board

The SW&B provides sewer, water and drainage services for the City. SW&B has a significant role in restoring and improving the sewer and water systems across the City over the next decades. The Citywide Plan calls first for repair of the heaviest damages across the City to ensure that additional damages are not caused by lack of repair. System improvements and recovery action plans must be coordinated with the resettlement effort and the work of other agencies through the Parishwide Recovery Committee. The Citywide Plan also calls for the creation and implementation of a long-term maintenance and renewal plan to ensure that the water and sewer systems investments made as part of the recovery will be maintained and that the City's entire system will eventually be upgraded with on-going maintenance assured. The SW&B must also continue its efforts to provide additional (and more reliable) pumping capacity to reduce the risk of flooding in the short-term until the USACE permanent pump stations are in place.

5.4.4.3 New Orleans Redevelopment Authority

The New Orleans Redevelopment Agency (NORA) has a new Board and a new Director. Under State law and through its land banking capability, NORA can acquire and resell individual adjudicated properties and package together blighted properties for buyers to acquire.

In implementing the Citywide Plan, NORA is called upon, with the Office of Recovery Management, City Council, CPC and other key City agencies, to develop guidelines for post-Katrina adjudication that ensure transparency, careful consideration of post-Katrina challenges of owners to rebuild, and provide proper notification and public participation. NORA should also work with Neighborhood One, the City Council and other agencies to streamline the processes for making abandoned and adjudicated properties available for sale at attractive, below market rates so that additional residents and businesses can purchase and rehabilitate the properties, as proposed by the programs in the Plan.

NORA is called upon to work with Neighborhood One and other key City agencies to identify and coordinate the reuse of blighted, abandoned and adjudicated properties, which is expected to significantly increase post-Katrina. NORA should help prioritize the current backlog of abandoned and adjudicated property for reuse based upon its elevation and viability for reuse as part of the City's recovery. It should then work to expedite these properties for reuse in an expeditious manner. NORA should also partner with the City Property Management Office to evaluate the status of, and potentially adaptive reuse of publicly-owned buildings.

NORA should work with the CPC and the Office of Recovery Management to design the property transfer mechanisms necessary to implement the neighborhood cluster program, and to

coordinate financing on behalf of the City and with the State’s Road Home program so that resident received coordinated benefits and services. NORA should also work with the CPC in the development of plans for the reuse of properties acquired by State’s Road Home, including recommendations for buyout with hazard mitigation funds and resale and packaging for redevelopment.

NORA should also work with the Neighborhood One, the CPC and Office of Recovery Management to monitor recovery blight and the reuse of underutilized properties. As the recovery progresses, these agencies should study the use of alternative mechanisms for residents and business to purchase and rehabilitate blighted properties, including the ‘lot next door’ program. This study should be undertaken in the mid-term, after other policies and programs to stabilize neighborhoods have been implemented.

5.4.4.4 Housing Authority of New Orleans

The Housing Authority of New Orleans (HANO) is charged with “providing safe, decent, affordable housing to low-income citizens by creating and sustaining viable communities; and to facilitate resident self-sufficiency and upward mobility through productive collaboration²⁹.” Prior to Katrina, HANO, led by a HUD-installed Receiver Team, was working on the revitalization and major redevelopment of the public housing portfolio. “Opportunity for all to return” is a core principle of the Citywide Plan, and HANO is called upon to work closely with the Office of Recovery Management, NORA, and CPC to provide leadership for the policies, programs, and projects proposed for the Housing Sector of the Citywide Plan. To assist in implementing the housing strategies outlined in the Plan, HANO must have additional staffing and federal, State, and local support to meet the vast array of post-Katrina housing needs in the City.

The Citywide Plan recommends that there be a sufficient number of low-income housing units rehabilitated or rebuilt to accommodate all displaced former public housing tenants who want to return. HANO is also called upon to work with the federal department of Housing and Urban Development (HUD) to ensure that all public housing in the City be rehabilitated or rebuilt to the highest standards, to incorporate low-income housing and potentially mixed-uses, and to be of a higher density than current HOPE VI policies suggest. HANO also should work with other agencies and oversee the creation and implementation of the many other programs and projects proposed in the Plan, including: homebuyer assistance programs; rental housing and relocation assistance programs; and transient worker housing.

HANO is also called upon to work with CPC and the Office of Recovery Management in developing/reusing HANO’s citizen-tracking system and developing a comprehensive housing strategy for all residents in the short-, mid- and long-term. HANO should also work with the CPC on the development of a Housing Element of the City’s Master Plan. HANO should work with the Office of Recovery Management, NORA, Neighborhood One, and the CPC to develop all housing programs and strategies proposed in the Citywide Plan. It should also work with State

²⁹ www.hano.org

and federal agencies to expand the provision and enhance local marketing of all the federal and State housing support programs, including vouchers, tax credits and public housing.

5.4.4.5 Recovery School District/Orleans Parish School Board

The Recovery School District (RSD) now manages the majority of school-related facilities in Orleans Parish. The primary strategies of the Citywide Plan are to: create and maintain an equitable, competitive and unified school system; restore and rebuild the local physical plant according to “best practices;” and adopt and maintain a solid academic curriculum. The RSD, in coordination with the Orleans Parish School Board, is called upon to provide leadership and oversee the implementation of all policies, programs and project proposed for the Education sector in the Citywide Plan. Some key projects include: repair of existing facilities, provision of temporary, modular facilities, and establishment of neighborhood community centers on school campuses. All improvements and recovery action plans must be coordinated with the resettlement effort and the work of other agencies through the Parish-wide Recovery Council.

5.4.4.6 Regional Transit Authority

The Regional Transportation Authority (RTA) constructs, maintains, and administers New Orleans’ public transportation system. In keeping with other transportation and infrastructure strategies, the Citywide Plan calls for the repair and replacement of the heaviest damages to transit systems across the City to ensure that additional damages are not caused by lack of repair. Transit system improvements and recovery action plans must be coordinated with the resettlement effort and the work of other agencies through the Parishwide Recovery Committee. The RTA should provide leadership for the regional and statewide policies and project proposed by the Citywide Plan, such as the regional commuter rail system. The RTA should also work with the Office of Homeland Security & Public Safety to assess the effectiveness of evacuation and disaster response plans in light of lessons learned from Hurricane Katrina, particularly for transit pick-up and distribution points and assurance of a multimodal evacuation system.

5.4.5 Regional Agencies

5.4.5.1 Regional Planning Commission

The Regional Planning Commission (RPC) has transportation functions and responsibilities as the Metropolitan Planning Organization for the New Orleans urbanized area. It oversees the planning, construction and maintenance of all the major streets and highways. In keeping with other transportation and infrastructure strategies, the Citywide Plan calls for the repair and replacement of the heaviest damages to the major streets systems across the City to ensure that additional damages are not caused by lack of repair. Systems improvements and recovery action plans must be coordinated with the resettlement effort and the work of other agencies through the Parishwide Recovery Committee. The RPC should also work with the CPC and other key agencies to conduct the I-10 studies and implement the East-West corridor plan. The RPC should also work with the Office of Homeland Security & Public Safety and RTA to assess the effectiveness of evacuation and disaster response plans in light of lessons learned from Hurricane Katrina.

5.5 Citizen Participation

The citizens of New Orleans have invested their time, their hearts and their vision in creating a plan for their neighborhoods and their city. In return, the City must now and forever invest in its citizens as shareholders in the Plan and as stakeholders in the City.

New Orleans now has an educated army of “citizen-planners” who have found their voice and worked tirelessly over the many months of planning. They can provide a meaningful voice in implementing their plan and guiding all future government policy-setting and decision-making. Neighborhood residents need to be involved as their plans go forward: to ensure that their spending priorities are followed, that their neighborhoods revitalize as they envision, that their city becomes a vibrant home with opportunity for all.

With development comes opportunity; with development also comes social and civic responsibilities. Going forward, neighborhoods, developers and the City must act as partners in determining the site, scope and nature of major development projects. All such projects should include community benefit agreements for the common good of the community and the City.

A formal process for citizen engagement must be developed and implemented to facilitate neighborhood recovery and future development, and to ensure that citizens continue to have a voice in the City’s future. Cities as diverse as Birmingham, New York, Atlanta and Portland have formal citizen participation programs that involve residents in formal decision-making development and decision-making; such a program must be established in New Orleans, with a legal mandate and a formal role in making decisions on land use, zoning and quality of life issues that impact citizens and neighborhoods. Linkages to both the City Council and the City Planning Commission need to be explicit. Several organizational models exist in New Orleans and many new proposals were developed as part of the District Plans. All these need to be considered in developing the ultimate structure that links neighborhood community groups with City recovery governance. Citizens must be involved in the final design and implementation of a citizen participation program and it is recommended that steering committee be formed to assist with the effort. It should be comprised of the Mayor’s Office, City Council and CPC leaders as well as representatives of community groups and expert advisors. The City should also provide training and technical assistance to nascent community organizations (in particular the Community Development Corporations) emerging from the recovery planning processes. This might be accomplished through partnerships with national organizations, such as the Enterprise Foundation, and universities.

Also, as part of the recovery, regular, up-to-date information about the status of recovery must be made publicly-available in order for residents, businesses, and investors to make individual and collective judgments about the recovery process. Additionally, formal opportunities must be created for the citizens of New Orleans to come together on a regular basis to review the progress of their City’s recovery and shift rebuilding priorities. New Orleanians who have not been able to move back to the City must have an opportunity to remain involved and have a continuing voice in rebuilding.

All parish-wide agencies need to expand their use of public participation, make their decision-making more transparent, and provide greater opportunities for public input in decision-making processes. Agencies can use websites and e-mail to communicate new actions, publicize opportunities for public participation, and receive comments electronically. Agencies can also change the way they report their work, describing accomplishments, findings, and changes in the regulatory process in plain language that is easy to understand. Agencies should adopt and implement ‘best practices’ in effective public participation and workshop processes. These should include provision of opportunities for public comments, enhanced information dissemination about performance goals and progress in accomplishing those goals.

5.6 State and Federal Participation

Both the state and federal government are critical to helping fund and support the City’s recovery efforts. Representatives at both levels of government should interface with the City, through the Office of the Mayor and the Parishwide Recovery Committee to help the City and all key agencies involved with recovery overcome obstacles that may be impeding the reasonable flow of current recovery funds to the recovery effort. In particular, this Plan calls for a comprehensive review of the approval and reimbursement of Public Assistance requests made to eligible entities, parish-wide, particularly in light of gaps and needs identified through the Citywide and District plan process. Representatives at both levels of government should also interface with the City, through the Office of the Mayor and the Parishwide Recovery Committee to identify State and federal sources of both disaster- and non-disaster-related funds. These representatives should also work with the City and Parishwide Recovery Committee to establish a means of facilitating a more rapid recovery. Mechanisms must be established for improving the flow of funding, directly from State and federal sources to local agencies, over the course of the recovery.

A cornerstone of the Citywide Plan is safety and mitigation of hazards, both natural and manmade. There are four federal funding programs authorized by the Stafford Act (as amended) and focused on hazard mitigation. All are funded through the Federal Emergency Management Agency (FEMA) and administered by the Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)³⁰. Two of the programs, Public Assistance and Hazard Mitigation Grant Program funds, are already available as a result of the 2005 presidential disaster declarations. Pre-Disaster Mitigation Grant Program (PDM) and Flood Mitigation Assistance Grant Program (FMA) are appropriated by Congress on an annual basis. PDM can be used for a wide variety of projects to mitigate all hazard types, while FMA focused on specific flooding problems. Both PDM and FMA are available to fund pre-disaster projects.

Federal and State agencies are strongly encouraged to work with the Office of the Mayor and the Parishwide Recovery Committee to help maximize the use of the available funds for the safety and hazard mitigation programs and solutions proposed in the Citywide Plan. It may be necessary to identify areas where current enabling legislation and regulations for these funding programs runs counter to the City’s proposed programs and request the issuance of new guidance permitting activities on a limited or pilot basis. For example, in requests from several States

³⁰ Specific requirements and criteria for these different grant programs are available at <http://www.fema.gov/government/grant>

following Katrina and Rita, FEMA has allowed HMGP funding to be used for a new mitigation technique called “mitigation reconstruction.” This technique was not previously eligible for funding but now, under this pilot program, if certain conditions are met, existing at-risk or substantially damaged structures can be demolished and a new, elevated and more resilient structure built on the same property.

Other specific recommendations from the Citywide and District Plan processes that require federal and/or State support in implementation are:

- ◆ Federal and State commitment to provide Cat 5 levee protection and wetlands restoration to protect all citizens and property in the Parish. This includes secured funding and oversight to ensure that the U.S. Army Corps of Engineers and the Sewerage and Water Board complete 2007 plans and 2010 construction projects on time, and develops and initiates long-term plans for Cat 5 levee protection and wetlands restoration.
- ◆ Federal commitment to make changes to the Stafford Act that enable disaster-affected communities to receive federal recovery funds more expeditiously, and also allows those communities maximum flexibility in developing creative approaches to disaster recovery.
- ◆ Federal support to ensure that a sufficient number of low-income housing units are rehabilitated or rebuilt to accommodate all displaced former public housing tenants who want to return.
- ◆ Federal support to ensure that all public housing in the City be rehabilitated or rebuilt to the highest standards, to incorporate low-income housing and potentially mixed-uses, and to be of a higher density than current HOPE VI policies suggest.
- ◆ Federal and State support for the development of a low-income housing technical assistance strategy that accommodates all displaced former public housing tenants both in the short- and long-term.
- ◆ Federal and State support to expand the provision and enhance local marketing of all the housing support programs, including vouchers, tax credits and public housing.
- ◆ Federal and State support to develop tax incentives to attract and retain businesses, and also strengthen the City’s economic development linkages across the State and nation
- ◆ State conduct of a comprehensive reexamination of the Road Home program funding and implementation in Orleans Parish. This includes review of eligibility criteria, award and loan calculations, and efficiency in delivery.
- ◆ State support to integrate the Road Home and City recovery programs (i.e. for elevation, slab-on-grade, and neighborhood clusters) to provide a more comprehensive and seamless complete package of recovery funding for New Orleans residents and businesses.
- ◆ State support for the redevelopment of the New Orleans Medical District and implementation of its Department of Health and Hospitals Plan.
- ◆ State and federal support for the institution of best practices in public education, implementation of a small school model, strengthening of charter school laws,

development of partnerships to recruit and retain teachers, and re-unification of an Orleans Parish School Board.

5.7 Non-Profit and Private Sector Participation

The commitment and generosity of the non-profit and private sectors has already been extraordinary, and hopefully will continue and even expand. A major principle of the Unified New Orleans Plan process has been to provide individuals, businesses and investors with the necessary information to facilitate recovery and rebuilding in the City.

Many of policies, programs, and projects articulated in the Citywide Plan will require non-governmental support and participation. The Plan's strategic framework and strategic management approach aims to integrate the work of parish-wide agencies, citizens, and state and federal agencies to assure investors that the recovery can be successfully achieved and investments safeguarded in every neighborhood of the City. Through the Office of Recovery Management and Parishwide Recovery Committee, it also can provide a more centralized and streamlined access point for non-profit and private sector participation in the recovery implementation. Key sectors and areas of the Plan that are in need of non-profit and private investment are Housing, Economic Development, Citizen Participation, Healthcare, Education, Recreation and Library Cultural Resources, and Historic Preservation/Urban Design.

5.8 Key Local Regulatory Amendments

A successful recovery depends equally upon the effective implementation of two basic fiscal investment strategies – a steady stream of primarily public investment in infrastructure projects and a steady stream of private dollars into real estate development projects. Both the private and public sector must be encouraged to significantly invest in the new, New Orleans. For such development to occur in a timely manner and, more importantly, for the results to be respectful and complementary to the historic and cultural character of the City, new zoning and new regulatory approaches will be needed that remove barriers and provide incentives for desirable development. Many of the new approaches discussed herein have been successfully utilized in other large American cities. New Orleans needs to employ the best of those ideas to achieve the type of community and neighborhoods that its citizens, businesses and political leaders desire.

The City must remove any unnecessary regulatory roadblocks and develop up-to-date land development rules, laws and ordinances that are designed to achieve the type of community and neighborhoods that its citizens, businesses and political leaders desire and articulated in the Citywide and District Recovery Plans.

As a first task, it is recommended that the Parishwide Recovery Committee, with leadership from the Office of Recovery Management and City Planning Commission, evaluate the adopted Plan and develop a prioritized list of regulatory and policy changes that are needed for the City and key parishwide agencies to effectively implement the Plan. Three key regulatory issues identified through the Citywide and District Plan processes that have been specifically studied and addressed by this Plan are:

- ◆ Updates to the Master Plan
- ◆ Updates to the Comprehensive Zoning Ordinance
- ◆ Updates to the Subdivision Regulations and Unified Development Code

More information about the scope of these projects is available on Project Sheet #90.

5.8.1 Updates to the Master Plan

Of the twelve official elements of the City’s Master Plan, eight were completed prior to Katrina. The Citywide and District Recovery Plans and plan recommendations provide a tool for the City to use to re-evaluate the completed elements and also provide a set of metrics and standards for completing the outstanding elements of the Master Plan. Update and review of the Master Plan should begin immediately, starting with preparation of the Housing Element of the Master Plan. The Master Plan should have the force of law. A Master Plan with the Force of Law should require all land use actions and regulations, including the Comprehensive Zoning Ordinance, to conform to the Master Plan. The Citywide Plan should be adopted as an element of the City’s Master Plan.

5.8.2 Updates to the Comprehensive Zoning Ordinance

The current New Orleans comprehensive zoning ordinance contains 49 base districts, including 9 zones for just the Central Business District. There are 12 residential zoning districts, including three “single-family” zones; four “two-family” zones, and five “multi-family” zones. All districts follow a conventional zoning model, with each spelling out the types of uses allowed and establishing density and dimensional standards, such as lot size, setback and height requirements. In addition, there are 15 overlay districts, including four design overlays³¹, four corridor overlays, and four planned development overlays³². Additionally, the code contains supplemental use regulations that affect at least 62 different uses, ranging from heliports to world fairs and including such common uses as restaurants, funeral homes and bed-and-breakfast facilities.

To more effectively implement the land use development proposals evolving out of the City and District Planning efforts, it must overhaul the Comprehensive Zoning Ordinance (CZO). New Orleans need not “re-invent the wheel” in deciding which approach to use in re-structuring its current zoning regulations. The City should determine which features of conventional zoning have not been as effective as desired locally and then replace those features with more appropriate tools based on performance and form-based approaches. This structure is called “hybrid zoning” – the incorporation of performance and form-based zoning techniques within the framework of conventional zoning. A new CZO should address the following:

³¹ The overlay district is a special zone placed over an existing base zoning district, and includes regulations that are applied to specific properties in addition to the requirements of the underlying base district.

³² Most conventional zoning ordinances also make extensive use of the “planned development,” that promotes higher quality development design through site-specific planned developments.

1. Improve the user-friendliness of the CZO document.

New Orleans zoning ordinance needs to be less of a collection of rules and more of a reference tool for all potential users: citizens, developers, staff and decision-makers. It should be more readable and include more graphics and tables to supplement, explain and clarify text. Code provisions can be much clearer if they are in illustrative format. Tables could be made showing: who may submit what types of development review applications (i.e. property owner, City Planning Commission, City Council, etc.); what development review applications require a public hearing; or summary of development review saying which bodies make recommendations and final decisions on what applications. The CZO needs a consolidated table of contents. The current code contains a definitions section at the beginning of the document, but no index at the end. A well-crafted index can be extremely useful to the general public and to those who use the ordinance on a regular basis.

2. Reverse-engineer the zoning requirements based on the recovery planning outcomes.

District Plans provide the starting point for the City to essentially reverse engineer the standards for zoning districts, in order to facilitate rebuilding of what was there and of what has been recommended through the planning processes.³³ When the new zoning ordinance goes into effect, there should be little unintentional nonconformity. The only uses, lots or structures that should be nonconforming under the new ordinance should involve situations where the City has made a conscious policy decision that a former or existing use or development pattern is so undesirable that it should be eliminated. It will be particularly important to reverse engineer setback standards and requirements for on-site parking, loading and stormwater management; such standards are impeding rebuilding of some damaged or destroyed buildings in the City.

3. Preserve historic and cultural character.

New Orleans has survived years of development, redevelopment and Hurricane Katrina with a significant number of its historic buildings intact. There are abundant structures and sites throughout the City, which are particularly valuable to the City's unique historic, cultural and aesthetic character. In New Orleans, much of this character has been the result of community ethos, as opposed to design regulations. In the aftermath of Katrina, however, there is the risk that rebuilding will occur in a less than desirable manner that reflects that haste and pressures of recovery. Design guidelines or "pattern books" are needed in many neighborhoods to preserve their historic and cultural character.

Often, the initial response to protecting historic or significant buildings is to seek some type of historic designation through either a district or individual designation. Historic designation alone, however, will not ensure a building's continued viability or even continued existence. Past experience in large urban areas has shown us that to help ensure a structure's continued existence, it is important that the structure remain functionally and economically viable. Many

³³ This type of reverse engineering of district standards was a key element in the recent update of the Chicago Zoning Ordinance.

cities are discovering that the facilitation of a strong adaptive reuse program is one solution. Policies to encourage the reuse of existing buildings began to emerge in the late 1970s.

As local governments identified more effective regulatory approaches, the successful reuse of existing buildings, either individually, or as part of a larger downtown revitalization effort, began to steadily increase. The increase in successful reuse projects is the result of the growing recognition of the inherent benefits in recycling older buildings, including:

- ◆ Ability to strengthen and maintain City’s historic character and unique identity,
- ◆ Potential to bring new life downtown and to resurrect City’s tax base,
- ◆ Intrinsic economic value in using existing infrastructure and buildings,
- ◆ Utilization of basic spatial capacity and flexibility of many older buildings.

4. Facilitate reuse of older structures.

In many communities, adaptive re-use of older buildings for new purposes is a key redevelopment mechanism. Communities have seen successful revival of older buildings refitted as residential lofts, often with ground-floor retail uses. In New Orleans, the availability of buildings appropriate for such re-use is extensive. While the existing zoning ordinance allows new uses in such structures, more modern development standards are needed to guide modifications or improvements to drainage, parking, lighting and landscaping.

Many existing zoning ordinances inadvertently create impediments to redevelopment and adaptive reuse by focusing primarily on future development. They provide a specific set of standards that effectively relates only to new development. There is no recognition of the different characteristics of older structures, nor is there adequate flexibility to address varying re-use situations. The constraints may not be immediately obvious. For example, if a zoning district allows the development of significantly larger structures than existing significant buildings, it increases the likelihood of demolition of older structures and the construction of new buildings. If, however, existing structures are developed to the maximum size allowed by the zoning ordinance, reuse becomes a more realistic option. Reducing certain development standards such as lot sizes, setbacks, drainage and parking requirements for targeted infill areas will also bring some structures back into conformance with the zoning code, allowing these to become viable redevelopment sites.

The CZO update should clarify the rules for “nonconforming” buildings. There are probably hundreds of “nonconforming” buildings in New Orleans. Originally built in compliance with existing rules, they no longer “conform” since zoning regulations have evolved since their construction. Their nonconformity could be anything, including failure to meet current yard, floor area, height, parking, drainage, landscaping, or density standards. Many people, unfortunately, confuse nonconforming with illegal. A much better description for these structures might be “previously conforming,” denoting that they did comply when originally built.

5. Streamline design review processes.

The current regulations have a complex web of architectural and site design standards, some of which are embedded within zoning districts, overlay districts, in “supplemental use standards” for some uses, and in “supplemental standards” and the article on signs. Although anyone developing in the core of Vieux Carré or another significant historic area will expect to encounter a rigorous design review, other parts of the City do not necessarily need the same level of architectural and design scrutiny. The design review process can be streamlined by:

- ◆ Establishing a citywide design template for fences, landscaping, parking lot design, signs and other site features;
- ◆ In districts where it is necessary or important to vary the site design requirements, simply specifying what standards from the citywide template are to be modified;
- ◆ Creating some model, conceptual site plans that illustrate easy ways to conform with the basic site-planning standards on typical lots that occur in the City;
- ◆ Carefully review the various historic districts to ensure that all the design standards contribute to the character of the district and are essential to the purposes of the district;
- ◆ Creating checklists of architectural features that will automatically be considered to meet the standards of particular districts; this may not be practicable in the core of the Vieux Carré and in some other areas, but it ought to be workable for many of the corridor districts and even for some of the historic districts.

6. Ensure adequate mixed-income housing.

All the Citywide, District and neighborhood planning efforts, and accompanying community input, call for more mixed-income housing on higher ground. While single-family homes will continue to be the primary residential resource in New Orleans, existing single-family zoning districts do not adequately offer many residential development options. Allowing duplexes and attached houses on corner lots where each unit is oriented towards a different street might also be a consideration. Those now wishing to develop alternative housing types under the existing ordinance have only two options: (1) develop as planned development, or (2) rezone to a duplex or multi-family district, both of which necessitate more complex development approval procedures than detached dwelling units in conventional subdivisions.

Density or floor-area-ratio (FAR) bonuses might also be used to effectively promote the provision of more housing and more affordable housing in commercial districts. Current regulations provide a FAR bonus incentives for community priorities – greater incentives are currently offered for parks, galleria, arcades, and pedestrian plazas, than for residential uses. The City should consider revising FAR requirements to provide increased incentives for all residential development, and possibly create a special FAR bonus for construction of affordable housing downtown and in other higher ground areas.

7. Consider an inclusionary housing program.

Inclusionary housing programs require “the mandatory inclusion of affordable housing units, or financial set-aside, as a quid pro quo for new residential zoning or development approval.” An inclusionary housing program should focus on providing more housing in the lower risk areas of the City. An inclusionary housing program for New Orleans would include dispersal of affordable housing throughout higher ground elevations and the mandatory production of such housing by the private sector in conjunction with other new residential development. Potential adverse impacts include possible negative effects upon the value of adjacent market units. In addition, inclusionary programs by themselves impact only the residential development sector and not the commercial development sector, thus creating the perception of market unfairness.

Once produced, inclusionary housing units should be secured by deed restrictions designed to guarantee that the units provide housing for target income groups over the long term. Administration of deed restrictions will have some budgetary implications on the City, although fees may be established to cover some costs. In that so many UNOP district plans call for the clustering of affordable housing on higher ground, the City might want to consider allowing increased densities and varieties of housing types, and to enact inclusionary housing requirements.

7. Encourage vertical mixed-use development.

Zoning in most other cities, including New Orleans, is two-dimensional – if a building falls in a zoning district that allows apartments, it can have apartments on the first floor and on the eighth. Full implementation of the Citywide and District Recovery Plans will require an increased mixing of uses, with the City having a greater stake in how and where those uses occur. To rebuild the City with reasonable densities, the revitalized City must have residences in virtually every area. In the CBD, much of the Vieux Carré and other major commercial and destination areas, however, it is essential to maintain lively activity at street level – bars, restaurants, boutiques and shops. Thus, any new zoning ordinance for New Orleans should include use standards in some districts that are different for the street level than for the rest of the building. For a City characterized by its lively mixture of restaurants, bars, shops and residences, New Orleans has a surprising number of districts that permit only one general category of use. Based on district plans, the new zoning ordinance should facilitate additional mixed-use activities in other areas.

8. Reevaluate off-street parking requirements.

The current New Orleans zoning ordinance contains off-street parking standards for all areas of the city, except the downtown and Vieux Carré. As the City recognized in not requiring off-street parking in those districts, the pedestrian is more important than the automobile in certain situations. People drive places where they could walk in part because cities have elected to make it easy for them to do so. Thus, as part of the zoning ordinance update, it will be important to make a critical review of off-street parking standards throughout the document and eliminate unnecessary requirements. Neighborhood businesses and churches are among the types of uses for which more than adequate parking is often required. Off-street parking requirements often act as a disincentive to residential and affordable housing in non-residential districts. UNOP goals include the development of new commercial or shared downtown parking structures to be

managed by the Downtown Development District. To incentive upper floor residential in Commercial districts, the City may wish to reduce or eliminate parking requirements to encourage residential development, and particularly for affordable housing in locations near employment and transit centers.

9. Facilitate infill and redevelopment.

Current zoning codes are generally designed to regulate development on “greenfield” sites (undeveloped suburban land), rather than on “greyfield” or “brownfield” sites within the central City. Due to the many variances needed, developers are often discouraged from infill development. Current regulatory requirements, such as access and off-street parking, on infill lots may not be achievable. Commercial infill may be similarly affected by fire codes, handicapped parking and building code requirements.

Many older commercial strips lie along roadways that have been widened since original construction, leading to exceptionally shallow lots. These commercial lots often have too little parking available, and no landscaping. Residential structures that were once on a two-lane road may have their front yards cut off and now lie in close proximity to new arterials. It is difficult to retain residential tenants in such a setting. Many existing nonresidential lots in the City are too small to accommodate viable commercial infill or development projects.

One of the primary reasons that redevelopment occurs is through an increase in the intensity of a site. An example might be demolishing a one-story retail building and replacing it with a multi-story retail and residential structure. This has multiple benefits for the City, in that it provides modern retail space, improves overall site appearance, and adds “eyes on the street” for increased public safety by including residential units. Many of the City’s districts do not permit this kind of mixed-use development. And current commercial districts severely constrain the ability to develop small-scale mixed-use projects that include residential development.

10. Enhance relationship between buildings and streets.

Regulations in historic districts in New Orleans contain basic standards for building form and the relationship of buildings to streets. Regulations in other districts in New Orleans deal with building form only by limiting height and imposing setback requirements. Yet much of the character of the City is established by the relationships of buildings to streets. Walking along a narrow street with a series of four-story buildings set back only a few feet from the sidewalk creates a very different experience from walking along a wide street with buildings set back large distances. This focus on street corridors appears to be a major element in many of the district plans. At a minimum, barriers to achieving the desired relationship between buildings and streets (such as excessive setbacks) should be eliminated. In many districts, the City might want to consider minimum building heights and maximum setbacks, to create the kind of streetscape its citizens’ desire.

11. Strengthen signage and billboard regulation throughout the City.

Create a comprehensive regulatory program for signs and billboards. Include standards for sign design, materials, lighting and movement (where allowed) that are context-sensitive, varying not

only by district but by streetscape; size regulations that ensure that new signs are proportional to the sites, streets and neighborhoods in which or on which they are located; significant restrictions on signs in residential neighborhoods; neighborhood protection standards, to provide additional limitations on signs in commercial districts that face or are very near exclusively residential neighborhoods; flexibility to encourage creative sign design, within the standards suggested above; limitations of billboard-sized signs to areas and corridors where they are consistent with the plan; limitations on electronic and moving signs to minimize driver distraction on busy corridors; protection for expression of opinions on signs citywide; and a complete Constitutional review of current and proposed regulations to ensure that they are defensible under principles of law evolving from the U.S. Supreme Court, the Fifth Circuit Court of Appeals and the Louisiana Supreme Court

12. Ensure livability of the French Quarter and other areas with live, adult entertainment.

Create a comprehensive regulatory program for adult entertainment. This includes; new zoning controls to ensure livability of District 1 and other areas by mitigating impacts of uses on residents and other sensitive uses; improved permitting process with provisions to revoke or suspend permits for establishments with record of violations of local ordinances; interior design and operating standards tied to permitting process; complete review of existing and proposed regulations to ensure Constitutionality in an evolving legal environment; local study and legislative record to explain new regulations and to be used if necessary in defense of them. Note that this approach would not attempt to ban adult entertainment, which has traditionally had a role on Bourbon Street and elsewhere, but it would provide better management tools consistent with the livability goals of the District 1 Plan.

5.8.3 Updates to the Subdivision Regulations within a newly formatted Unified Development Code (UDC)

The City should consider adopting a new UDC, including an update of subdivision standards and procedures to include a new, expedited minor subdivision procedures for small-scale projects with infrastructure in place, major subdivision procedures, procedural flowcharts (graphical), and improved and streamline improvements bonding and release procedures. The UDC should also include hybrid (i.e. conventional, performance and form-based) zoning principles and approaches, which are more effective in implementing land use development proposals evolving out of the Citywide and District Recovery Plans.

An update of subdivision standards and procedures should include a legal review of State enabling legislation; an update of subdivision standards and procedures to include a comprehensive review of infrastructure requirements, with modifications needed to implement specific Citywide and District plan recommendations (e.g., inclusion of “rain gardens” and other low maintenance drainage features); expedited review procedures and delegation of approval authority to the extent allowed by State law; addition of a new minor subdivision procedure for small-scale projects with infrastructure in place; and improvements and streamlining of the bonding and release requirements and procedures for improvements. The Subdivision

Regulations should also include new graphical flowcharts illustrating procedures for each subdivision type.

Section 6 – Financial Plan

6.1 Financing Plan Executive Summary

6.1.1 The Financial Planning Process

The financing element of the UNOP Plan incorporated three main efforts: (1) constructing a recovery budget, (2) developing recovery funding principles and strategies to obtain required funding, and (3) outlining possible funding sources and sketching an illustrative funding scenario.

6.1.1.1 Recovery Budget

Constructing a recovery budget was a three-part process. First, the Citywide Team researched the sources and amounts of funding which had already been either expended or earmarked for recovery in Orleans Parish. Such research also examined the requirements, restrictions and the fundraising process associated with the various sources of funding. For example with respect to federal disaster recovery funding, the Citywide Team determined the various types of funding available, the allowable use of proceeds for the various federal funding programs, and the application process for accessing such federal funding. This type of examination was conducted for a wide range of public and private funding sources. In short, the first step of constructing the recovery budget involved understanding what monies had already been expended/committed and what were the “rules” for obtaining additional funding from these and other sources.

The second step in constructing a recovery budget required a detailed costing of all the recovery projects recommended in the UNOP Plan. Total cost estimates for these projects were developed by various technical experts. An abbreviated list of such experts includes Citywide Planning Team members, Sewage & Water Board, various City of New Orleans departments (e.g. Department of Public Works), Regional Planning Commission, Port of New Orleans, local universities, New Orleans Redevelopment Authority, Louisiana Cancer Research Consortium, Bring New Orleans Back Commission, Lambert Advisory Team, Orleans Parish Criminal Sheriff’s Office, New Orleans Police Department, and NOLA Cultural Roundtable.

In the final step in preparing a recovery budget, the Citywide Planning Team subtracted identified funding³⁴ from the gross cost estimates to obtain the net or “Incremental Required Funding” (also commonly referred to as “gap” funding) to execute each project. The Project Summary Sheets in Appendix A, which give details of each recovery project, provide the Incremental Required Funding estimates and the source of such cost estimates.

6.1.1.2 Recovery Financing Principles and Strategies

³⁴ Identified funding refers to funding which has been (a) formally committed to specific projects, or (b) judged by the Citywide Team to be highly likely of being formally committed in a less than one year timeframe.

Like the process of crafting the framework for the UNOP Plan itself, the second step in developing the UNOP Financing Plan involved developing guiding principles and strategies for executing an effective recovery. As discussed in greater later in this Section 6, the financing principles emphasize strong support for individual choice in decision-making, comprehensiveness of funding, and diversity of financing sources so that a solid balance can be achieved in funding New Orleans’ recovery. The strategies for executing the Financing Plan were developed from (a) the research regarding the sources of funding which has already been expended/committed to New Orleans’ recovery and (b) the professional experience of various disaster financing and corporate financing experts on the Citywide Planning Team.

6.1.1.3. Possible Funding Sources / Illustrative Funding Scenario

The final task in developing the UNOP Financing Plan involved identifying additional potential funding sources and constructing a general funding scenario which may illustrate how the UNOP Plan may be financed. Consistent with the financing principle of diversity of funding, the Citywide Planning Team identified a host of public and private sources that may be tapped to underwrite the City’s recovery.

6.1.2 The Recovery Budget

A large-scale investment will be required to carry out the comprehensive recovery program detailed in the Citywide Plan. Specifically, the Citywide Plan contemplates expenditures of approximately \$14.4 billion over a 10-year period to execute the 95 Recovery Projects outlined in Section 4 and detailed in Appendix A. The following table summarizes the total expenditure for the UNOP Plan by sector over the 10-year planning horizon:

Table 6.1 Citywide Plan Cost Summary

Citywide Recovery Projects				
Sector	Phased Budget			
	Total Budget	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
Hurricane/Flood Protection	4,441,450,000	970,480,000	2,394,370,000	1,076,600,000
Infrastructure	2,185,560,000	960,483,250	903,736,750	321,340,000
Transportation	3,049,181,848	227,015,478	1,409,566,370	1,412,600,000
Housing	826,000,000	344,800,000	481,200,000	-
Economic Development	971,000,000	549,500,000	333,500,000	88,000,000
Healthcare	36,150,000	26,150,000	10,000,000	-
Education	1,004,500,000	511,255,000	478,970,000	14,275,000
Historic Preservation and Urban Design	252,300,000	48,680,000	77,145,000	126,475,000
Environmental	134,418,000	46,104,500	78,313,500	10,000,000
Community Service: Public Safety	313,812,000	105,439,500	204,032,500	4,340,000
Community Service: Recreation/Library	404,850,000	91,062,500	184,362,500	129,425,000
Community Service: Other Municipal and Cultural	267,800,000	54,360,000	80,040,000	133,400,000
Staff Implementation	473,750,000	142,125,000	189,500,000	142,125,000
Total of All Sectors	\$14,360,771,848	\$4,077,455,228	\$6,824,736,620	\$3,458,580,000

6.1.3 Illustrative Funding Scenario

Funding the required investment to complete the recovery of New Orleans will present significant challenges. All sources, public and private must be tapped to successfully complete the recovery. The table below displays one potential scenario for funding the recovery. This scenario is merely meant as a discussion piece to illustrate certain points with regard to the potential future funding of the recovery. ***This scenario is not an official plan, and actual funding of the recovery is like to vary substantially from the scenario given below. Accordingly, no reliance should be placed on this scenario:***

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Table 6.2 Potential Financing Sources

Potential Financing Sources

Sector Name	Total	Total Public Sources	Total Private Sources
Hurricane/Flood Protection	4,441,450,000	4,441,450,000	-
Infrastructure	2,185,560,000	2,148,485,000	37,075,000
Transportation	3,049,181,848	2,749,181,848	300,000,000
Housing	826,000,000	310,000,000	516,000,000
Economic Development	971,000,000	476,000,000	495,000,000
Healthcare	36,150,000	36,150,000	-
Education	1,004,500,000	506,900,000	497,600,000
Historic Preservation and Urban Design	252,300,000	120,600,000	131,700,000
Environmental	134,418,000	74,418,000	60,000,000
Community Service: Public Safety	313,812,000	235,359,000	78,453,000
Community Service: Recreation/Library	404,850,000	277,350,000	127,500,000
Community Service: Other Municipal and Cultural	267,800,000	134,400,000	133,400,000
Staff Implementation	473,750,000	284,250,000	189,500,000
Total	\$14,360,771,848	\$11,794,543,848	\$2,566,228,000
% of Total Required Investment	100.0%	82.1%	17.9%

6.2 Recovery Funding To Date

The Citywide Team worked with officials from FEMA, the LRA, the City, and other agencies to construct a comprehensive assessment of the funding to date in Orleans Parish. During the first 15 months of recovery, nearly \$50 billion has been expended or allocated for recovery and rebuilding in Orleans Parish.

The majority of this funding has been directed towards individuals and property owners, including residential, commercial, and government property holders. Insurance proceeds account for over \$20 billion or 50% of the current recovery funds. According to the Insurance Information Institute, 95% of private claims have been settled for homes and businesses totaling \$13.75 billion, with another \$300 million still pending. In addition, there has been \$2 billion of vehicle insurance settled accounting for 99% of the related claims.

According to the FEMA NFIP Section of LA, as of December 12, the National Flood Insurance Program has paid \$6.46 billion on 60,000 of the 71,199 claims filed. These claims are further classified as \$5.3 billion for building and structural damage, while \$1.1 billion has been paid for

damage to building contents. Of the over 11,000 claims still pending, the average claim thus far has been just over \$107,000, meaning that over \$1.1 billion of claims could be still outstanding. Homeowners and small business owners have taken out more than \$2.83 billion in Small Business Administration loans. Despite these large settlements and loans, the Orleans permitting authority has only registered \$4.3 billion of residential and commercial permits to date. The disparity between payments made to owners and permit value to date suggests that the level of recovery funds obligated or available is not indicative of the level of cash resources that are being reinvested into real estate or communities at this time by homeowners or businesses.

Since only 67% of homes had flood insurance, there is a large population that did not have any coverage. There is another segment of owners who had some coverage but certainly not adequate to fully cover such devastating losses. The LRA has allocated Housing and Urban Development CDBG funds of approximately \$4.2 billion to provide property owners with additional resources through the Road Home program. Unfortunately, the Road Home Program has been slow to distribute committed funds. As of the first week of December, of the over 85,256 applications received, only 10,465 had benefit calculations with an average of \$65,000 per claim. Against the \$4.2 billion Road Home commitment, only \$651 million of benefits had been calculated. Little more than a handful of actual benefits had been distributed. Orleans incurred major or severe damage to over 70% of the rental units. The LRA has also allocated an additional \$1.8 billion CDBG funds to mixed income and affordable rental housing. It is unknown how much of these commitments have actually been distributed.

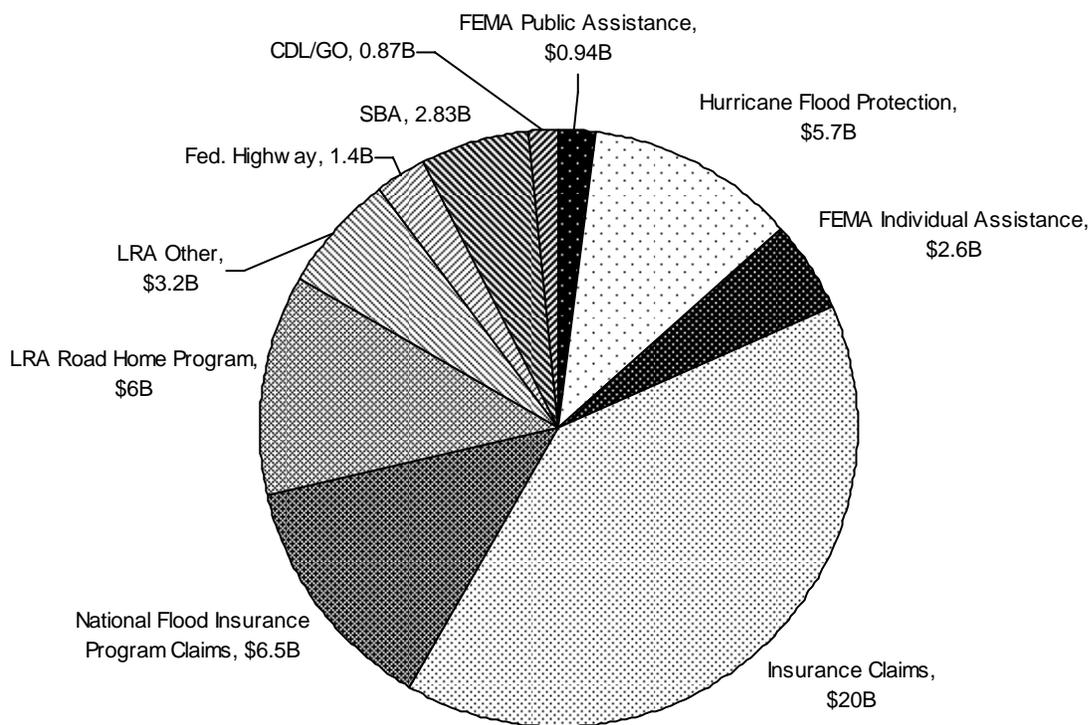
In addition to the Road Home program, the LRA has designated additional CDBG money to Infrastructure and Economic Development. These funds become extremely valuable as a resource because of the flexibility governing their investment. At a state level, the allocations were almost \$2 billion for infrastructure and an additional \$350 million for Economic Development. As initial allocations, the LRA obligated approximately \$380 million to Orleans for infrastructure and an additional \$140 million for public school repairs. A total of almost \$4 billion of additional requests have been made since the fund was established. Since the initial infrastructure allocation an additional consideration of \$300 million has been granted to the Medical Center LA in NO, \$200 million to Entergy New Orleans, and \$40 million to private and nonprofit schools. An additional \$400 million was recently voted on by the LRA infrastructure committee reportedly leaving only \$20-40 million of the initial amount available for future projects, assuming all else remains constant.

Of the \$350 million in Economic Development appropriations, the following amounts have been announced or are in the approval process: \$38 million for small business loans and grants; \$10 million for small company training and technical assistance; \$95 million for long-term recovery loans; \$28.5 million for tourism and marketing programs; \$38 million for workforce training and placement; and, \$28.5 million for a recently issued RFP for research and education. An additional \$90 million is reportedly being contemplated for bridge loans to SBA/insurance proceeds. The City's Economic Development group is aggressively pursuing unallocated funds available for Economic Development activities. In addition, the LRA recently approved the reallocation of \$105 million from other disaster recovery programs (although the specifics are not known) to increase money available in a loan and grant program for small businesses. The

initiative will provide grants up to \$20,000 and zero-interest loans up to \$250,000 to businesses that can document negative economic impact from the storms.

The LRA has also allocated \$800 million for the 10% match that FEMA does not cover as part of the PA (please see below for definition) reimbursement process. The state has agreed to make the payment but is actively seeking from FEMA a waiver of payment which is similar to what the agency enacted in disasters in New York and Florida. It is unknown at this time whether the

Figure 6.1 Orleans Parish Recovery Funding Allocation



\$800 million will be available for other recovery needs in lieu of the match payment.

FEMA has also provided \$2.61 billion in Individual Assistance funding. Approximately 65% has been paid for housing assistance including temporary housing, repair, and replacement construction. Over 345,000 individuals have been funded for other needs including vouchers, personal property, transportation, medical, and storage expense reimbursement.

For public and non-profit agencies, one of the major sources of post-disaster funds is FEMA’s Public Assistance (PA). The PA Program provides federal funds towards repairing public

property, including schools, roads, pipes, sewers, and public space such as parks and open spaces. The PA Program funds up to 90% of the costs for eligible projects that are restored to pre-storm condition. However, it is important to note that PA obligated amounts that are quoted by FEMA, include 100% of the eligible costs and do not deduct the 10% match for reporting purposes. If the eligible project is an improvement from pre-storm conditions or is an alternative project, then PA funds will cover only 66.5% of the total project cost.

One-hundred sixty-four public or non-profit agencies in Orleans have filed more than 5,000 claims for FEMA PA. PA covers emergency response and clean-up costs of agencies as well as the repair of damaged structures and contents. As of early November 2006, FEMA had paid or obligated more than \$924 million for public and non-profit agencies in Orleans Parish. Of this, more than \$635 million has been obligated for facility and infrastructure repairs, and many more applications are still under review.

The City of New Orleans is the largest PA applicant in Orleans Parish with more than 819 project worksheets with an estimated value of \$398 million in PA funds. Of the 819, only 760 worksheets have been deemed eligible for reimbursement with an obligated value of \$274 million to date. Another 103 worksheets have been deemed eligible but have been assigned a value of \$0. The City has hired Adjustor's International to appeal the PW amounts and methodology of calculation. Reportedly, there are over 70 different points relating to the PW process that are being contested. FEMA has paid on 308 of the project worksheets for a value of \$135.5 million. However, the vast majority of the funds paid to date have been for the emergency response and clean-up initiatives. Another \$92 million has been obligated by FEMA for facility and infrastructure repairs. Since this is a reimbursable amount, none of the obligations have been paid pending the City initiating the projects and submitting receipts for work completed. This has created a cash flow constraint to beginning a significant recovery and rebuilding program. On the upside, PA amounts could increase if the work performed in the same scope of the PW's obligated actually cost more to complete than was estimated. FEMA has agreed to cover the actual cost of repair work performed.

According to the CAO's summary dated 12/14/06, the City has approximately 108 more project worksheets that are still to be written and submitted. Although the values are not known, the incremental worksheets are estimated to be in excess of \$400 million, including \$300 million for street related damage in process through Public Works. According to Robert Mendoza, even this estimate for road repair is designated to "flooded" streets only. The actual damage and repair need should include the 20% of streets not flooded but needing work. Mendoza still expects the \$168 million of Bond proceeds, when issued, to be targeted to roads as prioritized in the 2004 CIP.

The streets and roads have several different classifications and are funded from different entities. According to the Regional Planning Commission ("RPC"), the state-owned roads in Orleans are eligible for federal funding which allocated roughly \$12.5 million per year before the storm to the region, roughly 50% of that amount to Orleans. After the storm, the Federal Highway Emergency Relief program allocated \$1.1 billion for statewide highways. However, \$800 million of this amount was targeted for the I-10 twin span bridge, with only \$300 million left for

the entire state road system. Reportedly, the state is expecting another \$300 million to be allocated to roads as part of a more recent funding initiative. The RPC has recently approved \$150 million of immediate roadway capital projects in Orleans. Annual sources of funding to the RPC include the National Highway System (Federal), Interstate Maintenance (90/10 Federal/State), Federal Bridge Replacement, Surface Transportation Enhancement Program (Federal), STPFLEX (80/20 Federal/State), and DEMO (Congressional Earmarks).

The RPC has 142 Damage Inventory Reports (DIRs) submitted to the DOTD. Initial indications are the Federal Highway Administration is estimating the damage to be approximately \$35 million versus internal RPC estimates of \$190 million. Other revenue for repairs is expected from Economic Development Grants (Main Street Initiative, but proceeds are unknown), Florida Avenue Bridge Project for \$210 million which is 100% state funded and approved prior to the storm, Transportation Infrastructure Model for Economic Development (TIMED) which is a 4 cent per gallon tax, and tolls from the various bridge collections.

The City and other public agencies are still conducting due diligence and either reassessing damages or filing new claims for PA and insurance reimbursements. These efforts will continue for months, even years, and more funding will continue to flow into the Parish to cover the repair and rebuilding costs over time.

The Federal and state governments also approved approximately \$409 million in a GO Zone bond program and an additional \$465 million in a Community Disaster Loans (“CDL” program). The GO Zone program is available to government entities to use to repay principal and interest that is due on existing obligations to prevent the default on payments due to disaster related curtailment in tax and other revenues. The GO bonds are typically low interest loans, which are interest only for the five years, and provide immediate debt relief by extending maturities to longer term obligations.

The CDL program provides government entities with loans that can be used to subsidize operating budgets, once again giving agencies the ability to continue to fund payroll and expenses during a time of decreased revenues. Both programs are considered debt obligations and can constrain debt capacity of the agencies going forward. As a side note, reportedly in other disaster scenarios, similar relief obligations have been converted to grant status or forgiven as indebtedness obligations. In the past, the President had to make such a declaration. The power of conversion has recently been extended to the Congress as well.

Also, Orleans Parish will be a major beneficiary of the \$5.7 billion that the U.S. Congress has allocated for hurricane flood protection upgrades and planning. However, only \$748 million has been obligated for these repairs, and less than this has actually been spent in the initial phases of levee rebuilding and repair. The balance of the work will be performed over time, and is mainly controlled by the Army Corps.

The City’ near-term recovery funding will continue to be driven by the FEMA PA reimbursements. As noted, there is a wide discrepancy between the currently obligated amount of \$92 million for reimbursement for equipment, building and other assets, and the additional

\$100 million that the City and its contractors feel is eligible for reimbursement. Negotiations and discussions are ongoing as it relates to obligated PW amounts, obligated PW's that are \$0, and other PW's that have been deemed ineligible. There is also the \$300 million for Public Works to repair and rebuild roads, which is not reflected in the obligated total. In order to spur the actual recovery and rebuilding, the City is currently negotiating a \$150 million bridge facility with a bank group. The proceeds of the loan will be used to begin the repair construction, and once reimbursed by FEMA, the loans will be repaid.

Additional proceeds will be available and need to be maximized for the FEMA Hazard Mitigation funding. The City has completed its comprehensive Hazard Mitigation plan and has submitted the plan for consideration. The plan details procedures and priorities for mitigating risk to property within the City. Projects submitted pursuant to the plan are then competitively ranked by the State against projects submitted by other eligible Parishes. A total of approximately \$75 million is being requested in conjunction with the City plan.

The LRA has also committed to fund the 10% match that FEMA reimbursement does not cover. Based upon the damage assessments and the current level of FEMA commitment, the City hopes to receive approximately \$50-100 million in additional proceeds from the LRA. Negotiations are currently taking place between the City and the LRA.

A majority of the almost \$40 billion in recovery funds thus far obligated target individuals for rebuilding residential, rental, and commercial sectors with promised flood protection in the future (\$15 billion insurance, \$10.8 billion IA/CDBG and SBA loans, and \$5.7 billion for Flood Protection). Although obligated or paid on claims, very little "cash" investment has reached the communities and the streets. The remaining identified and somewhat quantified recovery funds, PA, CDBG Match, and Hazard Mitigation will be paid over a longer period of time and are projected to be inadequate to cover the City's billion dollar infrastructure recovery needs.

6.3 Financing Plan Principles and Strategies

6.3.1 Financing Principles and Priorities

Several principles and priorities guided the development of the UNOP financing plan. Specifically, the following objectives shaped the design of the financing plan:

1. Comprehensiveness – All sectors and all citizens were accounted for in the determination of the financing need.
2. Support for Individual Choice – Emphasis was placed on supporting individual choice, regardless from which district a citizen hailed, and regardless of the resettlement area to which an individual might choose to return. Importantly, the financing plan does not pit one neighborhood against another.
3. Effective Incentives – In order to encourage citizen choices in favor of flood protection and neighborhood stability, sufficient resources should be available to citizens/small businesses

such that those individuals/businesses would not be financially disadvantaged by their choice to act in the best interest of the city's future development.

4. Diversity of Funding Sources – Funding should tap both local and external sources as well as private and public sources. Such diversity in funding increases the chances for success in obtaining enough resources to execute the full recovery plan. Also, diversifying the funding of the recovery plan gives a variety of parties a stake in our city's future and spreads the financial risk and responsibility among a larger group of investors, which investors include citizens and businesses of New Orleans.

6.3.2 General Financing Strategies

Funding for the recovery plan will come from three general sources – a) public disaster related funds, b) public non-disaster related funds and c) private funds.

Public Disaster Related Sources

Public disaster related funds in this category might generally be expected to be used primarily in the first two years of the recovery period. Types of funding in the public disaster related category include:

- ◆ FEMA Public Assistance (PA) funds
- ◆ FEMA Incremental Cost of Compliance (ICOC) funds
- ◆ Community Development Block Grants (CDBG)
- ◆ Hazard Mitigation Grant Program (HMGP) funds

Strategies for maximizing the yield from these funding categories include:

1. Process PA Applications Better and Faster – Professional consultants may be used to augment staff in the submittal of new PA applications and to review already submitted applications to speed the processing of those applications and to make sure that the maximum yield is achieved from those applications.
2. Employ Strategies for Use of CDBG and HMGP Funds – Judicious use of CDBG and HMGP monies may stretch the amount funding amounts received and achieve other recovery goals, simultaneously. For example, HMGP monies may be used to help fund neighborhood stabilization programs like clustering instead of merely buying out properties which must then be held as unused “green space”. In this case, using the HMGP funding would support an important initiative and preserve land made available through the clustering program for further resettlement or for economic development purposes. Also CDBG funding may be made more productive by using such funds in private/public economic development projects such that income earned from such projects may be used to replenish previous expenditures of CDBG monies. In that way, CDBG funds may be recycled, producing a “multiplier effect” from such funds.
3. Seek Certain Waivers to Use PA and HMGP Funds for Strategic Purposes – Current rules for PA and HMGP funds were developed to respond to smaller scale disasters than the one which affected New Orleans. Because of the scale of the disaster in New Orleans and

because of the slow pace of repopulation and recovery, the city must not merely put itself back together, but it must do so in a smarter fashion. As an example, certain rules penalize PA applicants who would use funding for strategic rather than simple repair purposes, thus reducing the amount of funding available.

Public Non-Disaster Related Sources

In the public non-disaster related category, funding and other assistance for economic development may be obtained from federal, state and local resources. The following is a non-exhaustive list of various departments, agencies and potential initiatives from which the city may draw actual funding or other economic development assistance:

Federal Sources

- ◆ Housing and Urban Development (non-disaster CDBG funding)
- ◆ Department of Energy
- ◆ Department of Transportation
- ◆ Department of Commerce
- ◆ Department of Education
- ◆ Environmental Protection Agency
- ◆ Department of Health and Human Services
- ◆ U.S. Congress (through special tax legislation or appropriations)

State of Louisiana

- ◆ Department of Culture, Recreation and Tourism
- ◆ Department of Economic Development
- ◆ Department of Environmental Quality
- ◆ Department of Health & Hospitals
- ◆ Department of Insurance
- ◆ Department of Education K-12
- ◆ Housing Finance Agency
- ◆ Office of Financial Institutions

City of New Orleans/Orleans Parish

- ◆ Short-term public financings
- ◆ Long-term public financings
- ◆ Restructuring of existing debt
- ◆ Asset disposition programs (to find alternate uses/value for idle facilities)
- ◆ Improved revenue collection techniques
- ◆ Property tax assessment rationalization

Private Funding Sources

The private sector holds tremendous promise for financing the recovery of New Orleans. It is a very deep and diverse source of financing. Additionally, it is one which offers the most creative options. Private funds can take the form of foundation grants, corporate gifts, equity investments, loans, public/private partnerships, training services, individual wealth, private insurance proceeds, etc.

With regard to philanthropic organizations, the following is a brief list of potential benefactors, some of which have already provided assistance toward the rebuilding of New Orleans (including in the UNOP planning effort):

Private Foundations

- ◆ Rockefeller Foundation
- ◆ Greater New Orleans Foundation
- ◆ Clinton Foundation
- ◆ Clinton Climate Initiative
- ◆ Bush-Clinton Katrina Fund
- ◆ Entergy Foundation
- ◆ W.K. Kellogg Foundation
- ◆ Bill & Melinda Gates Foundation
- ◆ Ford Foundation
- ◆ Bank of America Foundation
- ◆ The Build Initiative
- ◆ The Lucent Technologies Foundation
- ◆ Lilly Endowment
- ◆ Community Reinvestment Act (CRA) funds of various financial institutions

Many large corporations have already become partners in the recovery effort in New Orleans. They include hardware giants The Home Depot and Lowe's, Chrysler Corporation, Ford Motor Company, British Petroleum, Entergy Corporation, General Electric Corporation, and Wal-Mart to name only a few corporate givers. According to the U.S. Chamber of Commerce, over 350 companies have pledged over \$500 million to the Katrina recovery effort.

6.4 Sector Funding Requirements

The following tables show the detailed Incremental Required Funding by Sector:

Table 6.3 Incremental Required Funding by Sector (following 13 pages)

Citywide Recovery Projects

Project #	Sector: Hurricane / Flood Protection	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
N/A	Hurricane/Flood Protection	USACE provide 1-in-100 year hurricane flood protection	●				20%	30%	50%	-	-	-	-
1	Hurricane/Flood Protection	Harden Key Facilities	●				10%	60%	30%	90,000,000	9,000,000	54,000,000	27,000,000
2	Hurricane/Flood Protection	Elevate New Orleans	●				45%	55%	0%	1,200,000,000	540,000,000	660,000,000	-
3	Hurricane/Flood Protection	Slab-on-Grade Remediation	●				10%	60%	30%	2,100,000,000	210,000,000	1,260,000,000	630,000,000
4	Hurricane/Flood Protection	Neighborhood Cluster Program	●				20%	40%	40%	1,049,000,000	209,800,000	419,600,000	419,600,000
5	Hurricane/Flood Protection	Small Area Adaptive Re-Use Studies		●			100%	0%	0%	250,000	250,000	-	-
6	Hurricane/Flood Protection	Streamline Purchase Process for Blighted Housing & Lot-Next-Door		●			30%	70%	0%	1,100,000	330,000	770,000	-
7	Hurricane/Flood Protection	Study: Internal Flood Protection for Selected East NO Neighborhoods			●		100%	0%	0%	500,000	500,000	-	-
8	Hurricane/Flood Protection	Study: Hurricane Protection Levee System for Algiers			●		100%	0%	0%	200,000	200,000	-	-
9	Hurricane/Flood Protection	Study: Hurricane Protection Levee System for Algiers Lower Coast			●		100%	0%	0%	200,000	200,000	-	-
10	Hurricane/Flood Protection	Study: Flood Protection between Orleans and Jefferson Parish			●		100%	0%	0%	200,000	200,000	-	-
	Hurricane/Flood Protection	Total								\$4,441,450,000	\$970,480,000	\$2,394,370,000	\$1,076,600,000

Citywide Recovery Projects

Project #	Sector: Infrastructure	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
11	Infrastructure	Carrollton Drinking Water Plant—Short-Term Projects	●				80%	20%	0%	73,610,000	58,888,000	14,722,000	-
12	Infrastructure	Drainage Improvements – Short-Term Projects	●				80%	20%	0%	20,830,000	16,664,000	4,166,000	-
13	Infrastructure	Wastewater Collection System-Short Term Improvements	●				75%	25%	0%	361,000,000	270,750,000	90,250,000	-
14	Infrastructure	Water Distribution System—Asset Management Plan And Short-Term System Replacement Program	●				75%	25%	0%	208,000,000	156,000,000	52,000,000	-
15	Infrastructure	Carrollton Drinking Water Plant—Additional Flocculation and Sedimentation Capacity	●				25%	55%	20%	26,000,000	6,500,000	14,300,000	5,200,000
16	Infrastructure	East Bank Wastewater Treatment Plant-Levee Improvement Mitigation and Wetlands Project	●				25%	25%	50%	67,000,000	16,750,000	16,750,000	33,500,000
17	Infrastructure	Power Plant	●				40%	40%	20%	125,000,000	50,000,000	50,000,000	25,000,000
18	Infrastructure	S&WB Technical Staff	●				40%	40%	20%	200,000	80,000	80,000	40,000
19	Infrastructure	Algiers Drinking Water Plant – Emergency Fuel Storage		●			100%	0%	0%	3,845,000	3,845,000	-	-
20	Infrastructure	Wastewater Collection System—Medium-Term Improvements		●			40%	40%	20%	333,000,000	133,200,000	133,200,000	66,600,000
21	Infrastructure	Water Distribution System—Medium-Term System Replacement Program and High-Lift Facility		●			25%	55%	20%	955,000,000	238,750,000	525,250,000	191,000,000
22	Infrastructure	Citywide Wireless Network			●		75%	25%	0%	12,075,000	9,056,250	3,018,750	-
	Infrastructure	Total								\$2,185,560,000	\$960,483,250	\$903,736,750	\$321,340,000

Citywide Recovery Projects

Project #	Sector: Transportation	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
23	Transportation	Repair/Restoration of High Priority Major Roads	●				80%	20%	0%	83,763,458	67,010,766	16,752,692	-
24	Transportation	Repair/Restoration of High Priority Minor Arterial Roads	●				80%	20%	0%	82,946,261	66,357,009	16,589,252	-
25	Transportation	Repair/Restoration of High Priority Collector Roads	●				80%	20%	0%	24,277,859	19,422,287	4,855,572	-
26	Transportation	Evacuation and Disaster Response Plan	●				100%	0%	0%	750,000	750,000	-	-
27	Transportation	Repair/Restoration of High Priority Local Roads		●			80%	20%	0%	3,844,270	3,075,416	768,854	-
28	Transportation	Ongoing Replacement Program of all Major and Minor City Streets			●		0%	50%	50%	2,200,000,000	-	1,100,000,000	1,100,000,000
29	Transportation	East-West Corridor / Downtown Loop			●		10%	40%	50%	600,000,000	60,000,000	240,000,000	300,000,000
30	Transportation	Traffic and Parking Management Study			●		100%	0%	0%	450,000	450,000	-	-
31	Transportation	Study Expanding Streetcar and Light Rail Routes				●	100%	0%	0%	650,000	650,000	-	-
32	Transportation	Streetcar Travel Time Study				●	100%	0%	0%	150,000	150,000	-	-
33	Transportation	Extension of Riverfront Streetcar				●	10%	60%	30%	42,000,000	4,200,000	25,200,000	12,600,000
34	Transportation	Implement City Bike Path Master Plan				●	40%	60%	0%	9,000,000	3,600,000	5,400,000	-
35	Transportation	Study Removal of I-10 Over Claiborne Ave.				●	100%	0%	0%	500,000	500,000	-	-
36	Transportation	Sound wall Study Along I-10 and I-610				●	100%	0%	0%	850,000	850,000	-	-
	Transportation	Total								\$3,049,181,848	\$227,015,478	\$1,409,566,370	\$1,412,600,000

Citywide Recovery Projects

Project #	Sector: Housing	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
37	Housing	Implement Permanent Housing Development Strategy for All Displaced Residents	●				40%	60%	0%	10,000,000	4,000,000	6,000,000	-
38	Housing	Home Buyer Assistance for Low to Moderate Income Residents		●			50%	50%	0%	50,000,000	25,000,000	25,000,000	-
39	Housing	Rehabilitate and Rebuild Low Income Housing		●			40%	60%	0%	650,000,000	260,000,000	390,000,000	-
40	Housing	Home Rehab Program for Low and Moderate Income Homeowners		●			40%	60%	0%	50,000,000	20,000,000	30,000,000	-
41	Housing	Transient Worker Housing Program			●		60%	40%	0%	10,000,000	6,000,000	4,000,000	-
42	Housing	Establish "Singles and Doubles" Loan Program			●		50%	50%	0%	50,000,000	25,000,000	25,000,000	-
43	Housing	Neighborhood Recovery Resource Center			●		80%	20%	0%	6,000,000	4,800,000	1,200,000	-
	Housing	Total								\$826,000,000	\$344,800,000	\$481,200,000	\$0

Citywide Recovery Projects

Project #	Sector: Economic Development	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
44	Economic Development	LSU/VA/University Hospital	●				50%	50%	0%	300,000,000	150,000,000	150,000,000	-
45	Economic Development	Relocate New Orleans Cold Storage	●				100%	0%	0%	49,000,000	49,000,000	-	-
46	Economic Development	Replace Port Container Capacity	●				50%	50%	0%	100,000,000	50,000,000	50,000,000	-
47	Economic Development	Implement Bio-Innovation Center		●			50%	50%	0%	55,000,000	27,500,000	27,500,000	-
48	Economic Development	Cruise Ship Terminal Expansion		●			100%	0%	0%	50,000,000	50,000,000	-	-
49	Economic Development	Develop Louisiana Cancer Research and Treatment center		●			50%	50%	0%	55,000,000	27,500,000	27,500,000	-
50	Economic Development	Seed and Early Stage Equity Capital Fund		●			100%	0%	0%	100,000,000	100,000,000	-	-
51	Economic Development	Commercial Corridor Revitalization Program		●			50%	50%	0%	15,000,000	7,500,000	7,500,000	-
52	Economic Development	Canal Street Revitalization		●			100%	0%	0%	1,000,000	1,000,000	-	-
53	Economic Development	Expansion of Louis Armstrong International Airport			●		30%	30%	40%	220,000,000	66,000,000	66,000,000	88,000,000
54	Economic Development	Small Business Incubator and Assistance Program			●		100%	0%	0%	15,000,000	15,000,000	-	-
55	Economic Development	Study Adaptive Re-Use of Publicly-Owned Property			●		100%	0%	0%	1,000,000	1,000,000	-	-
56	Economic Development	Neighborhood Workforce Training Program				●	50%	50%	0%	10,000,000	5,000,000	5,000,000	-
	Economic Development	Total								\$971,000,000	\$549,500,000	\$333,500,000	\$88,000,000

Citywide Recovery Projects

Project #	Sector: Healthcare	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
57	Healthcare	Redevelop Neighborhood-Based Health Centers/Clinics	●				100%	0%	0%	16,150,000	16,150,000	-	-
58	Healthcare	Restore Comprehensive Medical Services to New Orleans East	●				50%	50%	0%	20,000,000	10,000,000	10,000,000	-
	Healthcare	Total								\$36,150,000	\$26,150,000	\$10,000,000	\$0

Citywide Recovery Projects													
Project #	Sector: Education	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
59	Education	Repair and Renovate Existing School Sites or Construct New Facilities	●				50%	50%	0%	831,000,000	415,500,000	415,500,000	-
60	Education	Temporary Modular School Facilities	●				70%	30%	0%	116,400,000	81,480,000	34,920,000	-
61	Education	Neighborhood Community Center		●			25%	50%	25%	57,000,000	14,250,000	28,500,000	14,250,000
62	Education	Restore Vo-Tech Campuses / Study Need for New Ones		●			25%	50%	25%	100,000	25,000	50,000	25,000
	Education	Total								\$1,004,500,000	\$511,255,000	\$478,970,000	\$14,275,000

Citywide Recovery Projects

Project #	Sector: Historic Preservation and Urban Design	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
63	Historic Preservation and Urban Design	Update Codes for Land Use, Planning & Zoning	●				100%	0%	0%	-	-	-	-
64	Historic Preservation and Urban Design	Technical/Financial Assistance Program for Owners of Historic Properties		●			50%	50%	0%	300,000	150,000	150,000	-
65	Historic Preservation and Urban Design	Sidewalk, Streetscape, and Neutral Ground Improvements		●			20%	30%	50%	240,400,000	48,080,000	72,120,000	120,200,000
66	Historic Preservation and Urban Design	Develop a New Orleans Pattern Book of Architectural Styles			●		100%	0%	0%	100,000	100,000	-	-
67	Historic Preservation and Urban Design	Restoration of Historic Forts			●		0%	50%	50%	8,000,000	-	4,000,000	4,000,000
68	Historic Preservation and Urban Design	Katrina Recovery Monument				●	10%	25%	65%	3,500,000	350,000	875,000	2,275,000
	Historic Preservation and Urban Design	Total								\$252,300,000	\$48,680,000	\$77,145,000	\$126,475,000

Citywide Recovery Projects

Project #	Sector: Environmental	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
69	Environmental	Implement Sustainable Environmental Strategies	●				30%	60%	10%	100,000,000	30,000,000	60,000,000	10,000,000
70	Environmental	Reinstitute Citywide Recycling Program and Build a Recycling Center	●				25%	75%	0%	4,418,000	1,104,500	3,313,500	-
71	Environmental	Develop a Hurricane-related Soil Contamination Survey and Brownfield Remediation Program		●			50%	50%	0%	30,000,000	15,000,000	15,000,000	-
	Environmental	Total								\$134,418,000	\$46,104,500	\$78,313,500	\$10,000,000

Citywide Recovery Projects

Project #	Sector: Public Safety	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
72	Community Service: Public Safety	Develop and integrate Crime Lab and Central Evidence and Property Storage Function	●				25%	75%	0%	7,000,000	1,750,000	5,250,000	-
73	Community Service: Public Safety	Repair, Renovate, and Replace the Orleans Parish Detention Facility	●				25%	75%	0%	90,000,000	22,500,000	67,500,000	-
74	Community Service: Public Safety	Replace or Repair All NOPD Equipment	●				100%	0%	0%	30,000,000	30,000,000	-	-
75	Community Service: Public Safety	Renovate the NOPD Headquarters	●				100%	0%	0%	10,262,000	10,262,000	-	-
76	Community Service: Public Safety	Permanent Emergency Communications Center	●				10%	80%	10%	32,000,000	3,200,000	25,600,000	3,200,000
77	Community Service: Public Safety	Renovate the NOPD Special Operations Unit	●				100%	0%	0%	4,400,000	4,400,000	-	-
78	Community Service: Public Safety	Renovate and/or Repair 7 District Headquarters Buildings	●				25%	75%	0%	6,500,000	1,625,000	4,875,000	-
79	Community Service: Public Safety	Build a Central Power Plant for the Prison Complex		●			25%	75%	0%	107,000,000	26,750,000	80,250,000	-
80	Community Service: Public Safety	Emergency Operations Center for the Criminal Sheriff's Office			●		10%	80%	10%	2,400,000	240,000	1,920,000	240,000
81	Community Service: Public Safety	Provide Raised Walkways between Criminal Justice Facilities			●		10%	80%	10%	9,000,000	900,000	7,200,000	900,000
82	Community Service: Public Safety	Provide a Citywide Criminal Surveillance System			●		25%	75%	0%	5,600,000	1,400,000	4,200,000	-
83	Community Service: Public Safety	Develop a Citywide Network of State-of-the-Art Police Substations			●		25%	75%	0%	9,650,000	2,412,500	7,237,500	-
	Community Service: Public Safety	Total								\$313,812,000	\$105,439,500	\$204,032,500	\$4,340,000

Citywide Recovery Projects

Project #	Sector: Recreation/Library	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
84	Community Service: Recreation/Library	Renovate Main Library and Safeguard City Archives Phases I and II	●				10%	40%	50%	36,000,000	3,600,000	14,400,000	18,000,000
85	Community Service: Recreation/Library	Repair, renovate or build new regional libraries.		●			25%	25%	50%	19,850,000	4,962,500	4,962,500	9,925,000
86	Community Service: Recreation/Library	Repair and renovate public marinas		●			25%	75%	0%	150,000,000	37,500,000	112,500,000	-
87	Community Service: Recreation/Library	Implement the City Park Master Plan		●			25%	25%	50%	115,000,000	28,750,000	28,750,000	57,500,000
88	Community Service: Recreation/Library	Repair and renovate regional parks		●			25%	25%	50%	24,000,000	6,000,000	6,000,000	12,000,000
89	Community Service: Recreation/Library	Repair, renovate, or build new neighborhood libraries			●		25%	25%	50%	35,000,000	8,750,000	8,750,000	17,500,000
90	Community Service: Recreation/Library	Repair and renovate neighborhood parks			●		10%	40%	50%	5,000,000	500,000	2,000,000	2,500,000
91	Community Service: Recreation/Library	Create new parks and greenways as needed...				●	5%	35%	60%	20,000,000	1,000,000	7,000,000	12,000,000
	Community Service: Recreation/Library	Total								\$404,850,000	\$91,062,500	\$184,362,500	\$129,425,000

Citywide Recovery Projects													
Project #	Sector: Other Municipal and Cultural	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
92	Community Service: Other Municipal and Cultural	Invest in New Orleans Culture		●			20%	30%	50%	266,800,000	53,360,000	80,040,000	133,400,000
93	Community Service: Other Municipal and Cultural	Expansion of Existing Arts District			●		100%	0%	0%	500,000	500,000	-	-
94	Community Service: Other Municipal and Cultural	Create a Downtown Theater District			●		100%	0%	0%	500,000	500,000	-	-
	Community Service: Other Municipal and Cultural	Total								\$267,800,000	\$54,360,000	\$80,040,000	\$133,400,000

Citywide Recovery Projects													
Project #	Sector: Staff Implementation	Project Name	Priority				Implementation Timeline			Total Budget	Phased Budget		
			High	Med	Low	CI	Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)		Short-Term (Years 1-2)	Mid-Term (Years 3-5)	Long-Term (Years 6-10)
95	Staff Implementation		●				30%	40%	30%	473,750,000	142,125,000	189,500,000	142,125,000
	Staff Implementation	Total								\$473,750,000	\$142,125,000	\$189,500,000	\$142,125,000

6.5 Illustrative Funding Scenario

Funding the required investment to complete the recovery of New Orleans will present significant challenges. All sources, public and private must be tapped to successfully complete the recovery. The table below displays one potential scenario for funding the recovery. This scenario is merely meant as a discussion piece to illustrate certain points with regard to the potential future funding of the recovery. **This scenario is not an official plan, and actual funding of the recovery is like to vary substantially from the scenario given below. Accordingly, no reliance should be placed on this scenario:**

Table 6.4 Illustrative Funding Scenario

Potential Financing Sources

Sector Name	Total	Total Public Sources	Total Private Sources
Hurricane/Flood Protection	4,441,450,000	4,441,450,000	-
Infrastructure	2,185,560,000	2,148,485,000	37,075,000
Transportation	3,049,181,848	2,749,181,848	300,000,000
Housing	826,000,000	310,000,000	516,000,000
Economic Development	971,000,000	476,000,000	495,000,000
Healthcare	36,150,000	36,150,000	-
Education	1,004,500,000	506,900,000	497,600,000
Historic Preservation and Urban Design	252,300,000	120,600,000	131,700,000
Environmental	134,418,000	74,418,000	60,000,000
Community Service: Public Safety	313,812,000	235,359,000	78,453,000
Community Service: Recreation/Library	404,850,000	277,350,000	127,500,000
Community Service: Other Municipal and Cultural	267,800,000	134,400,000	133,400,000
Staff Implementation	473,750,000	284,250,000	189,500,000
Total	\$14,360,771,848	\$11,794,543,848	\$2,566,228,000
% of Total Required Investment	100.0%	82.1%	17.9%

The first point to be made regarding the funding of the recovery is that any such funding would occur over many years, and would require a concerted and sustained effort among recovery officials to execute. It may be envisioned that the Hurricane/Flood Protection programs may be candidates for federal funding. This initiative is a central component of this recovery plan and is the foundation for generating confidence among individuals and businesses to live and invest in New Orleans going forward. Under certain circumstances, investments in Infrastructure, Transportation and Education may also draw meaningful federal funding. This scenario also anticipates that significant state and local funding will also fuel New

Orleans' recovery. Regardless of what scenario may be envisioned, it is clear that a substantial portion of the recovery investment required will have to come from private sources such as foundation grants, corporate gifts, equity investments, loans, public/private partnerships, training services, individual wealth, and private insurance proceeds. In the scenario shown above, approximately 18% of the total funding or approximately \$2.6 billion is targeted to come from private sources.

6.6 Conclusion

Financing the recovery of New Orleans will be a long-term and complicated task. Although the gross amount of the financing is quite large, the financing is expected to be completed in stages such that it may be easier to build momentum for the recovery. Staging the recovery and the financing of the recovery is an important strategy to realizing an effective and equitable recovery for the citizens of New Orleans. Diversity of funding is also a key to achieving success in funding. The New Orleans recovery team outlined in Section 4: Implementation of this document will have to carefully construct specifics of the financing in order to attract a sufficient amount of financing that best serves the recovery process at the lowest cost to the city and its residents and businesses.

Appendix A: Citywide Recovery Project Summary Sheets

Hurricane / Flood Protection Projects

Project Summary Sheet #01

Project Name:	Harden Key Facilities
Type of Project:	Recovery Value - High
Category:	Flood Protection
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	The purpose of this project is to “harden” essential equipment in key public buildings so that they are impervious to high winds and rising flood waters. This could include such things as back-up generators in hospitals, police and fire stations, courts, jails and prisons, airports, emergency medical service facilities, hazmat response facilities.
Project Cost Estimate:	\$90,000,000. Maintenance Costs = Negligible (most facilities already have back-up equipment but many of them flooded). Operations Costs = No additional costs over current
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	The purpose of this project is to mitigate damage from future storms and speed up the recovery process by being able to operate emergency services during and immediately after the storm

Project Name:	“Elevate New Orleans” Incentive Program for Residential and Small Business Owners
Recovery Value:	Recovery Value – High
Area of Project Impact:	Citywide
Category:	Flood Protection
Project Location:	Citywide
Project Description:	The purpose of this project is to encourage owners of raised houses, whose properties are located in low-lying, flood prone areas, and which flooded in Katrina or in any other flood event, to elevate their house to the new FEMA Base Flood Elevation (BFE) or higher. This program is intended to fill the gap between what the LRA or FEMA will pay (up to \$65,000 combined for those who had flood insurance) and the true costs to elevate, said to average \$45,000 for raised structures.
Project Cost Estimate:	\$1.2 billion. Assumptions: There are approximately 85,000 housing units that would be eligible for this program. Approximately 75% (63,750) will participate. 60% of homeowners had flood insurance, 40% did not. For those with insurance, The LRA and FEMA funds cover the full costs. For those without, the Elevate New Orleans Program will pay the full \$45,000.
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	The purpose of this project is to mitigate damage from future storms.

Project Name:	Slab-on-Grade Remediation Program
Recovery Value:	Recovery Value – High
Area of Project Impact:	Citywide
Category:	Flood Protection
Project Location:	Citywide
Project Description:	<p>The purpose of this project is to encourage residential property owners, whose slab-on-grade homes were flooded, to demolish those homes and rebuild in a more traditional New Orleans style, either on piers or chain walls or with first floor basements, in order to raise their first floors above flood waters.</p> <p>This program may be used in conjunction with the Neighborhood Stabilization Program, in which homeowners are encouraged to relocate in clusters at higher elevations, where infrastructure and community services can be provided more efficiently. The funds indicated below are intended to provide gap financing between the costs of construction of an equivalent slab-on-grade home and elevating the new home to the required BFE.</p>
Project Cost Estimate:	\$2.1 billion. Assumptions: there are approximately 60,000 housing units that would be eligible for this program. Approximately 50% (30,000) will participate. The average additional incremental cost increase to build a 2,000 – 2,500 SF house at the new BFE, or better, is \$70,000. It should be strongly advocated that the LRA and FEMA consider participating in this program as an Increased Cost of Compliance (ICC).
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	The objective of this project is to mitigate damage from future storms, to re-establish the tradition of individual homeowners taking responsibility for protecting their own homes from flooding, and to promote a more “New Orleans” architectural approach to home design.

Project Name:	Neighborhood Stabilization Program (Clustering)
Type of Project:	Recovery Value – High
Category:	Housing, Flood Protection, Economic Development, Infrastructure
Area of Project Impact:	Citywide
Project Location:	High flood risk zones with slow paced recovery

Project Description: This program is completely voluntary and incentive-based, and only offered in those areas of the City with the slowest rates of repopulation, lowest natural elevations, and high risk of future flooding. It provides the funds and technical assistance to help residents and businesses return and resettle in more sustainable neighborhood clusters. The program is proposed to be applied in the areas where population return is slowest (<15% return across city blocks) and the risk of future flooding is highest. This project description sheet accounts for the funds for both the financial costs of resettlement (for single-family homeowners, renters of relocated residences, and small, neighborhood-serving businesses who also want to relocate near the neighborhood cluster), and the technical assistance necessary to contact and assist residents and businesses in their collective decision-making and assist in the cluster development. All reconstruction will follow FEMA flood guidelines and sustainable/green building practices.

During early 2007, the City Planning Commission and City of New Orleans Office of Recovery Management are charged with working with neighborhoods to identify those areas within the City where the first phase of voluntary participation in the Neighborhood Stabilization program will be offered. These agencies will also work with State and federal officials to determine how Hazard Mitigation Grant Program and Road Home program funds can be packaged to help finance the first phase of the program. These agencies will also modify elements of the hazard mitigation plan to reflect the program plans.

During early 2007, the City's Office of Recovery Management will also work with the staff of the State's Road Home program to develop the educational material and also a strategic outreach plan to present to phase one neighborhoods about voluntary, financial options for clustered resettlement and how the financing options will work in relation to the Road Home program. The Office of Recovery will work with the proposed Parishwide Recovery Council to coordinate with other agencies (e.g. Public Works, Recovery School District, public safety departments, New Orleans Redevelopment Authority, etc.) for

property acquisition, building site development, infrastructure development, and public service development work that is linked to the program. The New Orleans Redevelopment Authority will be the responsible for the land-banking of properties purchased and their transfer into reuse, based upon the plans developed by the City Planning Commission. The first phase of the voluntary cluster program will be implemented over the next two years.

During the mid-term recovery (2 to 5 years), the City Planning Commission and New Orleans Office of Recovery will reevaluate neighborhood-level recovery progress and determine whether adjustments are needed with the first phase program and also identify candidate neighborhoods for a potential second phase of the program. These agencies will then work with neighborhoods to identify those areas where the second phase of voluntary participation in the Neighborhood Stabilization program will be offered and implement the second phase program.

Also for these areas, additional policies, programs and projects for small businesses and residents are provided in the Economic Development and Housing sector discussions, respectively. Likewise, additional policies, programs and projects are also provided in the Flood Protection, Utilities and Infrastructure, Transportation/Transit, and Community Services Sector discussions.

Project Cost Estimate: **\$1.049 billion.** Approximately 6,000 residents are projected to participate in this program. Costs will cover 100% reimbursement for home buyout, demolition of structures determined to be used for open space, temporary living, and relocation costs. It will also cover costs for business and renter relocation costs. Costs will also cover technical assistance to work with neighborhoods to administer the program. Costs also account for homeowners who already rebuilt and now elect to participate in the voluntary buyout program. Average cost to the program per house is \$175,000.

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: This project promotes neighborhoods coming back, instead of just individuals coming back, and will reduce the guesswork among residents and businesses about their neighborhood's future viability by restoring communities and reducing blight. Provides the City a more rationale framework to better manage, coordinate and effectively implement the recovery. Also provides a guide to the City and other agencies to use in restoring infrastructure and services, and targeting investments to enhance infrastructure and services, and improve quality of life, which can stimulate additional investments.

Project Name:	Small Area Adaptive Re-Use Studies
Type of Project:	Recovery Value - Medium
Category:	Neighborhood Stabilization
Area of Project Impact:	Citywide
Project Location:	Many high elevation/low risk districts/neighborhoods
Project Description:	<p>A policy that was strongly supported by the participants in Community Congress II is the idea of “clustering” residents in areas of higher elevation and less risk. There is ample land in the lower risk areas of New Orleans to accommodate substantial additional population. Surface parking lots, suburban style uses that constitute an inefficient use of land, and underutilized commercial buildings or districts that no longer have commercial utility would all be ideal locations for new mixed use communities. Before development got underway in these areas, however, it would be necessary to first compile a list of candidate areas. Subsequently, a comprehensive evaluation of current infrastructure, zoning, open space, transportation, preservation, and aesthetic conditions would be conducted in each of these areas. Following this analysis would be an equally detailed set of recommendations for specific regulatory changes and capital improvements that could best “re-vision” these areas in an attractive, sustainable, context sensitive fashion. The final component of these small area plans would also look carefully at the staging of infrastructure repairs and replacement to support evolving population growth in the area.</p> <p>This project would not be limited to areas of the highest elevation, though. Underutilized sites in lower portions of the city that could accommodate clusters; active industrial areas in need of additional infrastructure or a new vision for their long-term viability; and environmentally sensitive, less developed portions of the City would all be included in this project.</p>
Project Cost Estimate:	\$250,000 (Feasibility Study)
Estimates Prepared by:	Citywide Planning Team

Anticipated Outcomes:

This project would provide safer, more densely populated redevelopment in higher elevation, less flood prone areas.

Project Name:	Study: Streamline Purchase Process for Blighted Housing and “Lot Next Door” Program
Type of Project:	Recovery Value - Medium
Category:	Neighborhood Stabilization and Housing
Area of Project Impact:	Citywide
Project Location:	Moderate and low flood risk areas with fast and moderate paced recovery
Project Description:	<p>This project is two-fold. Initially, it is an independent study of best-practices methods for blighted and adjudicated property acquisition and redevelopment. This study would take their results to determine the funding requirements, legislative changes, support mechanisms and resources necessary for the implementation of an improved program. In the implementation phase, it could include additional staff support to walk participants through the process, changes in legislation which will simplify the process and/or increase eligibility and/or profitability, resources to increase the capacity of the non-profit sector engaged in the program, resources allocated to encourage private sector use of program, funding which will support NORA’s efforts to target specific areas which clear titles and forgiveness on taxes to new owners.</p> <p>Clarity and ease of use of “lot next door” programs will be a priority in all areas of the city.</p>
Project Cost Estimate:	<p>Phase 1: Independent Study - \$100,000. Phase 2: Implementation - \$1,000,000</p>
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	Promotes the expedited reuse of the existing housing stock in areas where the risk of flooding is low or moderate and population resettlement has been rapid in order to accommodate additional population in these areas.

Project Name:	Study: Internal Flood Protection measures for New Orleans East
Type of Project:	Recovery Value - Low
Category:	Flood Protection
Area of Project Impact:	New Orleans East
Project Location:	Planning District #: 9, 10 Neighborhood: to be determined by study
Project Description:	<p>The primary purpose of this project is to study the possibility of protecting individual neighborhoods, or groups of neighborhoods, from flooding during a hurricane storm surge by constructing interior levees or berms and pumping stations as a secondary flood protection system. This concept is endorsed by the Coastal Protection and Restoration Authority Master Plan.</p> <p>The second component of this project is to provide an independent, third party assessment of the existing hurricane and flood protection system for District 9 and 10, any improvements that are being made to the hurricane protection system and an on-going assessment of risk to District residents. This review team would draw upon local, national, and international hurricane modeling and engineering expertise.</p>
Project Cost Estimate:	Capital costs = \$500,000 (Feasibility Study) Maintenance Costs = to be determined by study Operations Costs = to be determined by study
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	The purpose of this project is to mitigate damage from future storms and provide improved flood protection for neighborhoods in N. O. East.

Project Name:	Study: Hurricane Protection Levee system for Algiers
Type of Project:	Recovery Value - Low
Category:	Flood Protection
Area of Project Impact:	Algiers
Project Location:	Planning District #: 12
Project Description:	<p>The primary purpose of this project is to study the possibility of providing storm surge flood protection to Algiers and to separate Algiers from Jefferson Parish in terms of flood protection. This concept is endorsed by the Coastal Protection and Restoration Authority Master Plan.</p> <p>The second component of this project is to provide an independent, third party assessment of the existing flood protection system for District 12 and an on-going assessment of risk to District residents. This review team would draw upon local, national, and international hurricane modeling and engineering expertise.</p>
Project Cost Estimate:	Capital costs = \$200,000 (Feasibility Study) Maintenance Costs = to be determined by study Operations Costs = to be determined by study
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	The purpose of this project is to protect against storm surge from future storms that attack the City from the west.

Project Name: Study: Hurricane Protection Levee System for Algiers Lower Coast

Type of Project: Recovery Value - **Low**

Category: Flood Protection

Area of Project Impact: Algiers Lower Coast

Project Location: Planning District #: 13

Project Description: The primary purpose of this project is to study the possibility of providing storm surge flood protection to Algiers Lower Coast and to separate Algiers Lower Coast from Plaquemines Parish in terms of flood protection. This concept is endorsed by the Coastal Protection and Restoration Authority Master Plan.

The second component of this project is to provide an independent, third party assessment of the existing flood protection system for District 13 and an on-going assessment of risk to District residents. This review team would draw upon local, national, and international hurricane modeling and engineering expertise. Due to the unique geography of District 13 and the presence of natural wetlands and forests, the role of these natural features in mitigating against rain related flooding will also be examined as part of this study. Suggested measures for preserving these natural features will also be examined.

Project Cost Estimate: Capital costs = **\$200,000** (Feasibility Study)

Maintenance Costs = to be determined by study

Operations Costs = to be determined by study

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: The purpose of this project is to protect against storm surge from future storms that attack the City from the west.

Project Name: Study: Flood Protection between Orleans and Jefferson Parish

Type of Project: Recovery Value – Low

Area of Project Impact: Orleans/Jefferson

Category: Flood Protection

Project Location: Planning Districts #: 1 - 7

Project Description: Pre-Katrina models of hurricane storm surge developed by LSU scientists identified storm surge through St. Charles Parish and Jefferson Parish as a potential threat to New Orleans. The primary purpose of this project is to study the feasibility of creating a barrier (berm or levee) that would prevent flooding that is occurring in either Orleans or Jefferson Parishes from encroaching into the adjoining parish. This concept is endorsed by the Coastal Protection and Restoration Authority Master Plan.

A secondary component of this project would be to study the feasibility of an internal system of berms, levees, or floodwalls in the portion of New Orleans between the Industrial and 17th Street Canals. Such a system would serve as a redundant, secondary levee protection system in the event of primary levee failure. There are serious concerns about the effect that such a system would have upon drainage from rain events, but a preliminary study would examine the conceptual feasibility of an internal system.

The final component of this project is to provide an independent, third party assessment of the pace of flood protection improvements and an on-going assessment of risk to residents on the East Bank of New Orleans, excluding New Orleans East (which is covered by a separate project). This review team would draw upon local, national, and international hurricane modeling and engineering expertise.

Project Cost Estimate: Capital costs = \$200,000 (Feasibility Study)

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: The objective of this project is to limit the effects of storm surge related flooding in the event of another catastrophic levee breach and to provide on-going analysis of the protection afforded by proposed and recently implemented flood protection improvements.

Infrastructure Projects

Project Summary Sheet #11

Project Name: Carrollton Drinking Water Plant-Short Term Projects

Type of Project: Recovery Value – **High**

Category: Public Utilities

Area of Project Impact: Citywide East Bank

Project Location: Planning District #: 3

Project Description: The Carrollton Drinking Water Plant short term improvements consist of eight separate projects to upgrade the plant. These projects include: 1) filter gallery improvements; 2) ferric sulfate storage capacity; 3) ammonia/chlorine conversion; 4) alternative corrosion control; 5) solids removal in water purification process; 6) Old River Intake pump station rehabilitation; 7) flow monitoring devices; and 8) communication system replacement.

Project Cost Estimate:	Filter Gallery Improvements	\$19,000,000
	Ferric Sulfate Storage	\$300,000
	Ammonia/Chlorine Conversion	\$3,180,000
	Alternative Corrosion Control	\$2,000,000
	Solids Removal in Water Purification	\$3,000,000
	Old River Intake Pump Station Rehab	\$40,000,000
	Flow Monitoring Devices	\$300,000
	Communication System Replacement	<u>\$5,830,000</u>
		\$73,610,000

Estimates Prepared by: Sewerage and Water Board of New Orleans
December 2006 Black & Veatch Report

Anticipated Outcomes: The Carrollton Water Treatment Plant suffered relatively minor damage, however, greater than normal water losses in the distribution system continue to require the plant to operate at capacity levels. Part of the plants mechanical and physical infrastructure has deteriorated due to age and is in need of replacement. These projects would also improve

chemical storage capacity to prevent future shortages during a storm, convert the plant to a safer hypochlorite solution, provide redundancy for mechanical solids removal, rehabilitate outdated intake pumps, provide flow monitoring for efficient operation, and, replace the outdated communication system.

Project Name: Drainage Improvements – Short Term Projects

Type of Project: Recovery Value – **High**

Category: Public Utilities

Area of Project Impact: Citywide

Project Location: Planning Districts 1-13

Project Description: The drainage improvements consist of four separate projects: 1) emergency cooling water systems, 2) emergency power supply at Drainage Station 13, 3) underpass drainage mitigation and 4) safety room power supply. Project 1 provides redundancy in the cooling water for drainage stations by installing water wells at each station. Project 2 will provide emergency generators at Drainage Station 13. Project 3 adding pumping stations to key underpasses prone to flooding during storms. Project 4 provides each pumping station with a 45 KW generator for emergency personnel.

Project Cost Estimate:	Emergency Cooling Water System	\$6,000,000
	Emergency Power at Station 13	\$8,000,000
	Underpass Drainage Mitigation	\$6,500,000
	Safety Room Power Supply	<u>\$330,000</u>
		\$20,830,000

Estimates Prepared by: Sewerage and Water Board of New Orleans
December 2006 Black & Veatch Report

Anticipated Outcomes: Project 1 will mitigate the risk of using non-potable water for cooling in emergencies such as Hurricane Katrina. The non-potable water damages mechanical components of the drainage stations.

Project 2 provides the only drainage station serving Algiers, which has a history of performance failure due in part to electrical service outages, with emergency generators to run the station at full capacity.

Project 3 will keep underpasses open during storms.

Project 4 will provide each pumping station with a sustainable safe and comfortable environment for emergency personnel during a power outage.

Project Name: Wastewater Collection System-Short Term Improvements

Type of Project: Recovery Value - **High**

Category: Public Utilities

Area of Project Impact: Citywide East Bank

Project Location: Planning Districts 1-13

Project Description: The wastewater collection system short term improvements include rehabilitating the gravity collection system due to hurricanes Katrina and Rita and in response the EPA Consent Decree. It also includes the construction of above ground sewage pumping stations and the re-routing of the sewage flow from the existing stations to the new stations. The collection system improvements are divided into three phases (short term, medium term and long term). This project covers only the short term collection system improvements.

Project Cost Estimate:	System Wide Sewer Repairs	\$333,000,000
	Sewer Pump Station Mitigation	<u>\$ 28,000,000</u>
	Total:	\$361,000,000

Estimates Prepared by: Sewerage and Water Board of New Orleans
December 2006 Black & Veatch Report

Anticipated Outcomes: Prior to hurricanes Katrina and Rita, a sanitary sewer evaluation study (SSES) with associated preliminary engineering to correct noted deficiencies, had been completed as part of a Consent Decree with EPA. Hurricanes Katrina and Rita inundated over 80% of the East Bank collection system. Considering the resultant damage to the collection system, as identified by the preliminary system inspection following the storms, it is unlikely that the results of the previous SSES studies remain valid. To remain in compliance with the Consent Decree, it will be necessary to perform a new SSES to reassess the system condition. Until a full system assessment can be completed, the cost of this project cannot be finalized. However, based on previous Consent Decree work and the post-Katrina damage assessment, a preliminary cost estimate of repairs has been developed.

- Hurricane related repairs - \$35 million
- Consent Decree repairs- \$651 million

The pump station mitigation project includes construction of twenty nine above ground sewage pumping stations and re-routing sewage flow from the existing stations to the new stations. The work also includes de-commissioning of the old stations.

Project Name: Water Distribution System-Asset Management Plan and Short Term System Replacement Program

Type of Project: Recovery Value - **High**

Category: Public Utilities

Area of Project Impact: Citywide East Bank

Project Location: Districts 1-13

Project Description: A water distribution system asset management plan is necessary to prove distribution system damages to FEMA in order to receive grant funding, update the MWH study performed in 2003, prioritize or organize rehabilitation efforts such that they are reimbursable by FEMA, provide operational optimization for whole system, and incorporate data gathering during current maintenance program.

This distribution system rehabilitation is the first of three phases to rehabilitate the East and West Bank water distribution system. The majority of the mains are near the end of their design life. Nearly one third of the system is close to 100 years old and less than one third of the system is under 40 years old. It is generally not possible to replace such large portions of the distribution system over a short time period and therefore costs are scheduled over 25 years and broken down into three phases (short, medium and long term).

Project Cost Estimate:	Asset Management Plan	\$7,000,000
	System Replacement Plan (Short Term)	<u>\$201,000,000</u>
	Total:	\$208,000,000

Estimates Prepared by: Sewerage and Water Board of New Orleans
December 2006 Black & Veatch Report

Anticipated Outcomes: The mains, services, valves, vaults and hydrants of the potable water system were under corrosive, polluted salt water for an extensive amount of time. During this time there was a significant amount of damage. The S&WB is experiencing difficulties in operating valves and hydrants and a significant number of the mains experienced trauma as a result of trees being uprooted and other impact damages caused by the high winds during the storm. In the short term, S&WB crews and contractors are repairing the water system. This work has proved only moderately

effective and parts of the City continue to experience water outages and extended periods of low pressure.

Project Name: Carrollton Drinking Water Plant-Additional Flocculation and Sedimentation Capacity

Type of Project: Recovery Value - **High**

Category: Public Utilities

Area of Project Impact: Citywide East Bank

Project Location: Planning District #: 3

Project Description: This is a two phase project. Phase 1 will provide for the construction of new sedimentation and flocculation basins. Once the new basins are constructed, Phase 2 provides for the rehabilitation of the existing basins.

Project Cost Estimate:	Phase 1 -	\$24,000,000
	Phase 2 -	<u>\$2,000,000</u>
	Total:	\$26,000,000

Estimates Prepared by: Sewerage and Water Board of New Orleans
December 2006 Black & Veatch Report

Anticipated Outcomes: Hurricane Katrina exacerbated the systemic problem of leaks in the City's water distribution system. These leaks require increased water production to satisfy demands for consumption and fire protection. The increased demand accelerated accumulation of sedimentation in the basins. Additional capacity is needed to satisfy this demand while allowing for required basin cleaning and maintenance. This work includes the construction of an alternate 100 MGD treatment train to provide for system redundancy.

Project Name: East Bank Wastewater Treatment Plant-
Levee Improvement Mitigation and Wetlands
Project

Type of Project: Recovery Value– **High**

Category: Public Utilities

Area of Project Impact: Citywide East Bank

Project Location: Planning District #: 11

Project Description: Work at the Wastewater Treatment Plant consists of two projects. The first project upgrades the hurricane protection levee for the East Bank Wastewater Treatment Plant. The second project provides for wetlands assimilation of outfall effluent discharged by the East Bank Wastewater Treatment Plant.

Project Cost Estimate:	Levee Improvements	\$27,000,000
	Wetlands Project	<u>\$40,000,000</u>
	Total	\$67,000,000

Estimates Prepared by: Sewerage and Water Board of New Orleans
December 2006 Black & Veatch Report

Anticipated Outcomes: The plant was inundated during Hurricane Katrina and levees were severely damaged. The existing levees are 11 feet high while the storm surge was 17 feet high. The levee improvement project will increase the survivability of the plant in any future storm surge events.

EPA sets effluent limits on wastewater treatment plant discharges. The S&WB anticipates that future EPA limits may require the Board to make substantial investments in process enhancements to the existing mechanical plant. An alternative approach to achieve the discharge limits it to utilize wetlands assimilation as a final treatment regime. The East Bank Wastewater Treatment Plant is adjacent to wetlands that are in serious decline. The application of treated wastewater effluent into wetlands offers an opportunity comply with more stringent effluent

limits, while simultaneously supporting the restoration of adjacent wetlands.

Project Name:	Power Plant
Type of Project:	Recovery Value - High
Category:	Public Utilities
Area of Project Impact:	Citywide East Bank
Project Location:	Planning District #: 3
Project Description:	The 25-cycle power generator at Carrollton was shut down for five days after the storm but was mostly unharmed once services were restored. However, this plant has reached the end of its useful life. The S&WB must improve its backup power generation capability and this project would upgrade this existing facility.
Project Cost Estimate:	\$125,000,000
Estimates Prepared by:	Sewerage and Water Board of New Orleans December 2006 Black & Veatch Report
Anticipated Outcomes:	The 25-cycle power plant supplies energy for water treatment, water distribution, drainage pumping stations, sewer pump stations A and C, and the Algiers Water Treatment Plant. The existing power plant was crucial in draining New Orleans after Hurricane Katrina. Given the vulnerability and unreliability of the commercial power feeds this backup power plant has become the primary power source for some S&WB assets. The power plant needs significant modifications to prevent flooding and to ensure drainage, sewerage, and water purification services when commercial power is not available.

Project Name:	Sewerage & Water Board-Technical Staff
Type of Project:	Recovery Value- High
Category:	Public Utilities
Area of Project Impact:	Citywide
Project Location:	Planning Districts 1-13
Project Description:	Develop a program that assists the Sewerage and Water Board in recruiting and retaining engineers and other technical staff. Possibly the single greatest need at the S&WB is highly skilled engineers and technical support staff to manage and oversee this massive recovery effort to rebuild its infrastructure. The S&WB will continue to rely on consultants to assist in this effort but it is in the S&WB's and City's best long term interest to have sufficient well qualified professionals on staff to help plan and oversee this process.
Project Cost Estimate:	\$200,000 to study the need, determine funds required and provide an S&WB-approved framework to implement a long term recruitment and retention program for engineers and other technical support staff.
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	The S&WB lost staff following the storm and have a number of key engineers approaching retirement. It is also faced with a tremendous increase in its workload as it deals with its failing infrastructure, FEMA, USACE and other agencies responsible for the City's infrastructure reconstruction. Due to the volume of reconstruction taking place in New Orleans, engineering and technical support salaries have risen and it is difficult for the S&WB to recruit and keep experienced highly qualified professionals. This project would assess the needs and funds required to raise existing salaries as well as provide competitive salaries to recruit experienced engineers. It is anticipated that the S&WB would not be able to fund the implementation and the funds identified in the study would also, in the short term, need to be provided in the form of a grant. The potential long term benefits to this program are the savings to the S&WB in consultant fees, well planned and managed projects resulting in less cost, more efficient interaction with FEMA and other agencies, and, long term employees with detailed knowledge of the re-built system.

Project Name: Algiers Drinking Water Plant-Emergency Fuel Storage

Type of Project: Recovery Value - **Medium**

Category: Public Utilities

Area of Project Impact: Citywide West Bank

Project Location: Planning District 12, 13

Project Description: Work at the Algiers Water Plant includes two separate projects. The first project involves the installation of additional diesel storage to increase on-site storage capacity to a 20 day supply. The work includes the associated piping and valves. The second project is for the replacement of the filter valve control system.

Project Cost Estimate:	Emergency Fuel Storage	\$ 45,000
	Filter Valve Control System	<u>\$3,800,000</u>
	Total	\$3,845,000

Estimates Prepared by: Sewerage and Water Board of New Orleans
December 2006 Black & Veatch Report

Anticipated Outcomes: Katrina raised awareness of the Board's dependence upon truck deliveries of diesel fuel and the limited storage capacity for fuel. The facility's diesel generator uses more than 2,000 gallons of fuel per day and there is only 10,000 gallon storage tank. A 20 day storage capacity is desired. Also, the filter valves are beginning to fail due to age.

Project Name:	Wastewater Collection System-Medium Term Improvements	
Type of Project:	Recovery Value - Medium	
Category:	Public Utilities	
Area of Project Impact:	Citywide East Bank	
Project Location:	Planning Districts 1-10	
Project Description:	<p>The wastewater collection system medium term improvements consist of rehabilitation of the gravity collection system in response to the EPA Consent Decree. The collection system improvements are divided into three phases (short term, medium term and long term). This project covers only the medium term improvements.</p>	
Project Cost Estimate:	System Wide Sewer Repairs	\$333,000,000
Estimates Prepared by:	Sewerage and Water Board of New Orleans December 2006 Black & Veatch Report	
Anticipated Outcomes:	<p>Prior to hurricanes Katrina and Rita, a sanitary sewer evaluation study (SSES) with associated preliminary engineering to correct noted deficiencies had been completed as part of a Consent Decree with EPA. Hurricanes Katrina and Rita inundated over 80% of the East Bank collection system. Considering the resultant damage to the collection system, as identified by the preliminary system inspection following the storms, it is unlikely that the results of the previous SSES studies remain valid. To remain in compliance with the Consent Decree, it will be necessary to perform a new SSES to reassess the system condition. Until a full system assessment can be completed, the cost of this project cannot be finalized. However, based on previous Consent Decree work and the post-Katrina damage assessment, a preliminary cost estimate of repairs has been developed.</p> <ul style="list-style-type: none"> • Hurricane related repairs - \$35 million • Consent Decree repairs- \$651 million 	

Project Name: Water Distribution System-Medium Term System Replacement Program and High Lift Facility

Type of Project: Recovery Value - **Medium**

Category: Public Utilities

Area of Project Impact: Citywide

Project Location: Districts 1-13

Project Description: This distribution system rehabilitation is the second of three phases to rehabilitate the East and West Bank water distribution system. The majority of the mains are near the end of their design life. Nearly one third of the system is close to 100 years old and less than one third of the system is under 40 years old. It is generally not possible to replace such large portions of the distribution system over a short time period and therefore costs are scheduled over 25 years and broken down into three phases (short, medium and long term).

The high lift facility would include a 10MW generator to provide backup power to the Carrollton Plant. Also, a steam-operated high lift pump station would be provide water pressure during power outages.

Project Cost Estimate:	High Lift Pump Station and Generator	\$ 25,000,000
	System Replacement Plan (Medium Term)	<u>\$930,000,000</u>
	Total:	\$955,000,000

Estimates Prepared by: Sewerage and Water Board of New Orleans
December 2006 Black & Veatch Report

Anticipated Outcomes: The mains, services, valves, vaults and hydrants of the potable water system were under corrosive, polluted salt water for an extensive amount of time. During this time there was a significant amount of damages. The S&WB is experiencing difficulties in operating valves and hydrants and a significant amount of the mains experienced trauma as a result of trees being uprooted and other impact damages caused by the high winds during the storm. In the short term, S&WB crews and contractors are repairing the water system. This work has proved only moderately

effective and parts of the City continue to experience water outages and extended periods of low pressure.

The backup power and pressure is important to ensure proper disinfection and to provide sufficient water for potable and fire protection uses.

Project Name:	Citywide Wireless Network
Type of Project:	Recovery Value - Low
Category:	Infrastructure and Utilities
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	<p>Among the significant upgrades the city can make to its utility systems is the provision of a citywide wireless network. Many major metropolitan areas—Toronto, Philadelphia, Portland, Seattle, and New York among them—have established partial or blanketed wireless networks for their residents and businesses, and New Orleans has already instituted a partial network. This project calls for the maintenance, expansion, and improvement of the network to provide everyone within the city limits with free, easy, and secure access to a high-speed wireless connection.</p> <p>The New Orleans City Council approved in May 2006 an ordinance enabling EarthLink, an Internet service provider (ISP), to build a Wi-Fi broadband network in New Orleans. The wireless service will cover a 20 square mile area that includes the Garden District, Central Business District, French Quarter and Algiers. EarthLink will continue to build out the system if there is sufficient demand outside the original 20 square mile area.</p>
Project Cost Estimate:	<p>The cost to build a municipal mesh wireless network ranges from \$50,000 to \$100,000 per square mile. The cost to operate and maintain these networks is in the range of \$500,000 per year for a midsize city. Franchise agreements and advertising sponsorships by local companies or large corporations can dramatically offset these costs.</p> <p>Estimate to provide wireless network for remaining areas of the City = (181 Sq Miles – 20 Sq Miles) * \$75,000/Sq mile = \$12,075,000</p>
Estimates Prepared by:	Neel-Schaffer, Inc.
Anticipated Outcomes:	While citywide wireless is considered reasonably progressive now, it seems highly likely that within a short time it will be a standard utility provided by municipal authorities. Improving the existing citywide network will make New Orleans more attractive to residents and

businesses and establish its place at the forefront of digital infrastructure and innovation.

Transportation Projects

Project Summary Sheet #23

Project Name: Repair/Restoration of High Priority Major Roads

Type of Project: Recovery Value - **High**

Category: Transportation

Area of Project Impact: Citywide

Project Location: Planning District #: 1, 3, 4, 5, 6, 7, 9, 12
 Neighborhood: CBD, Uptown, Mid-City, Lakeview, Gentilly, Marigny, Hollygrove, Upper 9th Ward, N.O. East, Algiers

Project Description: Roadway repair/restoration projects need to be coordinated with New Orleans Sewerage and Water Board utility repairs.

Pontchartrain Blvd. – Robert E. Lee to Veterans Blvd.
 Canal Blvd. – Robert E. Lee to Harrison Ave.
 Leon C. Simon Dr. – London Canal to Elysian Fields Ave.
 Robert E. Lee Blvd. – St. Bernard Ave. to Paris Ave.
 Elysian Fields Ave. – Lakeshore Dr. to US 90
 Franklin Ave. – I-610 to St. Claude Ave.
 Carrollton Ave. – I-10 to St. Charles Ave.
 St. Charles Ave. – Nashville Ave. to Carrollton
 Poydras Street – Carondelet St. to Camp St.; Loyola to LaSalle
 LaSalle Street – Poydras St. to Tulane Ave.
 Loyola Avenue – Canal Street to US 90
 Downman Road – Hayne Blvd. to US 90
 Veterans Blvd. – 17th Street Canal to Pontchartrain Blvd.
 General DeGaulle Dr. – Sandra to Behrman (Drainage)
 Earhart Blvd. – Hamilton to Fern
 Almonaster Road – Jourdan Road to Read Blvd.
 Alvar St. / Poland Ave. – St. Claude to Florida Ave.

Project Cost Estimate: **\$83,763,458**

Estimates Prepared by: Regional Planning Commission; DPW, City of New Orleans

Anticipated Outcomes:

Improved safety by removal of potholes, damaged pavement and other obstructions – this will reduce avoidance maneuvers by motorists. Less cost for vehicle operators as wear and tear is reduced by smoother pavement surface. Intangible benefit of more pleasing aesthetics of a new roadway surface. Potential re-evaluation of traffic control needs as repair/restoration projects will undergo engineering design.

Project Name: Repair/Restoration of High Priority Minor Arterial Roads

Type of Project: Recovery Value – **High**
Category: Transportation
Area of Project Impact: Citywide

Project Location: Planning District #: 1, 2, 3, 4, 5, 6, 7, 9, 12
 Neighborhood: CDB, Uptown, Mid-City, Lakeview, Gentilly, Central City, Bucktown, N.O. East, Algiers

Project Description: Roadway repair/restoration projects need to be coordinated with New Orleans Sewerage & Water Board utility repairs.

- Harrison Ave. – West End to Orleans Canal; Marconi to Wisner
- Marconi Dr. – Robert E. Lee to Norfolk Southern RR Crossing
- Filmore Ave. – St. Bernard Ave. to Elysian Fields Ave.
- St. Bernard Ave. – Robert E. Lee to I-610
- Paris Ave. – Mirabeau to I-610
- N. Miro Street – Elysian Fields Ave. to Orleans Ave.
- Orleans Ave. – N. Claiborne Ave. to City Park Ave.
- N. Galvez Street – Elysian Fields Ave. to Orleans Ave.
- Magazine Street – US 90B to Nashville Ave.; Canal St. to US 90
- Louisiana Ave. – St. Charles Ave. to Magazine St.
- Nashville Ave. – US 90 to Tchoupitoulas St.
- Common Street – Loyola Ave. to N. Peters St.
- Camp Street – Canal Street to US 90
- St. Charles Ave. – Canal Street to US 90
- Old Hammond Highway – 17th St. Canal to Pontchartrain Blvd.
- Martin Luther King Blvd. – Claiborne Ave to S. Broad Street
- Crowder Road – Dwyer Road to US 90
- Wisner Blvd. – Robert E. Lee Blvd. to Esplanade Ave.
- Washington Ave. – S. Broad St. to S. Carrollton Ave.
- Whitney Ave. – General DeGaulle to Patterson St.

Project Cost Estimate: **\$82,946,261**

Estimates Prepared by: Regional Planning Commission; DPW, City of New Orleans

Anticipated Outcomes: Improved safety by removal of potholes, damaged pavement and other obstructions – this will reduce avoidance maneuvers by motorists. Less cost for vehicle operators as wear and tear is reduced by smoother pavement surface. Intangible benefit of more pleasing aesthetics of a new

roadway surface. Potential re-evaluation of traffic control needs as repair/restoration projects will undergo engineering design.

Project Name:	Repair/Restoration of High Priority Collector Roads
Type of Project:	Recovery Value – High
Category:	Transportation
Area of Project Impact:	Citywide
Project Location:	Planning District #: 1, 3, 4, 6, 12 Neighborhood: CBD, Uptown, Gentilly, Mid-City, Algiers
Project Description:	Roadway repair/restoration projects need to be coordinated with New Orleans Sewerage and Water Board utility repairs. Mirabeau Ave – St. Bernard Ave. to Elysian Fields Ave Jefferson Ave. – US 90 to Tchoupitoulas Street Gravier Street – Loyola Ave. to S. Peters St. Girod Street – Loyola Ave. to S. Peters St. Carondelet Street – Canal Street to US 90 Press Street – Robert E. Lee to US 90 Berkeley Drive – Kabel Dr. to Woodland Dr. Poydras Street – Claiborne Ave. to Broad St.
Project Cost Estimate:	\$24,277,859
Estimates Prepared by:	Regional Planning Commission; DPW, City of New Orleans
Anticipated Outcomes:	Improved safety by removal of potholes, damaged pavement and other obstructions – this will reduce avoidance maneuvers by motorists. Less cost for vehicle operators as wear and tear is reduced by smoother pavement surface. Intangible benefit of more pleasing aesthetics of a new roadway surface. Potential re-evaluation of traffic control needs as repair/restoration projects will undergo engineering design.

Project Name: Evacuation and Disaster Response Plan

Type of Project: Recovery – **High**

Category: Transportation

Area of Project Impact: Regional

Project Location: Citywide

Project Description: In the event of a major hurricane or any other emergency, the efficient evacuation of residents is a priority on which lives depend. While evacuation plans currently exist, Hurricane Katrina demonstrated that they need to be reviewed and updated. This project calls for an independent planning effort to establish clear standards, protocols, and systems to ensure the safety of all residents in a time of crisis.

The planning effort should focus in particular on the city’s transit-dependent population, establishing a network of satellite pickup locations, a multi-modal evacuation system to safely transport residents out of harm’s way, and a system of self-sustaining “last resort” shelters. It should also outline procedures relevant to the safe and orderly evacuation of the prison population and elderly and infirm residents.

In addition to evacuation measures, the plan should include provisions for the city throughout the time in which its population is displaced. It should convey a clear strategy to protect the city from opportunistic property damage and looting, establish an explicit chain of command and communication system among local, state, and federal authorities, and plan for the provision of a robust communications system among all officials.

Finally, upon completion of the plan, its leaders should publicize it to residents through all forms of local media. It should be incumbent upon planners, in coordination with state and local leaders, to ensure that the plan is articulated publicly and that all residents have ongoing access to transparent information about their respective emergency destinations.

Project Cost Estimate: \$750,000 (study only)

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: Once formulated, a successful plan that has the buy-in of local officials and residents should be well-publicized and oft-repeated. The outcome will be a thorough and practical means of leading all of New Orleans’ residents to safety in the event of an emergency.

Project Summary Sheet #27

Project Name:	Repair/Restoration of High Priority Local Roads
Type of Project:	Recovery Value - Medium
Category:	Transportation
Area of Project Impact:	Citywide
Project Location:	Planning District #: 2, 3, 5, 12 Neighborhood: Central City, Lakeview, Algiers
Project Description:	Roadway repair/restoration projects need to be coordinated with New Orleans Sewerage and Water Board utility repairs. Navarre Ave. – Canal Blvd to Marconi Dr. S. Galvez Street – Martin Luther King Blvd to Toledano St. Brooklyn Street – Newton Street to Opelousas Ave.
Project Cost Estimate:	\$3,844,270
Estimates Prepared by:	Regional Planning Commission: DPW, City of New Orleans
Anticipated Outcomes:	Improved safety by removal of potholes, damaged pavement and other obstructions – this will reduce avoidance maneuvers by motorists. Less cost for vehicle operators as wear and tear is reduced by smoother pavement surface. Intangible benefit of more pleasing aesthetics of a new roadway surface. Potential re-evaluation of traffic control needs as repair/restoration projects will undergo engineering design.

Project Name: Ongoing Replacement of all Major and Minor City Streets

Type of Project: Recovery Value -Low

Category: Transportation

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: This project is an ongoing program to identify all damaged streets and to then adopt a comprehensive plan to repair or replace all major and minor city streets over a long-term cycle. This project may also include minor modifications or additions to the existing street grid as deemed appropriate by the ‘Transportation’ element of City of New Orleans Master Plan, as modified following the UNOP District Planning Process.

Without detailed pavement inventory information and for general planning purposes it was assumed that 80% of the major and minor streets throughout the City would be in need of milling and overlaying of the pavement surface (this would also include cleaning of pavement joints, spot patching, improvements to subbase material, APA compliant ramps, clearing catch basins, and other contingencies, while 20% of the major and minor streets would require complete reconstruction. Project costs include repair/restoration of approximately 251 miles of major streets throughout the City and repair/restoration of approximately 1,401 miles of minor streets throughout the City. This would include all local streets in the functional classification systems. This program would address these issues and time improvements appropriately with recovery efforts (i.e., heavy trucks), repopulation, and other underground utility improvements.

Project Cost Estimate: Major Streets: Estimates are based on unit costs per lane miles assuming an average pavement width of 64’ for four-lane roads and 80’ for six-lane roads. Road widths include travel lanes and shoulders. Rough cost estimate is **\$2.1 Billion**.

Minor Streets: Estimates are based on unit costs per lane miles assuming an average pavement width of 24’ for local roads without shoulders and 40’ for local roads with shoulders. Rough cost estimate is \$4.58 Billion.

Due to the severe impact on the City’s revenues, the City is seeking funding assistance for the first six years of its regular ongoing replacement program for major and minor streets, or about 4% of its assets per year. This would occur after the after the program of repairs and improvements discussed in the previous sheets, in the years 5-10 of the recovery program.

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: The main benefit to this program will be the greatly improved ease of entry and egress to neighborhoods where rebuilding of homes and businesses is taking place. It will be a catalyst to the city recovery and a necessary element of the recovery.

Project Name:	East-West Corridor / Downtown Loop
Type of Project:	Recovery Value - Low
Category:	Transportation
Area of Project Impact:	Regional
Project Location:	Planning District #: UPT terminus in PD 1
Project Description:	This project is still in the conceptual planning stage. There are multiple alternatives under consideration. Light-rail or bus rapid transit service from the Louis Armstrong New Orleans International Airport to the New Orleans UPT station is proposed with connecting bus or light-rail service via Loyola Avenue to Canal Street or via Rampart Street to Poydras Street. The bus alternatives from the airport to UPT include 8 to 13 potential interim station locations.
Project Cost Estimate:	There are multiple project alternatives with varying cost estimates that are not complete at this time. For planning purposes, general estimates for capital costs only (not including operating and maintenance costs) are \$600 million for rail rapid transit alternatives.
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	Provide reliable transportation between the Louis Armstrong Airport and downtown New Orleans. This project would provide transportation for tourist seeking access from the airport to downtown and for local commuters between Jefferson and Orleans Parishes. Benefits include reduction of passenger vehicles from the often congested roadway network plus an added evacuation alternative. Implementation of the LA Rail project would be the “foundation” and logical precedent upon which this project could be implemented.

Project Name: Traffic and Parking Management Studies

Type of Project: Recovery Value - **Low**

Category: Transportation/Transit

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: Formal studies will be conducted to examine the following aspects of New Orleans' vehicular patterns:

- **Ways to promote more compatibility between vehicular traffic and residential areas with sensitive architecture and infrastructure.** This study would specifically examine ways to reduce or mitigate the number of trucks and other large vehicles passing through predominately residential areas.
- **Resolution of multi-modal traffic conflicts**, especially areas where existing or potential transit routes, vehicular roads, and railroad tracks cross each other.
- **Parking capacity**, particularly ways in which the parking can be more easily facilitated in targeted areas, strategies to accommodate additional residential parking, and areas in need of additional publicly funded parking facilities.

Project Cost Estimate: \$450,000 (study only)

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: A compatible, efficient, and safe pattern of vehicular traffic is essential to maintaining a high quality of life in an urban environment. Particularly given the unique challenges of New Orleans's architectural stock and busy pedestrian life, these studies will help improve the balance between vehicular circulation and quality of life.

Project Name:	Study: Expanding Streetcar and Light Rail Routes
Type of Project:	Recovery – Community Interest
Category:	Transportation/Transit
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	<p>Although streetcar routes experienced a decline in the post-war decades, they have remained—in sentiment and popularity—integral parts of commuter life in New Orleans. Strategically expanding their geographic reach across the city and coordinating their routes with other forms of light rail transit is the aim of this project. Specific routes to be studied (in addition to the full restoration of the St. Charles Ave. and Canal St. routes) include:</p> <ul style="list-style-type: none">• <u>Streetcar:</u> Elysian Fields/Franklin, connection of Carrollton spurs, St. Claude/Desire• <u>Other Light Rail:</u> Algiers, Chef Menteur/New Orleans East, and Claiborne Avenue
Project Cost Estimate:	\$650,000 (study only)
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	Streetcars are intimately associated with the history and character of New Orleans and remain viable and popular modes of local and tourist transportation. The return of rail transit to selected corridors will enhance their pedestrian and commercial qualities, define them as clustered nodes of activity, and expand the network of available commuting means for residents. Additionally, the expansion of public transit would improve the capacity for large-scale emergency evacuation. This project should follow the Streetcar Travel Time Improvement Study.

Project Name:	Streetcar Travel Time Study
Type of Project:	Recovery Value - Community Interest
Category:	Transportation
Area of Project Impact:	Citywide
Project Location:	Planning District #: 1, 2, 3 Neighborhood: Uptown, Mid-City, CBD
Project Description:	Assessment of existing streetcar travel times and overall operations compared to a system that would include potential improvements such as faster travel speeds, fewer stop locations, front and rear loading of the streetcars with “honor system” payment, and traffic signal pre-emption via a detection system for streetcars approaching a signalized intersection to provide green time and uninterrupted travel times.
Project Cost Estimate:	\$150,000 (study only)
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	Streetcars are often cited as being too slow a means of transportation for commuters and users of public transit. This condition is often attributed to slow travel speeds, frequent stop locations, inefficient passenger loading, and traffic signal delays. A streamlined, more-efficient operation could be implemented with modest changes to the existing systems that would enhance ridership and travel times.

Project Name:	Extension of Riverfront Streetcar Line
Type of Project:	Recovery Value – Community Interest
Category:	Transportation
Area of Project Impact:	District-wide
Project Location:	Planning District #: 1, 2, 6, 7 Neighborhood: CBD, Uptown, Gentilly, Upper 9 th Ward
Project Description:	The project would entail an extension of the Riverfront Streetcar line upriver to Jackson Avenue and downriver to the Industrial Canal.
Project Cost Estimate:	\$42 million – Upriver Segment Only Price to be Determined – Downriver Segment
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	<p>The expansion of the streetcar network upriver has been the subject of a feasibility study by the Regional Planning Commission. This study, completed in August 2005, identified two operable segments for this Upriver Streetcar, running west from the current terminal at John Churchill Chase behind the Ernest N. Morial Convention Center. At the time of study, two neighborhood routes were identified that extended service to Jackson Avenue and back to the Convention Center through the St. Thomas/River Garden development. The study examined initial feasibility, given criteria for review established by the Federal Transit Administration (FTA) environmental review process. The cost, as shown, would include track, streetcar and limited on-street amenities. Conceptual stations have not been identified. Remaining coordination issues include incorporating more details on the various proposed developments in the area (Erato Cruise Terminal/Port of New Orleans, Convention Center Phase IV, Tulane University Riversphere, the National Trust for Public Land Riverfront Park and additional phases of River Garden development).</p> <p>The study of the downriver streetcar has been completed as part of the Desire Streetcar Draft Environmental Impact Study. This study would identify conceptual stations, design concepts, corridor locations, costs,</p>

projected areas of impact and coordination issues. The status of this Draft Environmental Impact Study is unknown.

Project Name:	Implementation of Citywide Bike Path System
Recovery Value:	Recovery Value – Community Interest
Category:	Transportation/Community Facilities: Parks and Recreation
Area of Project Impact:	Citywide
Project Location	Citywide
Project Description:	New Orleans has the beginnings of a comprehensive bike path system which includes not only dedicated bike paths such as on Jefferson Davis Parkway but also stripped and signed lanes on existing streets. The region has an approved bike path system, which would be built in phases. The first phase was budgeted in 2005 at \$7,500,000. The system improvements include signage, stripping, and road overlay work. While it was partly funded in the city's recent bond issue, it now appears unlikely that the city can sell those bonds any time in the near future.
Project Cost Estimate:	\$9,000,000 (Includes 20% increase for inflation and construction cost increases since estimates were originally made)
Estimates Prepared by:	Estimates prepared by the City Department of Public Works and the Regional Planning Commission.
Anticipated Outcomes:	Creation of the first phase of a comprehensive bike path system serving all sections of the city of New Orleans. Project would tie together the various parts of the city, which is a goal of the Unified Plan.

Project Name:	Study: Removal of I-10 Over Claiborne Avenue
Type of Project:	Recovery Value - Community Interest
Category:	Transportation/Transit
Area of Project Impact:	Citywide
Project Location:	Planning District #s 1 and 4
Project Description:	<p>The construction of Interstate 10 in the 1960s severely altered the physical and cultural form of Claiborne Ave., one of the city's main thoroughfares, between Canal Street and the Elysian Fields/Franklin Ave. area. The study would address transportation, housing, economic, and cultural impacts of removing this section of I-10 and the entrance and exit ramps. It would also propose a specific plan for the reconfiguring of traffic distribution to ensure adequate access to the downtown area and the capacity of I-610, grade-level roads, and existing or planned transit routes to accommodate additional traffic volume. Finally, it would outline plans for the revitalization of Claiborne Ave. and major intersecting roads near the areas affected by any proposed alteration to I-10.</p>
Project Cost Estimate:	\$500,000 (study only)
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	<p>The most significant outcome of this study would be the potential restitution of a major vibrant ground-level thoroughfare extending throughout many historic and heavily-populated neighborhoods. Such a development could lead to strategic redevelopment initiatives in the area, possibly furthering—or at least expediting—many of the aims of UNOP regarding community stabilization, transit expansion, and maximizing local infrastructure.</p>

Project Name:	Study: Installation of Soundwalls along I-10 and I-610
Type of Project:	Recovery Value - Community Interest
Category:	Transportation
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	<p>The presence of sound abatement walls along stretches of Interstates 10 and 610 has improved quality of life for residents and businesses in the roads' vicinities. Expansion of the network of sound walls will have the same effect throughout a larger portion of Orleans Parish. The erection of the barriers will take place only on grade-level stretches of the interstates on which it is determined feasible and safe; and their installment should follow a diligent study of any right-of-way clearance, floodwater redistribution, environmental impact, and the like, and should be carried out with the consultation and approval of the residents most directly impacted by their presence.</p>
Project Cost Estimate:	\$850,000 (study only)
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	<p>If constructed in a high-quality, context-sensitive manner, sound walls can mitigate the visual and auditory impact of high-traffic expressways in the areas surrounding them. They can also enhance the attractiveness of the roadways for vehicular passengers by providing a more defined and better-maintained streetscape. With the proper foresight and implementation, completion of this project will have those desired effects.</p>

Housing Projects

Project Summary Sheet #37

Project Name: Implement Permanent Housing Development Strategy for All Displaced Residents

Recovery Value: Recovery Value - **High**

Category: Housing

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: This project provides transitional staffing and technical assistance support to the Housing and Redevelopment agencies of the City of New Orleans to revive and expand pre-disaster housing production and rehabilitation programs in the City to citywide levels needed to address the extraordinary demands for affordable housing and housing for the elderly created by the Hurricanes Katrina and Rita. This project will build on the successful pre-disaster experiences of the smaller and limited scope programs the City had developed in conjunction with the lending and non-profit communities and will provide an enlarged mechanism to address the need for housing production, estimated to be 134,000 housing units and 67,000 home-owner units.

Home Purchase Assistance: Part of the project implementation strategy is creation of a loan fund to assist home purchasers.

Home Rehabilitation Assistance: The project will provide low interest loans to low/ moderate income residents to repair damaged homes through a partnership between local banks, the city, and local non-profit housing corporations.

Empty Lot and Abandoned Property Redevelopment (Single-family and Multi-family sites): In cases where there is no readily-discernible market demand for an abandoned property or lot that is owned by the city, a non-profit or CDC can be given the opportunity to redevelop the property.

Project Cost Estimate: **\$10,000,000**

Estimate Prepared by: City of New Orleans, New Orleans Redevelopment Authority

Anticipated Outcomes: New Orleans needs housing strategies now. Eighty percent (80%) of the city flooded and more than half of the city's population remains displaced. This program would affect the entire displaced population as well as anyone trying to move into the area. It is expanding limited

existing housing redevelopment programs to address the entire parish as a result of the expanse of the need post-disaster.

Project Name: Home Buyer Assistance for Low and Moderate Income Homeowners

Type of Project: Recovery Value – **Medium**

Category: Housing

Area of Project Impact: Citywide

Project Location: All Districts

Project Description: These are soft second funds, which are utilized for down payment, closing cost, and to buy down interest rates. It is critical that residents who want to return home and others that are interested in purchasing homes are given assistance in overcoming obstacles they encounter as they transition into the community.

Another possible resource for “soft seconds”, Home Free (which is a HUD funded program) with a budget of \$12.5 million. These funds will be available to assist low-moderate income families with soft second mortgages. These are usually forgivable mortgages of up to \$25,000.00 and have requirements for the homeowner to reside in the house for a certain period of time, usually 10 years.

Project Cost Estimate: **\$50,000,000**

Estimate Prepared by: NeighborWorks, Citywide Planning Team

Anticipated Outcomes: Address the housing shortage by providing assistance to homeowners and small landlords to purchase damaged or destroyed owner occupied and rental units. Appropriate and required mitigation measures will be included in this assistance.

Project Name: Rehabilitate and Rebuild Low Income Housing

Type of Project: Recovery Value –**Medium**

Category: Housing

Area of Project Impact: National/Citywide

Project Location: Citywide

Project Description: The federal Department of Housing and Urban Development (HUD) has declared its intention to rehabilitate and rebuild Public Housing in the City of New Orleans. The dimensions and timeframe of this undertaking are unknown at this time. The purpose of this project is to ensure that HUD provides a sufficient number of public housing units to accommodate all displaced former public housing tenants **in their own neighborhoods**. In light of post-Katrina conditions, **a housing strategy** is required that accommodates all displaced former public housing tenants both in the short- and long-term. Public housing should be rehabilitated and/or **built** to the highest **sustainable** standards, **incorporating** mixed-income and mixed-uses, and be of a **significantly** higher density than current HOPE VI policies **to establish a critical mass that will support and sustain retail, social services and community programs**. Redevelopment plans should also account for seniors and individuals with disabilities.

Project Cost Estimate: **\$650,000,000**. To renovate 2,000 apartment units at a cost of \$100,000/unit would equal \$200,000,000. To rebuild 3,000 singles, doubles and four-plexes at \$150,000 per unit would equal \$450,000,000.

Estimates Prepared by: City Wide Team

Anticipated Outcomes: This project would address a basic tenet of the Recovery Plan, that every resident of New Orleans has a right to return home, including all residents of public housing.

Project Name: Home Rehabilitation Program for Low to Moderate Income Homeowners

Type of Project: Recovery Value – **Medium**

Category: Housing

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: This will be a low interest loan program for low to moderate income home owners. Many homeowners did not suffer enough damage from Katrina to be eligible to Road Home disbursement. However, they are now facing rehabilitation of their properties in an environment where construction costs and material costs have risen over 25%. These homeowners, if they can get funding, often have to provide the first rehabilitation costs and will be reimbursed after inspection by their lender. Moreover, many homeowners lack the skills or the time to effectively oversee a contractor during the rehabilitation process. This project will speak to the need to design and implement a program to assist the low to moderate income homeowner with both technical assistance and low interest financing.

Project Cost Estimate: **\$50,000,000**

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: There are many low to moderate homeowners whose property was damaged but not destroyed by Katrina. Their properties can be rehabilitated which will be a benefit to the community but the lack of low interest rehabilitation financing is an impediment and the lack of capital actually encourages disinvestment in housing units that could otherwise be reclaimed for use, either as home owner units or as rental units. Many units could be renovated for rental use in a city that has a dramatic shortage of affordable rental housing.

Project Name:	Transient Worker Housing
Type of Project:	Recovery Value - Low
Category:	Housing
Area of Project Impact:	Regional
Project Location:	Citywide
Project Description:	This comprehensive program would make 10,000 to 20,000 units of worker housing available immediately, by identifying units within the existing rental housing stock, through the application of modular facilities, or by whatever means are found to house transitional workers who are temporarily in the city for the purposes of construction or other recovery related employment.
Project Cost Estimate:	\$10,000,000
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	The program is intended to expedite the recovery effort by providing housing for migratory workers.

Project Name: Singles and Doubles Program: Homebuyer Assistance for Rental Properties

Type of Project: Recovery Value - Low

Category: Housing

Area of Project Impact: Citywide

Project location: All Districts

Project Description: A new “Singles and Doubles” project is proposed. This project will be similar to the Freddie Mac ‘Doubles’ Program where qualified borrowers can finance the purchase, purchase-and-rehabilitation, or refinance-and rehabilitation of one-to two unit properties with personal down payments of as little as 2% of the purchase price or the appraised value. This initiative is designed to help reduce the cost of homeownership by enabling duplex borrowers to subsidize their monthly mortgage payments with rental incomes from the second unit. This program is part of the With Ownership, Wealth (WOW) campaign launched by the Congressional Black Caucus, Freddie Mac and other organizations in an attempt to add one million African-American homeowners nationwide by the year 2005.

Approximately 40 percent of all of the housing in Greater New Orleans consists of duplex houses. Considering local conditions and the type of housing involved is vital. Duplexes have always played an important historical role in the revitalization of neighborhoods because they provide both affordable homeownership and rental opportunities at the same time. Duplexes also help support families by enabling grandparents, parents, and children to live together and to take care of each other.

Participants in the existing Doubles Program include: Freddie Mac - Committing \$25 million in flexible, affordable mortgage products, Wells Fargo Home Mortgage Inc. - Originates the mortgages and sells them to Freddie Mac, The Neighborhood Development Foundation - Provides consumer outreach, credit counseling, and landlord counseling to prepare borrowers for the responsibility of leasing and maintaining a rental unit.

Project Cost Estimate: **\$50,000,000**

Estimate Prepared By: Citywide Planning Team, Housing and Community Development Class (CUPA Spring 2005)

Anticipated Outcomes: Address the housing shortage by providing assistance to rebuild or purchase thousands of damaged or destroyed doubles and rental units and rehabilitate occupied homes. This will provide quality, affordable housing options for displaced residents and low and moderate income families by the end of 2008. Appropriate and required mitigation measures will be included in this assistance.

Project Name: Neighborhood Recovery Resource Centers

Type of Project: Recovery Value - Low

Category: Housing

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: A concern for local residents is the absence of a single reliable source of information on the myriad aspects of public assistance, public services, permitting, and the rebuilding process in general. Recovery resource centers would be fully staffed resource stations with expertly-informed, highly capable counselors who would be available before, during, and after customary business hours to assist residents with all manner of requests. Residents would be able to find out more information about the Road Home program, the availability of primary health care and public schools, job openings, housing assistance programs, and city permitting processes. It is envisioned that a number of basic functions of city government such as scheduling building inspections and filing for permits would also be accommodated at these sites. Recovery resource center staff would be supplemented by computer workstations with internet access and a website that would enable residents to obtain information and ask questions remotely.

These resource centers would be conveniently located throughout the City, co-located within various publicly owned buildings such as libraries, community centers, and public schools.

Project Cost Estimate: Capital cost: **\$1,000,000** (equipment)
Staffing: **\$5,000,000** (annual salaries)

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: This project will substantially improve the public's access to critical rebuilding information. These centers will prove particularly valuable to those who do not have access to a computer or automobile. They will play an invaluable role in expediting the pace of rebuilding, especially in communities of need.

Economic Development Projects

Project Summary Sheet #44

Project Name:	LSU/VA/University Hospital						
Type of Project:	Recovery Value – High						
Category:	Economic Development						
Area of Project Impact:	National/State/Citywide						
Project Location:	Planning District #: 2						
Project Description:	The replacement of “Big Charity” through a joint venture of LSUHSC and the Office of Veterans Affairs is critical to the redevelopment of the Medical District. These combined teaching, research and clinical and acute care facilities and services represent the critical anchor, along with Tulane Medical Center, of the District’s rebirth. Without these facilities, the medical district will not be revived, at least not anywhere near its pre-Katrina economic importance. Without the revitalization of the medical district, the vitality and sustainability of the entire downtown area may be impaired.						
Project Cost Estimate:	\$950,000,000. The estimated cost to the state is \$300,000,000 . Dr. Donald Smithburg, Exec. VP, LSU System, CEO Health Care Services Division; 225-922-0490; smithb@lsuhsc.edu .						
	<table> <tr> <td>LRA</td> <td>\$300,000,000</td> </tr> <tr> <td>FEMA</td> <td>100,000,000</td> </tr> <tr> <td>Tax Exempt Bonds</td> <td>550,000,000</td> </tr> </table>	LRA	\$300,000,000	FEMA	100,000,000	Tax Exempt Bonds	550,000,000
LRA	\$300,000,000						
FEMA	100,000,000						
Tax Exempt Bonds	550,000,000						
Estimates Prepared by:	The joint committee established to prepare a business plan has released preliminary cost estimates for the proposed project.						
Anticipated Outcomes:	These facilities will anchor the critically-needed redevelopment of the Medical District and help return jobs, capital investment and residents to the downtown area of New Orleans.						

Project Name: Relocation of New Orleans Cold Storage (NOCS)

Recovery Value: Recovery Value - **High**

Area of Project Impact: Statewide

Category: Economic Development

Project Location: Planning District #: 2

Project Description: The purpose of this project is to retain an essential business enterprise of the State of Louisiana, a major client of the Port of New Orleans. NOCS is vital to the Port for their ability to store and export frozen poultry, a major commodity for shipment from the Port. A new facility at another site owned by the Port can be accomplished with adequate funding.

NOCS has been curtailed significantly since the storm. A majority of the product had to be handled at facilities on the river due to draft restrictions, and the company is forced to truck cargo to the river at a cost of \$8-10 per ton incrementally. Due to the business challenges total losses reported by NOCS during the most recent seven month period, exceed \$500,000 and will reportedly jeopardize the firm's viability.

Analysis of the industry and company needs support the development of a new cold storage facility on the river. Projected employment is estimated to exceed 235 jobs with a payroll of \$25 million and an additional 282 truck positions required. The projected economic value of just a new poultry facility would add \$153 million of direct and indirect activity with local and state tax generation of \$24 million. This move will preserve 1,159 current Louisiana jobs and potentially, over 3,000 Louisiana jobs.

Project Cost Estimate: Capital costs = \$49,000,000
Maintenance Costs = \$500,000 per year

Estimates Prepared by: Port of New Orleans

Anticipated Outcomes: The objective of this project is to prevent a major tenant of the Port of New Orleans from relocating out of state. The Port lost critical deep-draft access to about 25% of its terminal operations and customers. Companies located in the Tidewater Area depended on the MRGO for deepwater access to the Gulf. Analysis of storm damage to facilities and closure of the MRGO has forced the Port to prioritize additional planning to establish its operations and those of its customers to other venues, potentially along the Mississippi River.

Project Name: Replace Port Container Capacity

Recovery Value: Recovery Value - **High**

Area of Project Impact: Statewide

Category: Economic Recovery

Project Location: Planning District #: 1

Project Description: The France Road Container Terminal was destroyed by Katrina and the MR-GO was closed to deep draft shipping. This lost capacity must be replaced on the river. Containerized freight represents an ever-growing share of cargo volume in world-wide maritime trade. Pre-Katrina port modernization significantly increased capacity to handle containerized freight in New Orleans. Large companies should be targeted to provide dedicated or shared terminal expansion on an economic long-term basis. Also, creating a “Captured Cargo” initiative that works with the State to induce local producers of products, like chemical, forest, and food related products, to more fully utilize the Port should be targeted. Also, the Port should continue to aggressively pursue exploiting and growing a container-on-barge strategy that is being implemented by the competition.

Finally, Port and State officials should work directly with Central and South American entities to capture a growing business of import and export activity especially in light of the recently announced plans to implement a CAFTA strategy similar to the highly effective NAFTA agreements years ago. In conjunction with this activity there should be further exploitation of the Foreign Trade Zone Master Plan.

Project Cost Estimate: **\$100,000,000**

Estimates Prepared by: The Port of New Orleans

Anticipated Outcomes: Containerized freight more than most other types presents an opportunity to attract more cargo where value-added manufacturing, assembly or processing could be pursued. This would have the potential of creating new jobs, attracting capital investment and diversifying the local and regional economy

Project Name:	Implement Bio-Innovation Center
Type of Project:	Recovery Value - Medium
Category:	Economic Development
Area of Project Impact:	Regional
Project Location:	Planning District #: 1
Project Description:	The Bio-Innovation Center is a 130,000 square foot wet lab incubator designed to nurture new and emerging biotechnology enterprises. This facility will be located on Canal Street and serve as a new “gateway” to the Medical District. It will also focus national and global attention on the District’s biomedical initiatives and serve as a source of potential deal flows for venture capital investments.
Project Cost Estimate:	\$55,000,000
Estimates Prepared by:	Cost and design information is based on data made available by Mr. Aaron Misench who serves as the Bio-Innovation Center’s Executive Director; 1615 Poydras Street, Suite 1000, N.O., LA 70112; 504-680-2973; www.neworleansbio.com .
Anticipated Outcomes:	This project will help to define the entire focus of the redeveloping Medical District and serve as a place to nurture new fast growth technology-driven high performance companies that have the potential of creating quality jobs and economic diversification.

Project Name:	Cruise Ship Terminal Expansion
Type of Project:	Recovery Value - Medium
Category:	Economic Development
Area of Project Impact:	Citywide
Project Location:	Planning District #: 1
Project Description:	<p>Redevelopment of the Naval Support Facilities as a result of the BRAC process included the construction of one and possibly two new cruise ship terminals. Pre-Katrina, the Julia Street terminal was handling approximately 750,000 passengers annually. With cruise ships resuming their calls in New Orleans, passenger handling capacity should be increased to better position the City to re-gain its pre-storm momentum as a cruise ship destination. This would help existing lines increase their calls to the city and serve as an incentive to other cruise ship lines to add New Orleans to their ports of call.</p> <p>In addition to completing construction of the Erato Street Cruise Terminal Complex, a \$50 million capital project to create a new parking garage and cruise terminal, the State has funded planning and design for a cruise terminal at Poland Avenue Wharf.</p> <p>Reportedly, cruise industry trends are expecting additional capacity of twenty five new vessels to be added in the next three years. Building a new first-class terminal is recommended to secure at least three of the ships.</p>
Project Cost Estimate:	\$50,000,000 , based on estimates prepared for the BRAC facilities adaptive reuse proposal.
Estimates Prepared by:	The Port of New Orleans
Anticipated Outcomes:	There is a direct correlation between the volume of cruise ship passengers who visit New Orleans and the vitality of the tourist business in the city. When cruise ships are in port, retailers (particularly in the French Quarter) experience higher per capita sales, restaurants have

higher per guest sales receipts and local cultural and entertainment venues have higher visitor volumes.

Project Name:	Develop Louisiana Cancer Research and Treatment Center
Type of Project:	Recovery Value - Medium
Category:	Economic Development
Area of Project Impact:	Statewide
Project Location:	Tulane Ave. and Claiborne Ave.
Project Description:	Completing the proposed 150,000 square foot facility for which ground was broken in December, 2003, will augment the size, viability, and capabilities of a revived Medical District in the downtown area. The Center was originally proposed as a joint venture of the Tulane and Louisiana State University Health Sciences Centers and the Louisiana Cancer Research Consortium. It will serve as a gateway to the Medical District.
Project Cost Estimate:	\$55 million
Estimates Prepared by:	Louisiana Cancer Research Consortium, Tulane, LSU
Anticipated Outcomes:	Successful implementation of this project will expand the revitalization of the medical district. The establishment of a specialized cancer center—akin to institutions like M.D. Anderson in Houston—will catalyze an influx of personnel and large-scale funds (both private and public). This project will help to define the entire focus of the redeveloping Medical District and serve as a place to nurture new fast growth which has the potential to create high-quality jobs and economic diversification.

Project Name:	Seed and Early Stage Equity Capital Fund
Type of Project:	Recovery Value - Medium
Category:	Economic Recovery
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	<p>Establishing a seed and early stage equity capital fund would help fuel a “culture of entrepreneurship” throughout the City. This would provide <u>pure</u> equity investments through a professionally managed partnership that would have a life of not less than five years and not more than ten years. The fund would take equity positions in new and emerging firms with specific buyout or exit strategies determined at the outset of each investment. The partnership could seek additional equity capital investments to broaden its initial base funding amount. It is suggested that the portfolio investment strategy target critical economic sectors or clusters within the city. This would include sectors such as biomedicine that is crucial to the redevelopment of the medical district in particular and the downtown in general.</p>
Project Cost Estimate:	Initial cost to establish fund is \$100,000,000 .
Estimates Prepared by:	This funding level was originally proposed by the Bring New Orleans Back Commission.
Anticipated Outcomes:	<p>The major outcome would be the injection of much needed equity capital into the entire New Orleans business community. It would energize a much-needed culture of entrepreneurship. And, it would provide a broader base of potential leverage for entrepreneurial enterprises that find it difficult to access debt markets to finance expansion or diversification. The long term outcome is greater job growth within targeted sectors of the City’s economy that provides a higher standard of living and opportunities for advancement.</p>

Project Name: Commercial Corridor Revitalization Program

Type of Project: Recovery Value - **Medium**

Category: Economic Development

Area of Project Impact: Citywide

Project Location: Corridors Citywide

Project Description: This project will promote the return of the business and mixed use corridors that are the backbones of neighborhoods. On a location specific basis, this project will examine, at a minimum, four separate components of a corridor's overall health and will implement improvements as necessary. These components are as follows:

- **Zoning and Land Use.** Current zoning regulations often prescribe site plans that are fundamentally incompatible with the aesthetic character of a street. This project will examine regulatory incompatibilities, restrictive regulations, and the need for expanded design review on the part of the City Planning Commission or HDLC. It will recommend zoning changes as part of a revision to the Comprehensive Zoning Ordinance or interim measures such as zoning overlay districts. Where appropriate, more complex land use policies such as transfer of development rights programs will also be examined and recommended for implementation.
- **Publicly Owned Properties.** Use publicly-owned properties to catalyze development in areas where the market response has been weak through adaptive reuse concepts
- **Improvements to the Streetscape.** A streetscape beautification plan will be designed and implemented. These plans will consider street trees, above ground utilities, street furniture, lighting, and even changes to the overall street section.
- **Assistance to Property Owners.** A targeted grant, revolving loan, and tax abatement program would be developed to assist small property owners with the rehabilitation of properties along key corridors.

Project Cost Estimate: **\$15,000,000.** This includes aesthetic enhancements, sidewalk improvement and pedestrian amenities for approximately 75 miles of business corridors and commercial intersections at a cost of approximately \$200,000 per mile of each block face

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: One of the major benefits of this program would be the return to economic health of small businesses that would then be back on the city tax roles. Second, the return of mixed use corridors would act as a catalyst to neighborhood recovery. Third, the return of small businesses to an area would provide employment opportunities to the residents of surrounding areas who may not have access to an automobile.

Project Name: Canal Street/Downtown Revitalization

Type of Project: Recovery Value - **Medium**

Category: Economic Development

Area of Project Impact: Canal Street/Downtown

Project Location: Planning District # 1

Project Description: Seek additional investment on and around Canal Street from a variety of sources. New Market Tax Credits and Historic Rehabilitation Tax Credits are currently available to developers of residential and commercial properties. Attract keystone retailers to the area and catalyze further commercial and residential development on Canal. In particular, many under-utilized upper floors will be converted to housing units. In addition to existing sources of funding, the project will require other strategic efforts and financing initiatives, including:

- Direct financial assistance in the form of Tax Increment Financing and other subsidies, using projects like the revitalization of Times Square as a model of successful direct government support.
- Intensive marketing funded by the Downtown Development District
- Modifications to building codes to accommodate additional occupancy, using successful models like the New Jersey Rehabilitation Code and the Historic Rehabilitation Code in downtown Los Angeles.
- A study of traffic and parking management to utilize the supply of parking garages and lots in the area and implement a validated parking program for residents and visitors
- The attraction of theaters and other cultural establishments

While Canal Street is the focal node of this project, similar strategies will take place throughout downtown. Added investment along Canal will catalyze areas on both sides, and the effect will expand throughout downtown with respect to architectural and historical sensitivities throughout. Increased activity will be anticipated with a traffic and parking management study and the strategic adoption of its recommendations.

Project Cost Estimate: **\$1,000,000**

Estimates Prepared by: **Citywide Planning Team**

Anticipated Outcomes: The result of the revitalization of Canal Street and downtown New Orleans will be a large area of increased investment activity, population, aesthetic quality, employment, and economic and cultural viability. Focused and well-marketed efforts can restore Canal Street to its place as

the signature street in New Orleans and the areas around it as a remarkable and attractive destination.

Project Name: Expansion of Louis Armstrong International Airport

Type of Project: Recovery Value - **Low**

Category: Economic Development

Area of Project Impact: Regional

Project Location: City owned Louis Armstrong International Airport in Kenner

Project Description: The Louis Armstrong New Orleans International Airport (“Airport”) plays an integral role in the local economy as the gateway to the tourism industry, one of the mainstays of employment, and one of the few sectors that had experienced continuous growth before the storm. The economic activities directly related to the Airport generate hundreds of millions of dollars of income and thousands of jobs. The Airport also provides crucial services to local business and industry.

The Airport’s new five year plan calls for an investment of over \$220 million, mostly in the expansion of existing concourses and loading bridges, taxiways, and acquisition of limited land surrounding the Airport. Management feels that the new development is critical to increasing passenger levels to pre-Katrina and beyond. While the majority of the proposed development would be supported by PFC and bond financings, if available, the continued support of AIP grants (26%) is critical as the cornerstone to the overall program.

Project Cost Estimate: **\$220,000,000**

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: The project would increase substantially the ability of the Louis Armstrong International Airport to service larger and heavier aircraft and thus add to the versatility of the airport in a competitive environment.

The Airport should also be considered for an expanded/new cargo operation as well. The Airport had only limited cargo traffic prior to the storm and has a small operation currently. If a cargo “hub” could be established to capture additional business from the aforementioned CAFTA that is being negotiated, new business relationships could be formed with Central and South America companies. A hub operation would not only create additional cargo revenues, but may also support

headquarters, maintenance and other required ancillary services for third parties which could exponentially stimulate new financial opportunities.

Project Name: Small Business Incubator and Assistance Program

Type of Project: Recovery Value - **Low**

Category: Economic Development

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: Entrepreneurship is one of the most promising paths out of poverty and into the middle class. This program seeks to expand entrepreneurial opportunity among the City's poor and working class. Business incubators would be located in communities of need throughout the City, optimally in facilities whose primary function is already well defined (libraries, workforce training centers, community centers, etc.). This program would partner with local universities in rolling out the final program design and in connecting entrepreneurs with high level technical assistance.

The physical facilities would include internet accessible computer workstations free of charge to registrants; low cost office space; printing and copying facilities and other basic office equipment; an on-going series of training and information sessions; a repository of available commercial buildings; information on registering for the City's Disadvantaged Business Enterprise (DBE) program; information and personal technical assistance on the variety of state and federal programs supporting small business; and extensive information on accessing and qualifying for private investment.

As part of this project, the full suite of federal, state, and local small business assistance programs would be analyzed in the context of small business needs post-Katrina. At a minimum, incubators would provide extensive technical assistance in identifying relevant sources of governmental assistance and in assisting applicants in navigating application processes. At most, this program would include a supplemental, short term grant or loan program to fill the gap between existing programs and the unique, post-Katrina needs of the City's small businesses.

Project Cost Estimate: **\$15,000,000**

Estimates Prepared by: Citywide

Anticipated Outcomes: This project will provide small entrepreneurs with the physical infrastructure and information to develop successful small businesses.

Project Name: Study: Adaptive Re-Use of Publicly Owned Property

Type of Project: Recovery Value - **Low**

Category: Economic Development

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: Publicly owned property is a tremendous potential resource as New Orleans rebuilds from Hurricane Katrina. Many state or locally owned assets face looming financial challenges. This project recommends studies to evaluate those properties' long term viability in light of projected revenue sources and any efficiencies that could be gained through operational changes, capital improvements, or re-financing mechanisms.

Other publicly owned properties are severely underutilized or in need of major capital renovations to restore some primary use. The principal advantages of capitalizing on the availability of these properties are 1) the fact that their reuse is less constrained by market forces, thereby allowing the government to explore creative development concepts such as mixed income housing and 2) the fact that they can have a catalytic effect on a surrounding area that is in need of an economic boost. For those properties that would remain in public control, this project would provide at least a portion of the resources to complete major renovations. For those properties that would be adaptively reused, this project would fund feasibility studies and a portion of the administrative costs associated with requests for proposals (RFPs) for their disposition and reuse.

Project Cost Estimate: **\$1,000,000** (Feasibility Study)

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: This project will help to ensure a more stable financial footing for some of the public assets in New Orleans as well as a more efficient use of

presently underutilized public properties so that pressing needs, such as affordable housing, may be addressed.

Project Name: Neighborhood Workforce Training Program

Type of Project: Recovery Value - **Medium**

Category: Economic Development

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: Prior to Hurricane Katrina, unemployment in many low income communities was intractable. Despite labor shortages, some evidence suggests that high unemployment rates have persisted in these communities since the storm. There are numerous, complex reasons for this problem. While not a panacea, a neighborhood based workforce training program could begin to bridge the gap between labor supply and demand.

This program would not attempt to replicate the existing vocational programs offered through local community and technical colleges. It would be distinct from existing programs in several ways:

- This program would be neighborhood based, using libraries, community centers, and other public facilities as the decentralized locations for workforce training centers.
- On site, it would place a premium on basic job readiness skills and interviewing techniques rather than more advanced job skills
- It would be a central repository for job openings, with skilled, capable staff members able to directly assist job seekers in finding promising job openings
- It would provide interested individuals with information and recommendations on the breadth of more intensive job readiness programs currently available, from adult education to vocational training through technical and community colleges
- It would maintain a registry of jobs available in the construction trades to connect job seekers with the most readily available source of jobs in the post-Katrina economy
- It would provide information about the range of support services that some individuals may need to enter the job market, from child care to substance abuse counseling.

Project Cost Estimate: \$10,000,000

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: This project will connect the chronically unemployed and those seeking better career opportunities with more centralized, more intensive job

training resources while also providing job seekers with basic skills and job opening information.

Healthcare Projects

Project Summary Sheet #57

Project Name:	Redevelopment of Neighborhood Based Health Centers/Clinics
Type of Project:	Recovery Value - High
Category:	Community Facilities: Health Care Services
Area of Project Impact:	Citywide
Project Location:	Planning District #s 2 (Milan neighborhood); 3 (Hollygrove, Dixon, and Palm Aire neighborhoods); 4 (Gert Town); 8 (Lower 9 th Ward)
Project Description:	This project addresses damage to primary health care services in Orleans Parish and seeks to restore primary care services through the recovery of pre-Katrina neighborhood level clinics and health care centers or the establishment of new ones. This project coincides with the more comprehensive project (Restore Neighborhood Comprehensive Primary Care) submitted by the Partnership for Access to Healthcare, Louisiana Public Health Institute.
Project Cost Estimate:	\$16,150,000
Estimates Prepared by:	Byron J. Stewart & Associates; Billes Architecture; C. James & Associates; and Stull & Lee Architects
Anticipated Outcomes:	This project will provide primary and preventative health services for the local community via neighborhood-based clinics and health centers. Taking primary and preventive care out of hospitals and into neighborhoods facilitates greater continuity of care, which is essential for at-risk populations, and equality of health care services for the uninsured.

Project Name: Restore Comprehensive Medical Services to New Orleans East

Type of Project: Recovery Value – **High**

Category: Healthcare

Area of Project Impact: N.O. East/St. Bernard

Project Location: Neighborhoods: New Orleans East & St. Bernard

Project Description: The project would include the acquisition and revitalization of the existing Methodist Hospital site in the New Orleans East area. The current owner does not intend to reopen the facility and has indicated a willingness to sell for a negotiated price. Reportedly, the first floor of the facility, which housed records, admissions and radiology, was damaged by three feet of water and will have to be totally refurbished. The second and third floors, which housed the OR, ICU and delivery rooms were untouched and weather proofed to prevent further storm degradation. The first floor will require nominal repair to building and infrastructure, with FF &E replacement for the medical records and reception areas. Most of the equipment for the radiology area will also have to be replaced. The majority of the rest of the building will have minimal repair and can be cleaned and reopened in place.

Project Cost Estimate: **\$20,000,000.** The acquisition cost of the existing PP&E, as is, has been verbally estimated to be \$15-20 million, but could be further negotiated. Additional clean-up and repairs, along with FF&E for the first floor will approximate \$1 million. The equipment costs needed for radiology and medical records has been verbally committed to by Siemens and Intel. The majority of existing equipment on the second and third floors can be cleaned and reused in place. The annual operating and maintenance costs for the facility are currently being analyzed by Deloitte, which has been retained to perform a feasibility analysis on the proposed project.

Estimates and Outcomes: Dr. Kevin Stephens, Director of Health, has conducted preliminary conversations with the current owners and potential public/private partners to establish preliminary estimates. Also, the Methodist Foundation has verbally indicated a willingness to participate in Quasi-equity funding of the acquisition. The balance of funding, construction and permanent financing (up to 90%) can be obtained through the HUD 242 program, on a 25-year term. Siemens is considering donation of all equipment to provide a state-of-the-art hospital facility that can showcase its latest technology. Intel has committed to providing equipment and ongoing technical support for the electronic records and IT component of the facility. The US Department of HHS has also allocated grant availability of \$15 million to New Orleans for recruitment and retention of health care providers, which could be further utilized.

Ultimately, the City will negotiate a third party operating agreement with a qualified firm to operate the facility on a long term basis, subject to a Needs Certification and positive feasibility assessment.

Education Projects

Project Summary Sheet #59

Project Name: Repair and Renovate Existing School Facilities or Construct New Facilities

Type of Project: Recovery Value - **High**

Category: Education / Community Facilities

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: Current FEMA estimates for repairing all of the existing school facilities to pre-Katrina condition is approximately \$55 million. However, this number does not account for the real cost of repair due to deferred maintenance issues. As per estimates provided by Alvarez & Marsal, the real cost of repairing all existing school facilities may be higher than \$800 million. In many instances, it may be more cost-effective to construct new school facilities than to repair existing schools.

Currently the RSD is repairing and upgrading the least damaged schools to provide seats for every student, but this is not necessarily concurrent with where the students are living. A facilities assessment is scheduled to begin in mid-2007 to gain a greater understanding of what the actual repair and/or rehabilitation costs for schools will be, and to assess the facility standards existing and upgrades necessary to achieve 21st Century teaching/learning standards. Final decisions on facility investment will be determined by the outcome of this facilities assessment and ultimate master plan. However, UNOP District plans have determined specific properties identified as high priorities by the community. These locations are as follows: Hynes Elementary and Middle Schools, Colton Junior High School, Nicholls High School, Carver High School, Edwards Elementary, Moton Elementary, Lockett Elementary, and Frantz Elementary.

Project Cost Estimate: The estimated cost to retrofit and upgrade the less damaged schools citywide is: **\$79,061,565** while total restoration and upgrade of all schools is estimated to cost approximately **\$831,000,000**. Actual costs TBD.

Estimates Prepared by: Bobbie Hill, Concordia, LLC; Alvarez & Marsal, LLC

Anticipated Outcomes: There are currently 56 of 126 public school facilities open. There are currently 26,000 students enrolled and 28,578 seats available, but some grades are already meeting availability limits. Many of these 56 open

schools still require investment to address deferred maintenance and code issues. Further, 16 of the 126 schools had >50% damage, requiring demolition as per FEMA regulations. The goal for the 2008 school year is 40,000 seats, with additional seats and needs to be determined in the forthcoming facilities master plan.

Project Name: Temporary Modular School Facilities

Type of Project: Recovery Value – **High**

Category: Education

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: Although the City’s total student population is down post-Katrina, there is not an even distribution of schools available, and those schools which have reopened are at full capacity. In particular, those areas of the city hardest hit by the hurricanes have few facilities open and are busing students to available space. Construction of modular/portable facilities will provide much needed space for students closer to their homes and time for the State and the RSD to complete their assessment of existing facilities by the end of 2007. Currently the RSD has begun or is planning construction of modular facilities in the following areas: Planning District 4 (two facilities); Planning District 5 (one facility); Planning District 6 (two facilities); Planning District 8 (two facilities); and Planning District 9 (three facilities).

Project Cost Estimate: Years 0-2: 11-12 modular facilities providing space for students throughout City @ approximately \$5-7 million each. **Total = \$55,000,000 to \$84,000,000** based on Alvarez & Marsal estimates and site specific requirements. These facilities will be paid for with CAT B Emergency Measures funds and will not come from the monies the RSD/OPSB receives for CATS C-G Permanent Work.

Years 2-5: Cost dependent upon outcome of detailed facilities assessment and need for demolition/rehabilitation/construction of new facilities and subsequent need or realignment of modular facilities. Assuming 6 modular facilities would be provided for years 2-5 at a cost of \$1.8 million each per year, the estimated cost would be **\$32,400,000**.

Total Costs = **\$116,400,000**.

Estimates Prepared by: Keith Marrero, AMI Architects; Alvarez & Marsal, LLC

Anticipated Outcomes: Based on current repopulation patterns in the City, there is a need for schools more evenly distributed across the East Bank of Orleans Parish to serve students in or near their neighborhoods. The construction of temporary modular facilities will allow residents to continue to return, and act as a catalyst for redevelopment in those areas with few services. Further, these facilities can be realigned and/or redistributed across the

City as existing facilities are rehabilitated and the anticipated facilities master plan outlines long-term goals and facility standards.

Project Name:	Neighborhood Community Centers
Type of Project:	Recovery Value – Medium
Category:	Education
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	<p>Given the level of damage and uncertainty facing the City of New Orleans creative solutions are required to meet community needs and to catalyze community redevelopment. In particular, reconfiguring schools as centers of community that provide effective spaces for teaching and learning, as well as a range of community services to meet local needs. Whether housed in an existing facility or new construction in those areas hardest hit, the neighborhood-based community center concept may include one of the following: early childhood education; K-8; high school learning centers; or adult/technical education centers. Recreation and open space are also a component of neighborhood community centers.</p>
Project Cost Estimate:	<p>The total project cost is estimated to be \$57 million using the median cost and assuming 4 small community centers and 2 neighborhood-based facilities. The cost of providing such a facility would be dependent upon specific sites and cooperation with multiple agencies involved. We have developed a several prototypes for new construction of a neighborhood community facility ranging from \$2.5 to \$5 million for small conversions and community clusters to \$17 to \$25 million for large neighborhood-based facility campuses.</p>
Estimates Prepared by:	Keith Marrero, AMI Architects
Anticipated Outcomes:	<p>Schools that serve as community centers are noted for making improvements in four areas: student learning; school effectiveness; community engagement; and community vitality. This project will help provide education and community services to those areas of the city currently doing without. In particular, the clustering of facilities will allow a more efficient delivery of services and coordination of services and transit. Given the potential for certain areas of the city to languish without focused investment, the location of these clusters has the potential to guide development and restore services to serve as civic anchors.</p>

Project Name:	Study: Restore Vo-Tech Campuses and Evaluate Need for New Facilities
Type of Project:	Recovery Value – Medium
Category:	Education
Area of Project Impact:	Regional
Project Location:	Sidney N. Collier Technical College (Planning District #: 7)
Project Description:	<p>One of the key elements of the workforce training infrastructure in New Orleans prior to Katrina was the Sidney N. Collier campus of the Louisiana Technical College system. The facility sustained major damage from Katrina’s floodwaters and should either be repaired in place or rebuilt at a new, equally accessible location. As with all other key public facilities, the new facility should be “hardened” against the possibility of future flooding.</p> <p>In the aftermath of Katrina, the fishing communities of New Orleans East have called for a new curriculum and accompanying facilities to train individuals in the marine and fisheries industry. Such a program would best be accommodated through the existing technical and community college infrastructure (i.e., Delgado, Louisiana Technical College) rather than establishing a new, discrete institution. This project would provide funding to evaluate the need and cost for instructors, new equipment, and new facilities in close proximity to a marina.</p>
Project Cost Estimate:	\$100,000 (feasibility study only)
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	These improvements may restore a key component of workforce training and will evaluate the need for new programs to train individuals in the fisheries industry.

Historic Preservation / Urban Design Projects

Project Summary Sheet #63

Project Name: Update Codes for Land Use, Planning, and Zoning

Type of Project: Recovery Value – **High**

Category: Implementation – Regulatory Amendments

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: This project includes a total update of Comprehensive Zoning Ordinance (CZO), update of the Subdivision Regulations, and integration of the City’s CZO and Subdivision regulations into newly formatted Unified Development Code (UDC). This project also includes updates to all other ordinances and regulatory controls to ensure consistency with the CZO, subdivision regulations, and UDC. This includes but is not limited to: Update of all ordinances regulating sexually oriented businesses, including criminal code provisions, zoning, separation requirements from sensitive uses, and possible consideration of licensing ordinance; and the update of all ordinances regulating billboards and advertising signs throughout the City.

Tasks include a review and integration of all Citywide and District Plan recommendations; a review of all relevant background and supporting City planning and zoning documents; procedures including a legal review of State enabling legislation; development of a communication plan for public involvement and feedback throughout the update process using news and web announcements; conduct of interviews with key stakeholders to solicit input on needed revisions; drafting of new revised documents in a series of modules and delivery to the City Planning staff for review and comment; solicitation of public input on the proposed draft revisions at workshops and open houses; presentation of the proposed revisions to the City Planning Commission and City Council; and preparation of final version of the documents upon adoption.

Project Cost Estimate: \$1.94 million

Estimates Prepared by: Steve Villavaso, Villavaso & Associates; James Duncan and Eric Damian Kelly, Duncan Associates

Anticipated Outcome: Adoption of new regulations will ensure consistency with the Citywide Recovery Plan and provide the local regulatory toolkit necessary to expedite resettlement and rebuilding.

Project Name: Technical and Financial Assistance Program for Owners of Historic Properties

Type of Project: Recovery Value – **Medium**

Category: Historic Preservation and Urban Design

Area of Project Impact: Citywide

Project Location: Orleans Parish Historic Districts

Project Description: There are two principal components of this project. The first will create and fund a program providing technical and other relevant preservation information to homeowners rebuilding in local and National Register historic districts. Utilizing students from the Tulane School of Architecture and UNO’s Department of Planning and Urban Studies along with volunteers, technical assistance staff will provide informational assistance to property owners. Assistance will include providing guidance for design in historic neighborhoods, utilizing existing historic preservation resources such as the HDLC and/or the PRC, and connecting property owners to myriad existing federal and state grant programs (e.g., federal termite program, SHPO grants) for historic preservation. The technical staff will also be responsible for reviewing pending legislation and advocating, through the local delegation, for expanded state and federal resources to support building preservation.

The second component of this project is a blended grant and revolving loan program to assist homeowners in restoring flood damaged homes to HDLC standards. There is a gap—occasionally significant—between the cost of renovating a home to building code standards and the cost of a historically sensitive renovation. This assistance program will bridge at least a portion of that gap. It will be available to property owners in both local and National Register historic districts. Review and approval of the grant applications will be the purview of the HDLC. The blend of loan versus grant assistance and the amount of that assistance will be determined on the basis of level of damage, compensation to date (from Road Home, insurance, etc.), and the financial means of the applicant. Owner occupied, renter occupied, and commercial buildings will all be eligible.

Project Cost Estimate: **\$300,000**

Anticipated Outcomes: Homeowners and/or contractors will have increased awareness of the issues facing historic districts and the importance of maintaining the architectural integrity of neighborhoods. Resources to assist in preservation will be made available, maintaining the long lasting historic, cultural, and economic value of local architecture.

Project Name: Sidewalk, Streetscape, and Neutral Ground Improvements

Type of Project: Recovery Value – **Medium**

Category: Preservation/Urban Design

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: This project consists of several initiatives. They are as follows: 1) where lacking, to provide sidewalks, curbs and gutters as streets are repaved and rebuilt in order to improve the pedestrian experience and to better accommodate the disabled; 2) to place above-ground power lines underground when doing so is feasible and in accordance with hazard mitigation practices; 3) to plant street trees both in areas whose tree canopy was lost due to Katrina and in areas that were lacking trees prior to Katrina; 4) to replace or improve street lighting; 5) to provide signage in neutral grounds to identify neighborhoods when in accordance with community wishes; 6) to provide additional sidewalk and neutral ground amenities in selected locations, such as small monuments, statues and way-finding signage similar to the Freedom Trail in Boston; and 7) where appropriate to install pervious surfaces and “rain gardens” to allow for the natural filtration of rain water into the soil. While predominantly geared toward sidewalks, this project also includes other key pedestrian features such as pedestrian bridges and pedestrian walkways off of vehicular roads.

Project Cost Estimate:

- Sidewalks, curbs and gutters at \$500,000/mile (on approx. 20% of local streets): **\$175,000,000**
- Tree Master Plan, replacement of 50,000 trees at \$500/tree (includes required 1 year maintenance) on streets, neutral ground, public spaces and parks, and addition of 2,000 new street/neutral ground trees: **\$26,150,000**
- Replacement or improvement of street lighting at \$110,000/per mile for installation, operations and maintenance for 20 years (on approximately 20% of local streets): **\$38,000,000**
- Neighborhood monuments, way-finding signage, street furniture and other amenities and pervious alternative landscape: **\$1,250,000**

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes:

This project will substantially improve pedestrian accessibility, particularly for the disabled; and improve the appearance of many neighborhoods, thereby spurring investment activity.

Project Name: Develop a New Orleans Pattern Book of Architectural Styles

Type of Project: Recovery Value – Low

Category: Historic Preservation and Urban Design

Area of Project Impact: Citywide

Project Location: Citywide, but especially Planning District #s 1 through 6

Project Description: Prior to Hurricane Katrina, many areas of New Orleans could have benefited from a clearer long-term urban design vision and clearer guidance to developers. With the destruction caused by Katrina, the need for much of the City’s housing stock to be rehabilitated and the potential for newly formed development in presently underutilized areas, there is an even greater need for an overarching urban design vision and the specific guidelines to make that vision a reality. Of particular concern is the aesthetic impact of raising homes. In the absence of guidelines that encourage aesthetically pleasing forms of home elevations, a mishmash of utilitarian adaptations may ensue, compromising the City’s architectural history.

In recognition of the varied architectural periods represented in the City’s building stock, this project would eschew a one-size-fits-all approach and instead would recommend different guidelines for different neighborhoods and key corridors. It would also challenge architects to respect the pedestrian character and vernacular traditions of the City while at the same time avoiding inauthentic imitations of historical styles.

The final outcome of this project would be a New Orleans-specific “pattern book” to serve as an aesthetic guide for new development. It would be developed in close coordination with the City Planning Commission and HDLC and would be the basis for the design reviews that the agencies conduct. This project would also recommend, where applicable, expanded design review in certain areas, to be codified in the Comprehensive Zoning Ordinance.

Project Cost Estimate: Development of pattern book: **\$100,000** (excludes purchasing patterns or detailed architectural drawings)

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: New Orleans will be redeveloped so as to maintain and improve upon the sense of place that defined the City before the storm. A secondary benefit would be to help homeowners, especially in historic areas, understand

the value of the homes they own and the value to them of keeping their visual integrity with the surrounding neighborhoods.

Project Name:	Restoration of Historic Forts
Type of Project:	Recovery Value – Low
Category:	Historic Preservation/Urban Design
Area of Project Impact:	Citywide
Project Location:	Fort Pike and Fort Macomb (Planning District #: 11) Fort St. John (Planning District #: 5)
Project Description:	<p>The three historic forts in New Orleans are some of the City’s most underappreciated historic resources. Fort Macomb and Fort Pike sustained major damage from Hurricane Katrina. Fort St. John escaped major damage but has long been in need of stabilization and enhancement as a cultural destination.</p> <p>This project would repair the significant damage at Fort Pike and restore the fort to its pre-Katrina condition as a State Historic Site. The project would also make emergency stabilization repairs to Fort Macomb to mitigate further deterioration of the fort—a facility that had been closed and inaccessible to the public even prior to Katrina. It would study the feasibility of a full restoration of Fort Macomb as a historic site that would be accessible to the general public. Improvements to Fort St. John would include immediate repairs and stabilization and the provision of more information and interpretive elements (additional signage, displays of historic photographs, etc.) on site. In recognition of its location within a residential neighborhood, enhancements to Fort St. John as a cultural resource should not seek to draw increased traffic and noise to the area; rather, they should simply provide the casual visitor with more information about the fort’s historical significance and the evolution of the site.</p>
Project Cost Estimate:	\$8 million
Estimates Prepared by:	Citywide Planning Team, District Teams
Anticipated Outcomes:	These improvements will restore and improve some of the oldest, most historically significant structures in New Orleans.

Project Name:	Katrina Memorial
Type of Project:	Recovery Value – Community Interest
Category:	Urban Design/Economic Development
Area of Project Impact:	Citywide
Project Location:	To be determined
Project Description:	<p>The purpose of this project is to create a permanent memorial to the events surrounding the disaster of Katrina, including the deaths of over 1,000 New Orleanians, but more importantly, to the rebuilding of the City. The scale of the project is Homeric, on the order of the Arch of Triumph on the Champs Elysee in Paris. This project will transform a section of town into a new destination for tourists and locals alike. The location of the monument and the design should be open to international competition, should be funded mainly by the private sector, and should be completed for the City's tri-centennial in 2018.</p>
Project Cost Estimate:	<p>Capital costs: \$2,000,000 for site work; \$1,500,000 for memorial</p> <p>Maintenance and operations: \$70,000 per year</p>
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	<p>The objective of this project is to create a permanent monument to the spirit of a City that found the strength to rebuild after such a devastating disaster. The scale of the project will transform the selected section of the town and will reinforce the notion of New Orleans as the most European of American cities and as the leading city of the Caribbean.</p>

Environmental Projects

Project Summary Sheet #69

Project Name: Implement Sustainable Environmental Strategies

Type of Project: Recovery Value - **High**

Category: Community Services: Environmental

Area of Project Impact: Citywide

Project Description: The project is comprised of multiple sector initiatives that incorporate basic guidelines and goals for increasing the resource and energy efficiency of reconstruction strategies as well residential buildings' resistance to hurricane winds and the loss of utilities in the aftermath of a storm. With respect to energy consumption, the goal is to identify incremental cost effective strategies that involve up to a 10% increase in cost but provide, at a minimum, a 15% reduction in the NPV of energy or resource use. The reconstruction of New Orleans should occur in a way to create at least a 1.5 to 1 return on the public dollars in increased long term economic benefits. Other sustainable building practices that will be encouraged through this project include on-site power generation, rain gardens, and cisterns to manage rainfall. In combination with more wind resistant building techniques, new and substantially renovated structures will be much better suited to withstand conditions during and in the immediate aftermath of hurricanes.

The approach should be designed to avoid 'quick fix' solutions to rebuilding that provide a significant reduction in both standard of living and environmental quality. Encouraging the implementation of these practices will require information and education about what improvements can be carried out as well as expanded resources from the Federal, State and private sources to provide the incentives for voluntary investments in more sustainable practices. Resource plans should also include a 'green recovery bonuses for incremental investments in a targeted list of high priority and high return measures in each sector and in each recovery initiative. These 'green recovery bonuses' should be positive incentives rather than punitive requirements in order to create a more positive environment for these investments to be both made and maintained.

Generally, UNOP does not propose a few isolated 'pilot projects' but rather wide scale adoption of basic measures that all reconstruction plans can easily incorporate. These practices should be available to all residents and businesses and implemented by the local work force. However, due to the unique risks and the present condition of Planning District 8, a pilot program incorporating these practices on a large scale should be examined.

Project Cost Estimate: Capital costs = **\$100,000,000**
Annual operating costs = **\$8,000,000**

Annual maintenance costs = **\$5,000,000**

Estimates Prepared by: Henry Consulting and Conservation Services Group (CSG)

Anticipated Outcomes: Reduction in annual energy usage in excess of \$20M.

Project Name:	Reinstitute Citywide Recycling Program and Build a Recycling Center
Type of Project:	Recovery Value - High
Category:	Community Services: Environmental
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	This program would fund the restoration of curbside household recycling services to residents and create a facility for small haulers (individual homeowners) to bring their recyclable construction and demolition debris. Cost estimates for restored recycling services were based on assumed current household figures of approximately 80,000 at \$3/household/month.
Project Cost Estimate:	\$3,168,000 per year for recycling program \$1,250,000 for construction of Collection Center
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	The purpose of this program is to restore pre-Katrina curb-side recycling services and to provide a suitable location for the short term holding of recyclable materials resulting from construction and debris removal throughout the City.

Project Name:	Develop a Hurricane-related Soil Contamination Survey and Brownfield Remediation Program
Type of Project:	Recovery Value - Medium
Category:	Community Services: Environmental Services
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	Develop a comprehensive system to collect, study, monitor and remediate environmental risk in New Orleans neighborhoods. Project components would include review of existing data collected, identification of areas for additional data collection and monitoring, as well as use of approved mitigation techniques in areas identified as contaminated. Continuous monitoring is recommended in areas of high concern mitigation techniques. Project cost estimates and remediation figures were based on accepted sampling/contamination rate assumptions.
Project Cost Estimate:	\$30,000,000
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	Mitigate the potential for negative impacts of exposure to chemical stressors that may be residual in the environment.

Community Service: Public Safety Projects

Project Summary Sheet #72

Project Name:	Develop and Integrate Crime Lab and Central Evidence and Property Storage Function
Type of Project:	Recovery Value - High
Category:	Community Services: Public Safety
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	<p>NOPD effectiveness is severely hampered due to the total loss of the crime lab, including building and equipment along with capacity for storing evidence and property. There is currently a backlog of 1,800 narcotics cases because of the lack of a crime lab. To be able to deal effectively with criminal investigations, the NOPD must have a state of the art Crime Lab. Because of the need for climate controlled evidence and property storage and the need to coordinate these with criminal investigations the NOPD would like these operations to be centralized into one location. Evidence collected in cases involving a capital offense must be stored forever. NOPD estimates a need for a minimum of 50,000 square feet to house these centralized activities.</p>
Project Cost Estimate:	\$7,000,000
Estimates Prepared by:	City of New Orleans/NOPD
Anticipated Outcomes:	<p>Centralized crime lab, evidence and property storage. This is essential in allowing the NOPD to fulfill its role as the chief criminal investigative agency for the City. When complete the NOPD will be able to perform highly technical criminal investigations, efficiently and effectively store evidence and property.</p>

Project Name: Repair, Renovate, or Replace the Orleans Parish Detention Facilities

Type of Project: Recovery Value - **High**

Category: Community Facilities Public Safety

Area of Project Impact: National/Statewide

Project Location: Planning District # 4:

Project Description: Crime reduction and public safety are of major concern to the entire City. The effective and efficient functioning of the criminal justice system has been identified as a concern for both pre and post Katrina New Orleans. The detention facilities are used to process and house all adult arrestees in Orleans Parish. Citizens of other parishes who are stopped and have outstanding tickets must be held for pick up by other Parish officials. Several Federal agencies use the prison complex to house federal prisoners and arrestees. The prison also housed a number of state prisoners. In particular Orleans Parish resident prisoners need to be housed in close proximity to the courts in order to meet with attorneys, consult with families and most importantly make it to court. The entire prison complex was flooded and lost power as a result of Katrina. Many of the buildings had the major mechanical and electrical equipment located in basements or connected to and powered by mechanical and electrical equipment in other buildings. The prison complex includes detention facilities owned by both the Orleans Parish Criminal Sheriff's Office and the City of New Orleans. The complex includes an intake and processing center, medical facilities, kitchens, maintenance and administration. The prison complex can be viewed as a small self-sufficient town in the middle of New Orleans. The number of beds is one way to view the prison. Prior to Katrina there were approximately 7200 beds and following the flooding there were none. At March 2007 there are approximately 2500 beds. A significant amount of funding will be provided by FEMA but FEMA will not pay for improvements only restoration and mitigation. Also since OPCSO did not have sufficient flood insurance approximately 10 million will have to be provided from other sources.

Project Cost Estimate: \$75,000,000 buildings
\$15,000,000 equipment

Estimates Prepared by: Orleans Parish Criminal Sheriff's Office, Chief William Short, Chief Deputy

Anticipated Outcomes: Arrestees and sentenced offenders will be housed in close proximity to the criminal courts and court representatives in order to better provide the delivery of a fair and effective

criminal justice system. Detention beds will be provided for federal, state and local agencies. Those in custody will be provided with the essential services of housing, food, and medical care. The citizens of New Orleans will have sufficient bed space to keep inmates incarcerated.

Project Name:	Replace or Repair all NOPD Equipment
Type of Project:	Recovery - High
Category:	Community Services: Public Safety
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	Complete replacement and/or repair of all non structural physical damage to New Orleans Police Department equipment including but not limited to: vehicles; computers; radio/electronic equipment; office equipment etc.
Project Cost Estimate:	Capital costs to replace lost equipment: \$30,000,000 Annual maintenance costs: \$2,500,000
Estimates Prepared by:	UNO, based on information on a list of equipment damage provided by the New Orleans Police Department.
Anticipated Outcomes:	The capacity of the NOPD to undertake law enforcement activities is severely limited without adequate support equipment such as working vehicles and equipment, computers, and fully equipped offices. Once support capacity is restored officers and civilian employees will be able to handle the increased work load as the population returns. There will also be improvement in the command and control function.

Project Name:	Renovate the NOPD Headquarters
Type of Project:	Recovery Value - High
Category:	Community Services: Public Safety
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	Renovation of the New Orleans Police Department's headquarters building at 715 N. Broad. Centralized police administrative operations are currently headquartered in a trailer complex along the Lafitte St. Corridor between Jeff Davis Pkwy. and N. Broad St. This project would restore the headquarters building for the NOPD.
Project Cost Estimate:	Capital costs to refurbish: \$10,262,000
Estimates Prepared by:	City of New Orleans
Anticipated Outcomes:	Return to a centralized operational base along with a significant improvement in the command and control capabilities across the city for the NOPD.

Project Name: Permanent Emergency Communications Center

Type of Project: Recovery Value – **High**

Category: Community Services: Public Safety

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: Post-Katrina, due to severe damage sustained at the Public Safety Answering Points (PSAPs) located at NOFD Communications (Rosedale) and NOPD Communications (Police Headquarters on Broad Street), the Orleans Parish Communications District (OPCD), working in coordination with the City of New Orleans, built an Interim PSAP facility (\$8M). This 7500 square foot one-story building with a 1250 square foot mezzanine (designed and built to withstand 150 mph winds) and an adjacent existing structure accommodates all Police, Fire, and EMS communication personnel and equipment. The center is equipped with Positron Power911 telephony equipment linked to a Motorola/Printrak Premier CAD System. All systems are backed up with power supplies, industrial batteries, generators and sufficient fuel to operate in a self-supporting manner for 7 days off-grid. The interim facility was funded using OPCD funds originally designated as part of a \$19M permanent facility, partially supported by a \$10M dedicated bond issue. FEMA reimbursement of Katrina-related damages has not been finalized. Once all outstanding issues are resolved, additional funding sources will be required.

Project Cost Estimate: **\$32,000,000**

Estimates Prepared by: Orleans Parish Communications District

Anticipated Outcomes: 9-1-1 assistance to both citizens of and visitors to New Orleans remains a critical public service. As all areas of the city are subject to incidents requiring Public Safety (Police, Fire, EMS) response a permanent facility housing the personnel and equipment required to deliver this assistance is a functional necessity. At issue presently is the nature and duration of the recently constructed interim facility. Its “dry” site affords adequate space for a permanent replacement structure. However, questions remain regarding the specific design program for the building and an implementation timetable. If the previous pre-Katrina design was constructed, its post-Katrina cost would increase substantially as would its capacity to accommodate additional equipment and personnel. Based

on current call volumes, the new permanent facility should be operational within 3 to 5 years based upon repopulation activity.

Project Name:	Renovation the NOPD Special Operations Unit
Type of Project:	Recovery Value - High
Category:	Community Services: Public Safety
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	This project covers the renovation of the NOPD Special Operations Unit located at 1300 Moss St.
Project Cost Estimate:	\$4,400,000
Estimates Prepared by:	City of New Orleans/NOPD
Anticipated Outcomes:	Increased NOPD effectiveness in organizing and implementing a varied range of special operations activities.

Project Name: Renovate and/or Repair Seven (7) District Headquarters Buildings

Type of Project: Recovery Value - **High**

Category: Community Services: Public Safety

Area of Project Impact: Citywide

Project Location: Citywide

Project Description: Renovation and repair of the 7 damaged New Orleans Police Department's District headquarters throughout the City. Currently most district operations are located in trailers on or around the damaged headquarters sites in the most heavily damaged districts.

Project Cost Estimate: Capital costs to refurbish: **\$6,500,000**

Estimates Prepared by: City of New Orleans/NOPD

Anticipated Outcomes: Repair and renovate all seven of the damaged district headquarters building throughout the City. This will help NOPD re-establish district level command and control as well as administrative functions. This should increase the capacity of each district to respond to calls. During the first five years of the recovery priority should be given to repairing and reopening stations in NOPD Districts 3, 4, 5, 6, and 7 since they received the most damage.

Project Name:	Build a central plant for Parish Prison Complex
Type of Project:	Recovery Value - Medium
Category:	Community Facilities Public Safety
Area of Project Impact:	National/Statewide/City
Project Location:	Planning District # 4:
Project Description:	<p>The Orleans Parish Criminal Sheriff's Office houses federal, state and local inmates. All Orleans adult arrestees are processed in this location. Many of the buildings in the Detention facilities are built to withstand hurricanes however evacuation of 6,000 prisoners was mandatory because of the loss of electricity and the ultimate loss of the back up generators. The Orleans Parish Criminal Sheriff has identified the need for a central power plant that would service substantially all buildings in the complex both those owned by the City and those owned by the Orleans Parish Criminal Sheriff's Office. Build a Central Plant to mitigate individual buildings mechanical and electrical equipment by providing services from a hardened, raised, and centralized location. In an emergency event limited resources can distribute on an as needed basis due to increased control and flexibility. Provide the ability to supplement peak electrical need with generators therefore lowering utility rates. Install dual fuel generators that run on both diesel fuel and natural gas (decrease emissions and increases run time)</p>
Project Cost Estimate:	<p>\$18,000,000 building \$30,000,000 equipment (OPCSO only) \$50,000,000 equipment (City and OPCSO buildings) \$ 9,000,000 connections between buildings, (\$4,500,000 – Templeman complex only)</p>
Estimates Prepared by:	Orleans Parish Criminal Sheriff's Office, Chief William Short, Chief Deputy
Anticipated Outcomes:	In future disasters the Orleans Parish Prison Complex would be able to safely maintain its operations of housing and feeding prisoners and evacuation may not be necessary. If evacuation is necessary it could be a controlled evacuation that would greatly reduce damage. With this

system, electricity would remain to provide, lights, air conditioning and ventilation on buildings with substantially no windows. In non-emergency times the criminal justice system could more efficiently manage its mechanical and electrical needs and there would be significant cost savings in this area.

Project Name:	Emergency Operations Center for OPCSO
Type of Project:	Recovery Value - Low
Category:	Community Facilities Public Safety
Area of Project Impact:	Citywide
Project Location:	Planning District # 4:
Project Description:	<p>The Orleans Parish Criminal Sheriff's Office houses federal, state and local inmates. All Orleans adult arrestees are processed in this location. The Community Corrections Center a City owned building was the location of the Orleans Parish Criminal Sheriff's Office information systems and communications. The electrical and mechanical equipment was in the basement and these systems continue to be run by generator. Orleans Parish Criminal Sheriff's Office would like to build an Information Technology & Emergency Operations Command Center adjacent to the Central Plant. Relocate both communications and information technologies from the now defunct CCC building, which is not scheduled to be back in operation in the near term.</p>
Project Cost Estimate:	\$2,400,000
Estimates Prepared by:	Orleans Parish Criminal Sheriff's Office, Chief William Short, Chief Deputy
Anticipated Outcomes:	<p>The critical communication and information systems would be protected in the case of an emergency. This would result in improved command and control activities for the detention facilities.</p>

Project Name:	Provide Raised Walkways between Criminal Justice Facilities
Type of Project:	Recovery Value - Low
Category:	Community Facilities Public Safety
Area of Project Impact:	Citywide
Project Location:	Planning District # 4:
Project Description:	<p>The Orleans Parish Criminal Sheriff's Office houses federal, state and local inmates. All Orleans adult arrestees are processed in this location. Inmates appearing for court prior to Katrina were temporarily moved to the Old Parish Prison adjacent to the Criminal Courts Building. Prisoners and entered the courts through a tunnel. This tunnel is no longer functional. Orleans Parish Criminal Sheriff's Office has identified a need for connecting the various facilities through raised walkways. These walkways would improve operations, during normal times, and would allow operations to continue during flooding.</p>
Project Cost Estimate:	\$9,000,000 for substantially all buildings (less if for selected buildings only)
Estimates Prepared by:	Orleans Parish Criminal Sheriff's Office, Chief William Short, Chief Deputy
Anticipated Outcomes:	<p>Raised walkways in the event of flooding would allow the easy transfer of prisoners to more secure locations. The raised walkways could be used to provide the meals in case of flooding. As each building is mitigated for power the raised walkways will provide a physical connection.</p> <p>These raised walkways will during normal times, greatly increase the efficiency of operations. These walkways would provide a secure means of transporting prisoners between facilities and the criminal court's buildings. This would reduce the manpower, which is necessary now for the guarding of prisoners who are transported by foot or vehicle. Personnel who now drive between buildings would also use these walkways.</p>

As an ancillary benefit to the immediate area we expect that vehicular traffic for Broad and Tulane Avenue would be reduced by these pedestrian walkways.

Project Name:	Provide a Citywide Criminal Surveillance System
Type of Project:	Recovery Value - Low
Category:	Community Services: Public Safety
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	NOPD effectiveness is severely hampered due to the loss of officers and the prospects of continued attrition. The NOPD needs force multipliers. A state of the art surveillance system will allow officers to monitor crime hot spots and efficiently dispatch officers to areas of critical need. This project will place 50 cameras in each of the eight NOPD districts
Project Cost Estimate:	\$700,000/district x 8 districts = \$5,600,000
Estimates Prepared by:	Rough estimate provided by NOPD
Anticipated Outcomes:	Centralized crime surveillance system throughout the City. This will act as a force multiplier for the NOPD and facilitate faster response times and arrests as well as provide a platform for observing crime in real time.

Project Name:	Develop a Citywide Network of State-of-the-Art Police Substations
Type of Project:	Recovery Value - Low
Category:	Community Services: Public Safety
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	<p>Crime reduction and public safety are a concern to the entire City. Several neighborhoods articulated the need for increased police presence; many of these neighborhoods have the highest rates of poverty and correspondingly high rates of crime. This project proposes eight substations, each fully equipped with the latest in crime fighting technology.</p> <p>Additionally, the network of fire stations, much of which was heavily damaged by Katrina, must be restored and improved to provide added security for residents throughout the City. Targeted stations to be renovated and returned to service are in Districts 5, 7, 8, 9, 10, 11, and 12.</p>
Project Cost Estimate:	<p>\$6,400,000: New Substations @ \$800,000 each for construction costs</p> <p>\$3,250,000: Estimated costs for equipment and crime technology for all the new substations</p> <p>Total Cost: \$9,650,000</p>
Estimates Prepared by:	Lambert Group for 1 substation; equipment and technology cost estimated by UNO
Anticipated Outcomes:	Residents in all neighborhoods would benefit from an expanded network of emergency personnel. The primary goal and expected outcome is reduced crime resulting from increased police patrols and shorter response times from emergency responders in all districts. Additionally, it would also be an opportunity for better relationships to be forged

between residents and police officers with a local presence and more community involvement.

Community Service: Recreation / Library Projects

Project Summary Sheet #84

Project Name: Renovate Main Library and Safeguard City Archives – Phases I and II

Type of Project: Recovery Value – **High**

Category: Community Facilities: Libraries

Area of Project Impact: Citywide

Project Location: Planning District #: 1
Neighborhood: Downtown

Project Description: While the Main Library did not suffer any major structural or contents damage from the storm, it came very close to flooding. This put at great risk the irreplaceable resource of the historic public archives of the city which are located in the basement level. The Phase I proposed project at a minimum would reinforce the 3rd floor structure of Main Library to hold the weight of a compact shelving system to house a large portion of the archives. It would also provide an interior enclosure to secure the archives and control light as well as provide a fire suppression system for the space. A more ambitious version of the Phase 1 project would also include upgrading the wiring for the 150,000 sq. ft. Main Library building to accommodate improved computer networking as well as improving the entrance area for the building and meeting and educational spaces. Phase 2 of the project would involve construction of a 3-story annex to the Main Library structure on the site of the adjacent library parking lot, to include space for all remaining archival materials, ground floor parking and one level of administrative offices or community meeting space in the annex. The new annex would allow for a better configuration of public spaces, first floor meeting rooms and more computers.

Project Cost Estimate: **Phase 1:** Minimal building improvements to safeguard a substantial portion of the public archives are estimated to cost **\$1,500,000 - \$3,000,000.**

The more ambitious version of improvements with upgraded wiring and 1st and 2nd floor improvements may cost \$5,000,000 - \$10,000,000.
Phase 2: \$33,000,000

Estimates Prepared by: City of New Orleans and NOPL sources

Anticipated Outcomes: This project is of great importance to safeguard a major public asset of the city – its historic archival records. These records are heavily used by businesses, governmental agencies and the judiciary in researching land ownership and business/legal records. Citizens have utilized these historic documents to a great extent in property ownership research post-Katrina as well as in genealogical research. Expansion and upgrading of the Main Library would provide a major resource for downtown residents, businesses and visitors.

Project Name:	Repair, Renovate, or Build New Regional Libraries
Type of Project:	Recovery Value – Medium
Category:	Community Facilities: Libraries
Area of Project Impact:	Algiers, N. O. East
Project Location:	Planning Districts # 9 and 12 Neighborhood: West Lake Forest, Algiers
Project Description:	Both facilities sustained extensive damage either by flooding, wind or both. Both should include community facility meeting space and meet contemporary national library standards, and should be easily expandable from the proposed sizes (25,000 sq. ft. for New Orleans East, 40,000 sq. ft. for Algiers). A temporary modular building will operate at the Algiers site with funding from the Gulf Coast Library Recovery Project. Temporary library services for New Orleans East will be located in the former school library of Einstein School with three years of funding from the Gulf Coast Library Recovery Project.
Project Cost Estimate:	Algiers: \$11,600,000 , includes site work plus collection/ contents costs. New Orleans East: \$8,250,000 , includes site work plus collection/ content costs.
Estimates Prepared by:	City of New Orleans and NOPL sources
Anticipated Outcomes:	Because as much as one-third of the Orleans Parish population is currently living in Algiers, it is important that they be served by adequate library facilities. The current Algiers Point Library is too small to provide district-wide library services, and it is also in need of significant structural repairs. A new facility would ensure that the population residing on the West Bank has necessary library and community facility space available. As the New Orleans East community rebuilds it is important that high quality library services and community meeting space be provided for residents. A rebuilt regional library that is safeguarded from future flooding by an elevated structural design or relocation to higher ground would provide a focal point for community recovery.

Project Name:	Repair and Renovate Public Marinas
Type of Project:	Recovery Value – Medium
Category:	Community Facilities: Parks and Recreation
Area of Project Impact:	Citywide
Project Location:	Planning District #: 5, 9
Project Description:	<p>New Orleans had three public marinas: the Municipal Yacht Harbor at West End; one operated by the (now defunct) Orleans Levee Board in Eastern New Orleans; and Southshore Harbor. All three, especially the Municipal Yacht Harbor, were heavily damaged by Katrina and have not been restored or re-opened. This project would determine the repairs needed to bring any or all of the marinas back into operation.</p> <p>There are also a number of smaller marinas in Planning District 11 that serve the fisheries community and that were damaged by Hurricane Katrina. This project would determine the needed repairs to these facilities and the need for and appropriate involvement of direct public assistance.</p>
Project Cost Estimate:	\$150,000,000 , or \$50,000,000 for each site. This includes removal of subsurface wreckage/debris and dredging, new pier facilities, new bulkheads, replacement of infrastructure for water and electric service, new storage and repair equipment.
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	Ownership of sailing and motor vessels in the pre-Katrina city was a major source of recreation. The sailing and boating industry were responsible for many jobs in and around the city. Those jobs cannot likely be restored absent a renovation of the two marinas. The fisheries industry has also traditionally been a major employer in the region and is indispensable to the cuisine and culture of the region. Restoring the marinas in District 11 is essential to the recovery of this industry.

Project Name: **Implement the City Park Master Plan**

Recovery Value: Recovery Value – **Medium**

Category: Community Facilities Parks and Recreation

Area of Project Impact: Regional

Project Location: Planning District #: 5

Project Description: City Park is not only the home to many of the region’s recreation and cultural assets but also was primarily constructed by the WPA and contains many examples of that period’s architecture and art including a variety of historic buildings. City Park suffered catastrophic damage during the Hurricane just as the park was poised to implement its award winning new Master Plan. The opportunity exists not only to repair damage (90% of which should be paid for by FEMA) but in implementing the Master Plan, to make the park one of the greatest in the nation and a beacon of hope for all the region’s citizens. The Master Plan includes a \$115 million dollar investment in infrastructure, recreation facilities (includes renovations to golf courses, stadiums, tennis courts, sports fields, etc), entertainment venues including the amusement park, new spray park, performance venues including a new amphitheatre, site preparation for new cultural facilities and wide ranging improvements to shelters, picnic facilities, jogging and bike paths, as well as investments in horticulture and environmental education.

Project Cost Estimate: The capital costs of the plan are estimated at **\$115,000,000**. The plan was adopted in March of 2005. The plan also contains recommendations for raising additional operating revenue from public and self generated sources. The plan envisions an operating budget of \$16,000,000 annually, up from \$10,800,000 pre-Katrina.

Estimates Prepared by: Consultants for New Orleans City Park including Wallace, Roberts & Todd and Cashio Cochran, LLC.

Anticipated Outcomes: City Park lies in the center of the city and the center of the devastated area. Complete renovation of the park would not only provide first rate, cultural, recreational and leisure facilities for the city and the region, but would act as a catalyst encouraging other agencies and citizens to repair their properties. City Park accounted for over \$400 million dollars in property value before the storm and has a powerful impact on creating value in recovering neighborhoods.

Project Name:	Repair and Renovate Regional Parks
Type of Project:	Recovery Value - Medium
Category:	Community facilities: Parks and Recreation
Area of Project Impact:	Citywidel
Project Location:	Planning District #: 1, 4, 5, 6, 9, 10, 11 and 12
Project Description:	<p>There are several major regional parks that were damaged by Katrina and have not been renovated. Specifically, Joe Brown Park in New Orleans East which also contains the Louisiana Nature Center, Brechtel Park in Algiers, the portion of Armstrong Park not maintained by the National Park Service, Pontchartrain Park, and the network of parks and parkways formerly maintained by the Orleans Levee District are the focus of much community activity and are in need of major capital improvements. This project would fund major repairs to these recreational facilities. Recreational facilities, landscape features, lagoons, outdoor picnic furniture, shelters, fencing, lighting, drainage infrastructure, and roads would all be included in this initiative. In the case of the linear park along the Lakefront, restoration of the seawall would be included as well. Where appropriate, revisions to the overall plan and design of the park to improve the overall appearance and functionality of a given park may be initiated as part of this project as well.</p> <p>Other park projects of a regional nature may be included in this project.</p>
Project Cost Estimate:	\$24 million
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	The most favorable outcome of regional park renovations is that the parks would resume their central role in the life of the citizens living nearby. Many smaller neighborhood parks were seriously damaged and will not be renovated in the near future meaning that greater use of regional parks may be anticipated even with a lower total population.

Project Name: Repair, Renovate, or Build New
Neighborhood Libraries

Type of Project: Recovery Value – **Low**

Category: Community Facilities: Libraries

Area of Project Impact: Citywide

Project Location: Planning District #: 3, 4, 5, 6
Neighborhoods: Broadmoor, Lakeview, Dillard, Mid-City

Project Description: Reconstruction of the libraries is a high priority of the neighborhoods. In Broadmoor, the proposed project would rebuild a 10,000 sq. ft. structure at a higher elevation incorporating the façade of the signature historic structure. In Lakeview, there are several alternatives, either to reconstruct the same size library on the present site at a higher elevation, to construct a larger 25,000 sq. ft. facility (with the purchase of adjacent land) or to relocate the library within the district and share space and costs with a community center. One identified site is the structure formerly housing Beth Israel Synagogue on Canal Boulevard. For Gentilly, the project would replace damaged existing library structures with a new 25,000 sq. ft. library and Recovery Resource Center for community rebuilding, with spaces for meetings and training in conjunction at a location close to the Gentilly Boulevard/Elysian Fields intersection. For Mid-city, this project would involve construction of a new public library as a showpiece for area recovery on a Canal Street site still to be determined. Sites to be considered could include near the intersection of Canal and Carrollton Avenues for maximum visibility or near an existing public high school such as Warren Easton to create an economy of scale. The new library would also incorporate much-needed community meeting space and be equipped with state of the art computer technology, collections, and collection management applications.

Project Cost Estimate:

- Broadmoor facility - **\$3,000,000** includes site work plus collections/contents
- Lakeview facility - **\$8,250,000** includes community center, site work, plus collections/contents
- Dillard facility - **\$8,250,000** includes community center, site work, plus collections/contents
- Mid-City facility - **\$15,500,000** includes site acquisition, site work plus collections/contents

Estimates Prepared by: City of New Orleans and NOPL sources

Anticipated Outcomes: These library projects reestablish the essential services that community libraries provide and the role they fulfill as centers of social and cultural life for the community.

Project Name:	Repair and Renovate Neighborhood Parks
Type of Project:	Recovery Value - Medium
Category:	Community facilities: Parks and Recreation
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	In the 13 planning districts, only two (11 and 13) did not identify the renovation of District/Neighborhood parks as something that would greatly benefit their community and help recovery. There is a need to do an overall study of what park damage has been done at what level, what reimbursement (if any) has been received to repair the facility, and what plans exist to determine the future use and operation of the park.
Project Cost Estimate:	\$500,000 per park site. Total = \$5,000,000
Estimates Prepared by:	Citywide Planning Team, New Orleans Recreation Department.
Anticipated Outcomes:	Many of these small district and neighborhood parks were not well known but to the using community, they represented an extension of the home. From sports to senior citizen activities, many parks, with limited city funding, managed to play a vibrant role in the lives of citizens. One outcome of a renovation program done in conjunction with people returning to live near a park facility would be a feeling of confidence that the neighborhood was coming back to life. A secondary benefit might be that a park could be made larger with the application of mitigation monies which would allow parts of it to serve as a retention pond in times of heavy rain.

Project Name:	Create New Parks and Greenbelts as Needed
Type of Project:	Recovery Value - Community Interest
Category:	Community Facilities: Parks and Recreation
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	<p>This project envisions working in tandem with the UNOP “clustering” approach to building a safer and more sustainable city. As populations return, clustering is implemented and infrastructure is rebuilt to support the new pattern, there will be demands for new parks and greenbelts. Greenbelts along major streets complement bike paths and hiking trails. New parks may be part of a citywide mitigation effort providing temporary rain holding facilities to avoid overburdening drainage systems during heavy downpours. Parks can be designed to complement neighborhood settlement patterns and to function as adjuncts to the community centers advocated by many Planning Districts.</p>
Project Cost Estimate:	\$20,000,000. The cost of parks and greenbelts is highly variable depending on whether land is donated or purchased. Cost also varies depending on the degree of renovation needed and extent of programs anticipated.
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	<p>Much like the renovation of the existing parks there would be recreational benefits. Another benefit is that new parks and greenbelts could be planned to be put in place to support the “cluster” strategy of UNOP designed to lead to a safer and more sustainable city clustered around centers of community activity including parks. Some of the new parks, if done correctly, could serve as sort of a “town square.”</p>

Community Service: Other Municipal and Cultural Projects

Project Summary Sheet #92

Project Name: Invest in New Orleans' Culture

Type of Project: Recovery Value - **Medium**

Category: Community facilities

Area of Project Impact: Regional

Project Location: Citywide

Project Description: To assist artists and cultural institutions suffering from the effects of Katrina, the cultural community of New Orleans has developed two programs to spur the recovery of this sector. *NOLA Culture REstored*, is a program that returns cultural groups to their pre-Katrina strength through four projects: Culture Invests; Culture Works; Culture Returns; and Culture Transforms. These projects contribute to the funding of operations and programmatic costs for cultural organizations and community-based cultural groups, subsidize artists' salaries in the rebuilding of New Orleans, create cultural employment opportunities, assist with displaced artist travel costs and/or housing, and pair culture with education in school-based and life-long learning programs.

NOLA Culture REbuilt, is a housing and facility-based program with three project components: Culture Lives; Culture Reinvents; and Culture Insures. These projects, overseen by a Cultural Community Development Corporation, focus on documenting housing and workspace needs and coordinating their fulfillment, acquiring and repurposing space for cultural activities, and administering a fund to support uninsured damage to cultural facilities

Project Cost Estimate:	City/State Support	\$266,800,000
	Leveraged Investment/Income	<u>638,400,000</u>
	Total	\$905,200,000

Estimates Prepared by: The NOLA Cultural Roundtable

Anticipated Outcomes: These projects address the recovery needs of the cultural community and achieve some of the goals identified by the Bring New Orleans Back

(BNOB) Cultural plan. For more information on these projects, please see <http://www.npnweb.org>.

Project Name:	Expansion of Existing Arts District
Type of Project:	Recovery Value - Low
Category:	Cultural and Municipal Resources
Area of Project Impact:	Central City
Project Location:	South Rampart Street from Poydras to Felicity (Planning District # 2)
Project Description:	<p>The existing Arts District originally emerged in the Warehouse District as a result of the 1984 World’s Fair. It has now grown into a successful entity. Pre-Katrina, six or more arts and arts related institutions along Oretha Castle Haley Blvd in the Central City area emerged, connecting to the existing Arts District via S. Rampart, Baronne, and Carondelet Streets. Formal expansion of the Arts District boundaries to encompass these recently created institutions would expand the cultural scope of the Arts District and more effectively link the African American cultural community to the established Arts District in the Warehouse District. This is a recommendation of the BNOB Cultural Committee.</p>
Project Cost Estimate:	\$500,000 (installation of signage in newly-added portion of district; publicity/marketing campaign on expansion)
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	<p>The Arts District would expand and allow more African American and Afro Caribbean exposure as part of the New Orleans cultural heritage. More visitors would find their way to the newer outlets in Central City. The Central City cultural community would be more effectively linked to existing arts community institutions and services.</p>

Project Name: Create a Downtown Theater District

Type of Project: Recovery Value - **Low**

Category: Community facilities

Area of Project Impact: Downtown

Project Location: Planning District #: 1

Neighborhood: CBD

Project Description: This project will develop, possibly by use of tax incentives and public funds, a “Broadway South” theater district along Canal Street in the Central Business District. The area of Canal Street between Claiborne Avenue and the River has long been New Orleans’s ‘grande boulevard’. There are several theatres on the street that were in operation prior to Katrina and several others that were vacant or underutilized. This project proposes that public leverage and public resources be devoted to maximizing the use of historic theaters and possibly building new theaters to accommodate plays and other performing arts functions. The concept of a live entertainment state tax credit, akin to the film production tax credits passed by the Louisiana State Legislature, has already been proposed. This project supports the adoption of such an incentive and would also evaluate the need for and appropriateness of direct public assistance for facility renovation. This project envisions working in conjunction with the Downtown Development District on physical improvements such as signage, and proposing tax incentives to help the development of the theater district vicinity. In coordination with the Canal Street/Downtown Redevelopment Project, restaurants and nightlife that would support the vitality of a theater district would be recruited to the Rampart/Canal area.

Also included in this project would be a study to determine the structural and acoustic potential of these facilities to accommodate the performing arts that have not typically had a home on Canal Street, such as opera, ballet, and chamber music. The study would also examine the ability of these facilities to accommodate other signature cultural attractions that have been proposed in recent years such as a Louisiana Music Hall of Fame and a Jazz Museum.

It is envisioned that the Downtown Development District would play a major role in finalizing the details of this project and in managing its implementation.

Project Cost Estimate: **\$500,000** (study)

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: The likely outcome of the project would be a new influx of visitors and locals to Canal Street. Since the storm, the number of visitors is down. Adding new attractions to weekends, will bring more visitors and encourage them to spend an extra day in New Orleans. The basis

for a theatre district already exists and its expansion will bring locals and tourists to this area of the City in greater numbers during evening and weekend hours.

Project Name:	Recovery Implementation - Staffing
Type of Project:	Recovery – High
Category:	Implementation – Staffing
Area of Project Impact:	Citywide
Project Location:	Citywide
Project Description:	Agencies charged with key recovery activities will need to recruit and retain some senior staff with specific expertise needed for recovery. But to the extent feasible, the Citywide Plan recommends that temporary/contract personnel be used across agencies in recovery implementation teams, coordinated through the Parishwide Recovery Council and Office of Recovery Management. Recommendations are also made for supplemental staffing specifically for the Office of Recovery Management and City Planning Commission. The staffing requirements follow the phases used in the Recovery Implementation Timeline.
Project Cost Estimate:	\$473,750,000
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcome:	While New Orleans recovery and rebuilding effort is massive, it is still a temporary process. The personnel needed to implement the recovery will vary over time and human resources need to be coordinated and scaled appropriately to meet the needs.

Appendix B: List of District Projects

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
1	Determine the critical mix of downtown amenities necessary to promote downtown as a highly competitive center for tourism; identify any gap financing required.	Cultural Facilities	Canal Street/Downtown Revitalization		
1	"Broadway South" proposal	Cultural Facilities	Downtown Theater and Cultural District		
1	Develop the New Orleans Music Hall of Fame, new jazz museum and cultural center and explore ways they may be integrated	Cultural Facilities	Downtown Theater and Cultural District		
1	Rehabilitate existing theater buildings	Cultural Facilities	Downtown Theater and Cultural District		
1	Fund the gaps in finance required to construct BioInnovation Center, Cancer Center, and other key Medical District initiatives	Economic Development	Bio-Innovation Center	Cancer Research Center	
1	Provide financial support to meet tourism industry's need for hotel rooms	Economic Development	Canal Street/Downtown Revitalization		
1	Promote redevelopment of downtown's single riverfront site for strategic uses that will support the larger downtown economy	Economic Development	Corridor Revitalization		
1	Increase financial support for cultural economy including an entertainment tax credit (comparable to the film tax credit) to promote Broadway South and performing arts elsewhere downtown	Economic Development	Downtown Theater and Cultural District		
1	Perform a study to determine alternate ways to stabilize the funding source for the Superdome	Economic Development	Evaluation and Potential Reuse of Publicly Owned Property		
1	Develop a business retention and development strategy	Economic Development	Implementation: Economic Development Department (Section 4 of Plan)		
1	Create a Medical District Development Corporation in order to formalize the status of the Medical District	Economic Development	Implementation: Special Taxing Districts (Section 4 of Plan)		
1	Support and promote new LSU/VA hospital	Education and Health Care	LSU/VA/University Hospital		
1	Explore need for neighborhood health center for growing population in Warehouse District and Rampart Street Corridor and Lafayette Square	Education and Health Care	Redevelop Neighborhood-Based Health Centers/Clinics		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
1	Create new elementary school combined with refurbished or new library	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities		
1	Raise residential and sensitive buildings to sea level or above	Flood Control and Mitigation	"Elevate the City" Incentive Program		
1	"Harden" civic and other buildings	Flood Control and Mitigation	Floodproof essential public equipment		
1	Improved coastal restoration and protection	Flood Control and Mitigation	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan)		
1	Transfer development rights from historic landmarks along the South Rampart corridor	Historic Preservation	Corridor Revitalization		
1	Expand State Historic Preservation Office's restoration grant program and increase funding for other state and federal programs that support historic preservation--for example, the federal termite program	Historic Preservation	Historic Preservation Technical and Financial Assistance		
1	Expand Warehouse District and Lafayette Square historic district boundaries	Historic Preservation	Implementation: Local/National Historic Districts (Section 4 of Plan)		
1	Increase enforcement of historic district guidelines and regulations including enhanced planning and design review of pipeline and future projects	Historic Preservation	Implementation: Local/National Historic Districts (Section 4 of Plan)		
1	Conduct a detailed assessment of gaps for historic streetscape restoration in all historic districts	Historic Preservation	Improve Sidewalks, Streetscapes, and Neutral Grounds		
1	Implement adapted version of the New Jersey Rehabilitation Subcode	Historic Preservation	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		
1	Facilitate conversion of upper-level vacant premises to residential, especially along Canal Street	Housing and Neighborhoods	Canal Street/Downtown Revitalization	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)	

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
1	Resolve parking and other issues necessary to incentivize more loft renovation and mixed-use development	Housing and Neighborhoods	Traffic and Parking Management Plan	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)	
1	Fund the gap necessary to promote significant additional workforce ownership and rental housing.	Housing and Neighborhoods	All Housing Strategies		
1	Conduct study to determine steps to redevelop large surface parking lot in French Quarter along N. Peters Street in a manner compatible with the Quarter's regulations and character	Housing and Neighborhoods	Corridor Revitalization		
1	Encourage mixed-use development/mixed-income housing along the North and South Rampart Street Corridor	Housing and Neighborhoods	Corridor Revitalization		
1	Resolve financial feasibility and other issues necessary to convert Charity Hospital building to mixed income housing	Housing and Neighborhoods	Evaluation and Potential Reuse of Publicly Owned Property		
1	Take a new look at housing homeless in downtown in conjunction with S. Rampart development where thousands of new units of mixed income housing will be created	Human and Social Services	Implement Permanent Housing Development Strategy for All Displaced Residents		
1	Introduce a comprehensive workforce readiness and entrepreneurship program	Human and Social Services	Workforce Training Program		
1	Undertake comprehensive repair/upgrade of drainage infrastructure	Infrastructure and Public Works	Drainage Improvements - Short Term Projects		
1	Improve services including garbage collection and power supply	Infrastructure and Public Works	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
1	Undertake comprehensive repair/upgrade of all streets, including signals, signs, lighting, gutters, drains, sidewalks, and curbs	Infrastructure and Public Works	Repair/Restoration of Streets		
1	Undertake improvement to water supply and raising water pressure and encourage adequate street drainage	Infrastructure and Public Works	Water Distribution System--Medium Term	Drainage Improvements---Short Term Projects	
1	Extend design review throughout downtown and create design guidelines for areas outside of the Historic Districts	Other	Develop Urban Design Plans and Pattern Books of New Orleans Architecture	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)	

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
1	Create a detailed urban design plan for the Medical District and S. Rampart Street Corridor	Other	Develop Urban Design Plans and Pattern Books of New Orleans Architecture		
1	Establish a Livability Court to assist with determination of citizen complaints	Other	Implementation: Changes to Court System (Section 4 of Plan)		
1	Explore mechanisms currently being established in Boston and other cities that promote green buildings in the private sector	Other	Sustainable Environmental Strategies		
1	Reopen and rehabilitate Armstrong Park (see District 4 plan)	Public Realm and Parks	Repair, renovate, or construct new regional parks		
1	Create new downtown neighborhood parks within the S. Rampart Corridor and on a site bordering both Warehouse and Lafayette Square Districts; enhance existing parks including additional playgrounds	Public Realm and Parks	Create new parks and greenbelts, as needed		
1	Enhance key pedestrian connector streets to promote a framework of inviting pedestrian connections	Public Realm and Parks	Improve Sidewalks, Streetscapes, and Neutral Grounds		
1	Enhance public realm around Superdome and improve the pedestrian connections to the Superdome	Public Realm and Parks	Improve Sidewalks, Streetscapes, and Neutral Grounds		
1	Promote establishment of mass evacuation plan with law enforcement hierarchy (federal/state/local) for every district and determine role that light rail and commuter rail could play	Public Safety	Evacuation/Disaster Response Plan		
1	Explore creation of a self-taxing district to provide additional district-wide security	Public Safety	Implementation: Special Taxing Districts (Section 4 of Plan)		
1	Increase police presence and enforcement downtown	Public Safety	Recovery Implementation: Staffing (Section 4 of Plan)		
1	Encourage developers to include a full service grocery store downtown through a combination of financial incentives, support, recruitment, site assembly and the creation of a parking strategy	Retail and Community Services	Canal Street/Downtown Revitalization		
1	Along key connector streets, encourage new development and, where possible, existing buildings to provide street-fronting retail and other uses that engage pedestrians	Retail and Community Services	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
1	Light rail transit to airport	Transportation and Transit	East-West Corridor/Downtown Loop		
1	Expand streetcar service and routes	Transportation and Transit	Streetcar/Light Rail Routes Expansion Study		
1	Create bike-friendly corridors	Transportation and Transit	Implement Citywide Bike Path System		
1	Improve pedestrian/bike connections to river	Transportation and Transit	Implement Citywide Bike Path System		
1	Support commuter rail link to Baton Rouge	Transportation and Transit	Advocacy: Louisiana Commuter Rail (Section 3 of Plan)		
1	Extend Howard Avenue to improve Superdome access and operations	Transportation and Transit	Ongoing Replacement Program for Major and Minor Streets		
1	Restore bus service to pre-Katrina levels and introduce new shelters on key transit routes	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
1	Restore St. Charles streetcar service	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
1	Introduce a parking management strategy for downtown that includes shared parking facilities and addresses the needs of residents, employees, visitors, and others	Transportation and Transit	Traffic and Parking Management Plan		
1	Prepare a downtown traffic transportation plan that addresses traffic congestion and conflicts throughout downtown and the French Quarter	Transportation and Transit	Traffic and Parking Management Plan		
2	Study locations for neighborhood libraries	Community Services - Libraries	Repair, Renovate, or Construct New District/Neighborhood Libraries		
2	Complete district park system study	Community Services - Recreation	Repair and Renovate District/Neighborhood Parks		
2	Rehabilitate Edgar B. Stern Tennis Center	Community Services - Recreation	Repair and Renovate District/Neighborhood Parks		
2	Restore existing parks, pocket parks, play spots, and recreational centers	Community Services - Recreation	Repair and Renovate District/Neighborhood Parks		

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2	Develop and implement a "Green Streets" program	Community Services - Recreation	Improve Sidewalks, Streetscapes, and Neutral Grounds		
2	Study the feasibility of police security sub-stations and programs in the district	Community Services Recovery	Develop a citywide network of state-of-the-art police and fire substations		
2	Complete comprehensive study of schools	Community Services Recovery	Repair and Renovate Existing School Facilities/Construct New School Facilities		
2	Renovate or provide new Lafon Elementary School	Community Services Recovery	Repair and Renovate Existing School Facilities/Construct New School Facilities		
2	Relocate Port of New Orleans terminal to uptown complex at Napoleon Avenue	Economic Recovery	Relocate New Orleans Cold Storage	Replace Container Handling Capacity at Port	
2	Conduct Tchoupitoulas mixed use corridor study	Economic Recovery	Corridor Revitalization		
2	Develop and implement neighborhood commercial building program	Economic Recovery	Corridor Revitalization		
2	Revitalize Oretha Castle Haley Blvd. as a mixed use arts and cultural corridor	Economic Recovery	Corridor Revitalization		
2	Revitalize South Claiborne Avenue as a transit oriented mixed use corridor	Economic Recovery	Corridor Revitalization		
2	Develop a civil rights museum on Oretha Castle Haley Boulevard	Economic Recovery	Evaluation and Potential Reuse of Publicly Owned Property		
2	Remediate Saratoga incinerator site and determine redevelopment options	Economic Recovery	Hurricane Recovery Soil Assessment and Remediation Program		
2	Organize and fund an arts and cultural district council	Economic Recovery	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		
2	Incentivize continued recovery and expansion of health care industry	Economic Recovery	Redevelop Neighborhood-Based Health Centers/Clinics		
2	Facilitate mixed use development in Lower Garden District	Economic Recovery	Small Area Adaptive Re-use Studies		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
2	Develop a business incubator in Central City	Economic Recovery	Small Business Incubator and Assistance Program and Assistance Program		
2	Establish and implement a small business recovery loan program for business retention	Economic Recovery	Small Business Incubator and Assistance Program and Assistance Program		
2	Create a district-wide business plan	Economic Recovery	Small Business Incubator and Assistance Program		
2	Develop and implement a comprehensive workforce program	Economic Recovery	Workforce Training Program		
2	Create neighborhood urban designs for the district	Historic Preservation	Develop Urban Design Plans and Pattern Books of New Orleans Architecture		
2	Study the expansion and delineation of historic districts	Historic Preservation	Implementation: Local/National Historic Districts (Section 4 of Plan)		
2	Develop a renter assistance program	Housing Recovery	All Housing Strategies		
2	Develop and implement moderate and affordable housing incentive program	Housing Recovery	All Housing Strategies		
2	Create residential and commercial neighborhood architecture pattern book for district	Housing Recovery	Develop Urban Design Plans and Pattern Books of New Orleans Architecture		
2	Develop and incentivize senior citizen housing	Housing Recovery	Implement Permanent Housing Development Strategy for All Displaced Residents		
2	Construct housing at W.J. Guste	Housing Recovery	Rehabilitate and Rebuild Low-Income Housing		
2	Construct new housing at C.J. Peete	Housing Recovery	Rehabilitate and Rebuild Low-Income Housing		
2	Construct new housing at HANO scattered sites	Housing Recovery	Rehabilitate and Rebuild Low-Income Housing		
2	Renovate existing C.J. Peete housing	Housing Recovery	Rehabilitate and Rebuild Low-Income Housing		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
2	Develop and implement an amended lot next door consolidation program	Housing Recovery	Study: Streamline Process for Purchase of blighted housing and lot next door program		
2	Develop and implement a voluntary incentive based energy efficiency and sustainable materials program	Housing Recovery	Sustainable Environmental Strategies		
2	Hardening of utility service and street infrastructure program	Hurricane and Flood Protection	Improve Sidewalks, Streetscapes, and Neutral Grounds	Floodproof essential public equipment	
2	Develop and implement a voluntary Incentive-based rain garden program	Hurricane and Flood Protection	Sustainable Environmental Strategies	Improve Sidewalks, Streetscapes, and Neutral Grounds	
2	Develop and implement a voluntary incentive-based "premium plus" home flood mitigation relocating program	Hurricane and Flood Protection	Neighborhood Stabilization Program (Clustering)		
2	Develop and Implement a safe havens, passive survivability, and evacuation plan	Hurricane and Flood Protection	Evacuation/Disaster Response Plan		
2	Provide Category 5 hurricane and flood protection	Hurricane and Flood Protection	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		
2	Develop and implement a voluntary incentive-based home "FEMA Plus" flood mitigation elevation program	Hurricane and Flood Protection	"Elevate the City" Incentive Program		
2	Complete an independent third party study of flood risk	Hurricane and Flood Protection	Study: Orleans/Jefferson Flood Protection		
2	Develop and implement a voluntary incentive based hurricane and flood building program	Hurricane and Flood Protection	Sustainable Environmental Strategies		
2	Reinstate and repair District-wide basic infrastructure and public works services	Public and Private Infrastructure and Utilities	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
2	Create new citywide light rail. streetcar system with multi-modal nodes	Transportation Recovery	Streetcar/Light Rail Routes Expansion Study		
2	Re-open fully functional St. Charles Streetcar Line	Transportation Recovery	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
2	Develop appropriate transit schedule and vehicle types for RTA bus lines	Transportation Recovery	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
2	Reinstate Jackson ferry service	Transportation Recovery	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
3	Program and develop community/recovery resource centers	Housing	Neighborhood Recovery Resource Centers		
3	New open space connections within network (including bike paths)	Community Facilities	Create new parks and greenbelts, as needed	Implement Citywide Bike Path System	
3	Leake Ave. and levee park comprehensive planning study	Community Facilities	Create new parks and greenbelts, as needed		
3	Program and develop interim use strategies for public facilities/schools	Community Facilities	Evaluation and Potential Reuse of Publicly Owned Property		
3	Broadmoor cultural and commercial corridor	Economic Development	Corridor Revitalization	Repair, Renovate, or Construct New District/Neighborhood Libraries	Repair and Renovate Existing School Facilities
3	Redevelop Carrollton Shopping Center	Economic Development	Corridor Revitalization		
3	Redevelop intersection of S. Carrollton and S. Claiborne Ave.	Economic Development	Corridor Revitalization		
3	Revitalize Freret St. Commercial Corridor	Economic Development	Corridor Revitalization		
3	Revitalize Oak St. commercial corridor	Economic Development	Corridor Revitalization		
3	Revitalize S. Claiborne Ave. commercial corridor	Economic Development	Corridor Revitalization		
3	Tchoupitoulas St. corridor zoning overlay/limit commercial activity	Economic Development	Corridor Revitalization	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)	
3	Washington and Broad Street corridor improvements	Economic Development	Corridor Revitalization		
3	Investigate and, if required, remediate Syncor Facility	Economic Development	Hurricane Recovery Soil Assessment and Remediation Program		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
3	Analyze transit loops and vehicle size/evaluate additional routes	Economic Development	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
3	Pumping station upgrades and associated flood protection projects	Environmental Protection	Drainage Improvements - Short Term Projects	Floodproof essential public equipment	
3	Equalize levee protection on both sides of Monticello Canal/study decking	Environmental Protection	Study: Orleans/Jefferson Flood Protection		
3	Affordable and rental neighborhood housing renovation program (CDC)	Housing	All Housing Strategies	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)	
3	Develop neighborhood-specific design guidelines for rebuilding and flood protection	Housing	Develop Urban Design Plans and Pattern Books of New Orleans Architecture		
3	Home elevation program for high and medium risk areas	Housing	"Elevate the City" Incentive Program		
3	Neighborhood green block and housing moving program	Housing	Neighborhood Stabilization Program (Clustering)		
3	District-wide street/infrastructure repair and replacement program	Transportation Development	Repair/Restoration of Streets	Improve Sidewalks, Streetscapes, and Neutral Grounds	
4	New open space connections within network (including bike paths)	Community Facilities	Create new parks and greenbelts, as needed	Implement Citywide Bike Path System	
4	Create new connections between Zion City/ Booker T. Washington/ B.W. Cooper	Community Facilities	Rehabilitate and Rebuild Low-Income Housing	Improve Sidewalks, Streetscapes, and Neutral Grounds	
4	Bayou Road/Governor Nicholls cultural corridor	Community Facilities	Corridor Revitalization		
4	Program and develop community centers in underutilized public buildings	Community Facilities	Neighborhood Community Centers		
4	Program and develop interim use strategies for public facilities/schools	Community Facilities	Evaluation and Potential Reuse of Publicly Owned Property		
4	Improve Louis Armstrong Park and surrounding areas	Economic Development	Repair, renovate, or construct new regional parks		
4	North Claiborne Ave. corridor study	Economic Development	Corridor Revitalization		
4	Redevelop Blue Plate node (Earhart/ Washington Street/ Jeff Davis intersection)	Economic Development	Corridor Revitalization		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
4	Revitalization of the St. Bernard Ave. commercial corridor	Economic Development	Corridor Revitalization		
4	Revitalization of the Tulane Ave. commercial corridor with emphasis on biosciences district	Economic Development	Corridor Revitalization		
4	Revitalize Broad Street commercial corridor with Main Street Program	Economic Development	Corridor Revitalization		
4	Revitalize Canal Street commercial corridor	Economic Development	Corridor Revitalization		
4	Revitalize Earhart Boulevard commercial/industrial corridor	Economic Development	Corridor Revitalization		
4	Revitalize Galvez St. commercial corridor	Economic Development	Corridor Revitalization		
4	Redevelop the Lafitte corridor as an urban/mixed-use district with central greenway	Economic Development	Corridor Revitalization	Create new parks and greenbelts, as needed	
4	Revitalize Gert Town: new town center and community facilities	Economic Development	Small Area Adaptive Re-use Studies		
4	Develop LSU/VA Regional Medical Center	Economic Development and Healthcare	LSU/VA/University Hospital		
4	Pumping stations upgrades and associated flood protection projects	Environmental Protection	Drainage Improvements - Short Term Projects	Floodproof essential public equipment	
4	Neighborhood-specific design guidelines for rebuilding and flood protection	Environmental Protection	Develop Urban Design Plans and Pattern Books of New Orleans Architecture		
4	Affordable and rental neighborhood housing renovation program (CDC)	Housing	All Housing Strategies	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)	
4	Home elevation program for high and medium risk areas	Housing	"Elevate the City" Incentive Program		
4	Neighborhood green block and house moving program	Housing	Neighborhood Stabilization Program (Clustering)		
4	Redevelop and improve Iberville Housing and adjacent areas	Housing	Rehabilitate and Rebuild Low-Income Housing		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
4	Redevelop and improve Lafitte Housing and adjacent areas	Housing	Rehabilitate and Rebuild Low-Income Housing		
4	Redevelop and improve St. Bernard Housing and adjacent areas	Housing	Rehabilitate and Rebuild Low-Income Housing		
4	District-wide street/infrastructure repair and replacement program	Transportation Development	Repair/Restoration of Streets	Improve Sidewalks, Streetscapes, and Neutral Grounds	
4	Fund study of I-10 removal	Transportation Development	Study the removal of I-10 between Highway 90 and Elysian Fields Ave.		
5	West End bomb shelter removal – potential community open space combined with New Basin Park	Community Facilities	Create new parks and greenbelts, as needed		
5	Sewer & Water Board pump station landscape buffer improvements	Community Facilities	Drainage Improvements - Short Term Projects		
5	Conduct a feasibility study to assess Beth Israel Congregation for potential re-development of site as community center	Community Facilities	Neighborhood Community Centers		
5	Restoration of Harrison Community Center including restoration of the Gernon Brown Gymnasium in City Park	Community Facilities	Neighborhood Community Centers		
5	Rebuild neighborhood parks – including the proposed Levee Park/Katrina Memorial within West End Park	Community Facilities	Repair and Renovate District/ Neighborhood Parks		
5	Design and implement landscape improvements for open space formerly maintained by Orleans Levee District	Community Facilities	Repair, renovate, or construct new regional parks		
5	Repair or reconstruct neutral grounds on West End, Canal, Argonne, Milne, Fleur de Lis, Orleans Avenue, Robert E. Lee Blvd.	Community Facilities	Improve Sidewalks, Streetscapes, and Neutral Grounds		
5	Restore and upgrade Veterans Boulevard landscape buffer	Community Facilities	Improve Sidewalks, Streetscapes, and Neutral Grounds		
5	Facilitate West End Marina District mixed-use redevelopment project including addressing zoning and infrastructure requirements	Economic Development	Corridor Revitalization	Repair, renovate, or construct new regional parks	
5	Address existing/ potential infrastructure/incentives requirements to facilitate Harrison Avenue redevelopment	Economic Development	Corridor Revitalization		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
5	Address existing/potential infrastructure/incentives to facilitate Robert E. Lee Boulevard/West End redevelopment	Economic Development	Corridor Revitalization		
5	Implement City Park Master Plan redevelopment and reconstruction	Economic Development	Implement Master Plan for City Park		
5	Repair/reopen and harden Hynes Charter School	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities	Floodproof essential public equipment	
5	Provide incentives/infrastructure to facilitate development of 1-2 new community medical clinics	Education and Health Care	Redevelop Neighborhood-Based Health Centers/Clinics		
5	Provide incentives/infrastructure to repair/reopen Lindy Boggs Medical Center	Education and Health Care	Redevelop Neighborhood-Based Health Centers/Clinics		
5	Repair/reopen/upgrade the Robert E. Smith Public Library	Education and Health Care	Repair, Renovate, or Construct New Regional Libraries		
5	Conduct historic district boundaries study	Historic Preservation	Implementation: Local/National Historic Districts (Section 4 of Plan)		
5	Facilitate placement of City Park on the National Register of Historic Places	Historic Preservation	Implementation: Local/National Historic Districts (Section 4 of Plan)		
5	New Basin Light House	Historic Preservation	Repair, renovate, or construct new regional parks		
5	Implement Fort St. John stabilization / restoration	Historic Preservation	Repair and restore forts as critical historic resources		
5	Implement restoration of Magnolia Gardens Bridge	Historic Preservation	Improve Sidewalks, Streetscapes, and Neutral Grounds		
5	Address existing/potential infrastructure and financial incentives and address zoning needs to develop mid-rise condominiums adjacent to the West End Marina.	Housing	Corridor Revitalization	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)	
5	Prepare District 5 "Pattern Book" to address residential standards	Housing	Develop Urban Design Plans and Pattern Books of New Orleans Architecture		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
5	Develop and administer incentive-based program to elevate homes in areas of lowest topography	Housing	"Elevate the City" Incentive Program		
5	Prepare/remediate, redevelop JFK School site for new high school or low or mid-rise housing	Housing	Evaluation and Potential Reuse of Publicly Owned Property		
5	Provide incentives/infrastructure for elderly housing development at potential sites such as West End, Beth Israel and/or Lakeview School	Housing	Implement Permanent Housing Development Strategy for All Displaced Residents		
5	Create a District-based Community Development Corporation that interfaces with NORA and consistently represents district and neighborhood interests at a grass-roots level	Housing	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		
5	Develop and administer incentive-based voluntary buyout program for home sites at lowest elevations	Housing	Neighborhood Stabilization Program (Clustering)		
5	Adopt proposed Lake Area Zoning Districts that have been submitted to the City Planning Office	Housing	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		
5	Implement Lake Pontchartrain Seawall repairs	Hurricane/Flood Protection	Repair, renovate, or construct new regional parks		
5	Conduct a detailed flood protection/mitigation study	Hurricane/Flood Protection	Study: Orleans/Jefferson Flood Protection		
5	Conduct a secondary internal levee flood protection study for District 5	Hurricane/Flood Protection	Study: Orleans/Jefferson Flood Protection		
5	Repair/improve storm drainage structures within District 5	Infrastructure and Public Works	Drainage Improvements - Short Term Projects		
5	Implement sewer & water services rehabilitation	Infrastructure and Public Works	Wastewater collection system - Short Term Improvements	Water Distribution System - Short Term	
5	Rehabilitation of Lakeview Sewer & Water Board Pump stations in district	Infrastructure and Public Works	Drainage Improvements - Short Term Projects		
5	Rehabilitate (3) and harden existing fire stations in District 5	Public Safety	Develop a citywide network of state-of-the-art police and fire substations	Floodproof essential public equipment	

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
5	Rehabilitate and harden police station on Canal Blvd.	Public Safety	Develop a citywide network of state-of-the-art police and fire substations	Floodproof essential public equipment	
5	Facilitate LSP Troop B site options – Reuse/reopen existing Transportation Management Center site and create an Emergency Management Services Center on this site	Transportation and Transit	Evaluation and Potential Reuse of Publicly Owned Property		
5	Improve pedestrian & bicycle access to City Park, New Basin Canal and Lakeshore Drive.	Transportation and Transit	Implement Citywide Bike Path System		
5	Design and implement City Park Avenue traffic-calming measures	Transportation and Transit	Repair/Restoration of Streets		
5	Repair/rehabilitate primary collector streets – paving, curbs, lighting, signals, signage: Canal Blvd., Pontchartrain/West End, Fleur de Lis, Harrison Avenue, Robert E. Lee Blvd.	Transportation and Transit	Repair/Restoration of Streets		
5	Repair/rehabilitate secondary collector streets – paving, curbs, lighting, signals, signage: Lakeshore Drive, Fillmore Drive, Bellaire Drive & Marconi Drive as well as tertiary/local streets – paving, curbs, lighting, signals, signage	Transportation and Transit	Repair/Restoration of Streets		
5	Improve the existing transportation center at the foot of Canal Boulevard to better link the City Park Avenue bus shelter and the Canal Street streetcar shelter.	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
5	RTA System – bus stop renovation for all district bus stops	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
6	Explore reuse of Milne Boys Home as music/arts-oriented school and neighborhood facility	Community and Cultural Facilities	Evaluation and Potential Reuse of Publicly Owned Property		
6	Renovate and re-open Pontchartrain Park Senior Community Center	Community and Cultural Facilities	Neighborhood Community Centers		
6	Renovate, expand, and re-open Norman Mayer regional branch library or establish a new library within the area with resource center, planning center, and usable community meeting space	Community and Cultural Facilities	Repair, Renovate, or Construct New Regional Libraries		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
6	Create Town Center/community nexus at Gentilly Blvd. and Elysian Fields. Undertake a study to quantify public costs and identify funding sources.	Economic Development	Corridor Revitalization		
6	Rehabilitate neighborhood commercial areas.	Economic Development	Corridor Revitalization		
6	Support Dillard/CDC/neighborhood revitalization initiative. Provide public/foundation financial resources to partially support its operations.	Economic Development	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		
6	Continue community support for relocation of Holy Cross School as catalyst for neighborhood renewal	Education and Health Care Services	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		
6	Work with University of New Orleans to determine permanent location for Early College High School	Education and Health Care Services	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		
6	Support location of neighborhood health clinic in or near the planned Town Center/community nexus	Education and Health Care Services	Redevelop Neighborhood-Based Health Centers/Clinics		
6	Secure funding for reopening/replacement of district public schools	Education and Health Care Services	Repair and Renovate Existing School Facilities/Construct New School Facilities		
6	Establish grant, loan, and regulatory program to support elevation of homes in low-lying areas to above mean sea level	Flood Protection	"Elevate the City" Incentive Program		
6	Improve protection and London Avenue and Industrial Canals: Install flood gates on London Ave. and Industrial Canals (France Road and Old Seabrook Bridge) at Lake Pontchartrain; Advance relocation of London Ave. Canal pump station to Lake Pontchartrain	Flood Protection	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		
6	Advance historic preservation initiatives: Edgewood Park neighborhood and Pontchartrain Park designations as national historic districts; Gentilly Terrace grant applications to National Park Service Historic Building Recovery Program	Historic Preservation	Historic Preservation Technical and Financial Assistance	Implementation: Historic Preservation	
6	Secure funding to facilitate elevating homes in vulnerable locations and supporting voluntary buyout program	Housing	"Elevate the City" Incentive Program		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
6	Explore opportunities for new affordable/rental/senior housing via public/private partnerships. Undertake a study to assess needs and determine financing/development strategies.	Housing	Implement Permanent Housing Development Strategy for All Displaced Residents		
6	Support Citizens Road Home Program Action (CHAT) principles covering disposition of and payment for properties either acquired or to be mitigated through the Road Home Program	Housing	Implementation: Changes to Road Home Program (Section 4 of Plan)		
6	Improve city's process for dealing with abandoned properties; establish strategy and timeline.	Housing	Study: Streamline Process for Purchase of blighted housing and lot next door program		
6	Return to biweekly trash pick-up and implement effective recycling system	Infrastructure and Public Works	Recovery Implementation: Staffing (Section 4 of Plan)	Re-institute a Citywide Recycling Program	
6	Prioritize repairs on major water and waste-water system lines; provide schedule for completion and monthly status reports	Infrastructure and Public Works	Wastewater collection system - Short Term Improvements	Water Distribution System - Short Term	
6	Repair all damaged electric/gas facilities including essential redundancy mechanisms	Infrastructure and Public Works	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
6	Establish implementation strategy for renewal of streets and sidewalks: Institute pavement management system to prioritize street improvements; Repair/rebuild all damaged streets, including sub-base; Reassess functional classification of streets to secure federal funding; Prepare inventory of existing street lights; Rebuild all sidewalks to be ADA-compliant, including curb cuts, truncated domes	Infrastructure and Public Works	Repair/Restoration of Streets	Improve Sidewalks, Streetscapes, and Neutral Grounds	
6	Restore all telephone line damage; implement system to withstand hurricane winds and flooding; investigate underground line placement.	Infrastructure and Public Works	Improve Sidewalks, Streetscapes, and Neutral Grounds		
6	Establish city-wide free wireless network	Long Term Initiatives	Citywide wireless network		
6	Link the district, major institutions, and the lakefront to the rest of the city with Elysian Fields streetcar	Long Term Initiatives	Streetcar/Light Rail Routes Expansion Study		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
6	Restore coastal wetlands consistent with Coast 2050 objectives	Long Term Initiatives	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		
6	Install electric lines underground to protect them from winds/flooding	Long Term Initiatives	Improve Sidewalks, Streetscapes, and Neutral Grounds		
6	Create a long-term framework for transformation of the Industrial Canal into a major mixed-use waterfront amenity	Long Term Initiatives	Small Area Adaptive Re-use Studies		
6	Foster development of a great campus and public destination on the lake anchored by UNO and associated development	Long Term Initiatives	Small Area Adaptive Re-use Studies		
6	Demolish Avery Alexander School and retain site for open space; no private development on site	Medium Term Initiatives	Create new parks and greenbelts, as needed		
6	Enclose Dwyer Drainage Canal; develop linear park	Medium Term Initiatives	Create new parks and greenbelts, as needed		
6	Work with ACOE to "green" the London Avenue Canal	Medium Term Initiatives	Create new parks and greenbelts, as needed		
6	Extend existing St. Anthony walking path to lakefront and Agriculture Street	Medium Term Initiatives	Improve Sidewalks, Streetscapes, and Neutral Grounds		
6	Implement CPC and RPC-adopted pedestrian improvements for Elysian Fields/Gentilly Blvd. and Elysian Fields/I-610 intersections	Medium Term Initiatives	Improve Sidewalks, Streetscapes, and Neutral Grounds		
6	Install landscaped sound wall/barriers along I-10 and I-610	Medium Term Initiatives	Study installation of sound walls along I-10 and I-610		
6	Develop "rails to trails" walking/cycling path along People's Avenue corridor	Parks and Open Space	Implement Citywide Bike Path System		
6	Begin restoration of additional district green spaces: Eddie Gatto Playground, Filmore Gardens/Dauterive Playspot; Donnelly Playground, Wesley Barrow Stadium, Harris Playground, Union Playspot, Perry Roehm Park and Baseball Stadium, Duck pond at Dillard University, National Square/Rome Park/Boe Playspot, St. James/Milne/Mitenberger Playground	Parks and Open Space	Repair and Renovate District/ Neighborhood Parks		
6	Restore Pontchartrain Park and golf course as district's signature public space	Parks and Open Space	Repair, renovate, or construct new regional parks		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
6	Create gateway signage for neighborhoods/subdivisions along Congress, Press, Elysian Fields, St. Roch, Franklin, Lee, and Leon C. Simon	Parks and Open Space	Improve Sidewalks, Streetscapes, and Neutral Grounds		
6	Replace/repair street trees, street lights, and landscaping	Parks and Open Space	Improve Sidewalks, Streetscapes, and Neutral Grounds		
6	Create sub-area master plans and study gap funding requirements/ways to encourage commercial recovery in key commercial nodes: Elysian Fields/Gentilly Boulevard, Gentilly Woods, Leon C. Simon/Franklin Ave.	Planning Actions and Initiatives	Corridor Revitalization		
6	Constitute a District 6 planning advisory committee	Planning Actions and Initiatives	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		
6	Explore establishment of a district-based CDC	Planning Actions and Initiatives	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		
6	Explore opportunities for potential recovery partnerships among educational institutional/educational compact. Prepare a study to evaluate potential costs and benefits	Planning Actions and Initiatives	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		
6	Launch a neighborhood information center/community hub. Undertake a study to assess long-term funding needs.	Planning Actions and Initiatives	Neighborhood Recovery Resource Centers		
6	Prepare neutral grounds landscape master plan, tree inventory, and tree-planting policy to rehabilitate them as the district's green spines	Planning Actions and Initiatives	Improve Sidewalks, Streetscapes, and Neutral Grounds		
6	Create revised zoning and urban design guidelines where needed to advance community rebuilding priorities: Implement urban design overlay ordinance for Elysian Fields and Gentilly Boulevard commercial areas; Maintain existing residential zoning in Pontilly, Dillard, Milneburg, and Gentilly Terrace	Planning Actions and Initiatives	Develop Urban Design Plans and Pattern Books of New Orleans Architecture		
6	Implement efforts to exterminate rodents and insects	Public Safety and Services	Recovery Implementation: Staffing (Section 4 of Plan)		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
6	Restore mail service to pre-storm levels	Public Safety and Services	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
6	Restore services to pre-Katrina levels including police/security and fire protection	Public Safety and Services	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
6	Prepare environmental impact statement for streetcar or light rail line on Elysian Fields.	Transportation and Transit	Streetcar/Light Rail Routes Expansion Study		
6	Improve bus transit service: Replace bus shelters, benches, and surrounding landscaping; Restore transit service to pre-Katrina levels and routes	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
7 (Bywater/ Marigny)	Establish and improve community and recreation centers (including Stallings Recreation Center, Mandeville Center, and activity nodes at Colton Middle and Douglass High Schools)	Community and Cultural Facilities	Neighborhood Community Centers		
7 (Bywater/ Marigny)	Extend Main Street Program to support redevelopment of St. Claude Ave. as a "main street"	Economic Development and Business Activity	Corridor Revitalization		
7 (Bywater/ Marigny)	Rehabilitate and reopen St. Roch market for active public uses that may include sale of fresh produce, artisan crafts, etc.	Economic Development and Business Activity	Evaluation and Potential Reuse of Publicly Owned Property		
7 (Bywater/ Marigny)	Select a Riverfront Project Liaison	Economic Development and Business Activity	Recovery Implementation: Staffing (Section 4 of Plan)		
7 (Bywater/ Marigny)	Riverfront Flood/Development Controls	Economic Development and Business Activity	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		
7 (Bywater/ Marigny)	Provide schools within the community	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities		

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7 (Bywater/ Marigny)	Raise homes to sea level or above	Flood Control and Mitigation	"Elevate the City" Incentive Program		
7 (Bywater/ Marigny)	Harden civic and other buildings	Flood Control and Mitigation	Floodproof essential public equipment		
7 (Bywater/ Marigny)	Study closure of MRGO/ the Industrial Canal	Flood Control and Mitigation	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		
7 (Bywater/ Marigny)	Strengthen regulations that support historic preservation	Historic Preservation	Implementation: Local/National Historic Districts (Section 4 of Plan)		
7 (Bywater/ Marigny)	Preserve long-term economic and social diversity by encouraging infill development of appropriately scaled and designed mixed-income housing	Housing	All Housing Strategies		
7 (Bywater/ Marigny)	Establish an infill housing rehabilitation program for blighted/adjudicated	Housing	Study: Streamline Process for Purchase of blighted housing and lot next door program		
7 (Bywater/ Marigny)	Establish a commercial overlay in Bywater for mixed uses	Housing	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		
7 (Bywater/ Marigny)	Launch neighborhood information/housing resource centers	Housing	Neighborhood Recovery Resource Centers		
7 (Bywater/ Marigny)	Introduce a job-training program	Human and Social Services	Workforce Training Program		
7 (Bywater/ Marigny)	Increase city staffing to improve reliability of trash and recyclables collection	Infrastructure and Public Works	Recovery Implementation: Staffing (Section 4 of Plan)	Re-institute a Citywide Recycling Program	
7 (Bywater/ Marigny)	Establish an ongoing upgrade/maintenance program for utilities	Infrastructure and Public Works	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
7 (Bywater/Marigny)	Assess needs and costs related to remediation of contaminated soils and other flood-related environmental issues through the oversight of EPA	Other	Hurricane Recovery Soil Assessment and Remediation Program		
7 (Bywater/Marigny)	Enhance and create parks--Press St., Plessy, Markey, and Chartres)	Public Realm and Parks	Create new parks and greenbelts, as needed		
7 (Bywater/Marigny)	Retain riverfront wharfs as park facilities	Public Realm and Parks	Create new parks and greenbelts, as needed		
7 (Bywater/Marigny)	Increase the presence of street trees throughout the community	Public Realm and Parks	Improve Sidewalks, Streetscapes, and Neutral Grounds		
7 (Bywater/Marigny)	Establish a police precinct at Stallings Recreation Center	Public Safety	Develop a citywide network of state-of-the-art police and fire substations		
7 (Bywater/Marigny)	Establish a community policing program	Public Safety	Recovery Implementation: Staffing (Section 4 of Plan)		
7 (Bywater/Marigny)	Undertake comprehensive repair/upgrade of all streets, including signals, signs, lighting, gutters, drains, sidewalks, and curbs	Transportation and Transit	Improve Sidewalks, Streetscapes, and Neutral Grounds	Drainage Improvements---Short Term Projects	
7 (Bywater/Marigny)	Reestablish Desire Streetcar/St. Claude Streetcar	Transportation and Transit	Streetcar/Light Rail Routes Expansion Study		
7 (Bywater/Marigny)	Establish bike lanes on strategic streets--Chartres, St. Claude, and along the riverfront	Transportation and Transit	Implement Citywide Bike Path System		
7 (Bywater/Marigny)	Devise RR crossing management plan for Norfolk Southern tracks	Transportation and Transit	Traffic and Parking Management Plan		
7 (Bywater/Marigny)	Mitigate/reduce truck routes through neighborhoods	Transportation and Transit	Traffic and Parking Management Plan		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
7 (Florida/ Desire)	Restore, enhance, and create new parks and open spaces	Community Facilities and Parks	Create new parks and greenbelts, as needed		
7 (Florida/ Desire)	Co-locate community centers, libraries, and other facilities/services with schools	Community Facilities and Parks	Neighborhood Community Centers		
7 (Florida/ Desire)	Reopen Edwards Elementary School as a community resource center	Community Facilities and Parks	Neighborhood Recovery Resource Centers		
7 (Florida/ Desire)	Rehabilitate parks, including McGruder Park and Gym, Sampson Park, Odell Park, and Jackson Memorial Park	Community Facilities and Parks	Repair and Renovate District/ Neighborhood Parks		
7 (Florida/ Desire)	Create landscaped buffers between incompatible uses	Community Facilities and Parks	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		
7 (Florida/ Desire)	Revitalize Louisa St. from Higgins to Almonaster as mixed-use corridor	Economic Development	Corridor Revitalization		
7 (Florida/ Desire)	Study opportunities to enhance and promote development along Chef Menteur Highway	Economic Development	Corridor Revitalization		
7 (Florida/ Desire)	Provide incentives for restoration of historic architecture	Economic Development	Historic Preservation Technical and Financial Assistance		
7 (Florida/ Desire)	Provide interim financing and capital for small businesses	Economic Development	Small Business Incubator and Assistance Program		
7 (Florida/ Desire)	Designate "no alcohol sales" districts	Economic Development	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
7 (Florida/ Desire)	Reopen Sidney Collier Technical School and establish a community enhancement team/job training program	Education and Health Care	Rehabilitate Louisiana Technical College and Evaluate Need for Additional Facilities	Workforce Training Program	
7 (Florida/ Desire)	Staff and fund tutoring programs such as PAB PEAM	Education and Health Care	Recovery Implementation: Staffing (Section 4 of Plan)		
7 (Florida/ Desire)	Restore health care services (e.g. multipurpose health/community services building, Desire Mental Health Clinic, clinic at Louisa and Higgins)	Education and Health Care	Redevelop Neighborhood-Based Health Centers/Clinics		
7 (Florida/ Desire)	Provide schools within the community (public preferences for initial reopenings are Moton Elementary and Carver Middle and High Schools)	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities		
7 (Florida/ Desire)	Raise homes to sea level or above - Property owners will require funding assistance to raise structures which should include ADA accessible amenities	Flood Control and Mitigation	"Elevate the City" Incentive Program		
7 (Florida/ Desire)	Harden civic and other buildings	Flood Control and Mitigation	Floodproof essential public equipment		
7 (Florida/ Desire)	Study closure of MRGO/ the Industrial Canal	Flood Control and Mitigation	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		
7 (Florida/ Desire)	Implement a voluntary residential buyout program	Housing	Neighborhood Stabilization Program (Clustering)		
7 (Florida/ Desire)	Redevelop public housing sites together with vacant and underutilized land to transform Desire-Florida into a model mixed-income community that welcomes back all residents that seek to return as well as newcomers	Housing	Rehabilitate and Rebuild Low-Income Housing		
7 (Florida/ Desire)	Cover the Florida Avenue canal; study removal of railroad tracks	Infrastructure and Public Works	Create new parks and greenbelts, as needed		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
7 (Florida/ Desire)	Undertake comprehensive repair/upgrade of drainage infrastructure	Infrastructure and Public Works	Drainage Improvements - Short Term Projects		
7 (Florida/ Desire)	Consider burying utility lines	Infrastructure and Public Works	Improve Sidewalks, Streetscapes, and Neutral Grounds		
7 (Florida/ Desire)	Assess need and costs related to remediation of contaminated soils and other flood-related environmental issues through the oversight of EPA	Miscellaneous	Hurricane Recovery Soil Assessment and Remediation Program		
7 (Florida/ Desire)	Undertake streetscape improvements (targeting Almonaster, Alvar, Higgins, Louisa, Desire, and Florida)	Public Realm and Parks	Improve Sidewalks, Streetscapes, and Neutral Grounds		
7 (Florida/ Desire)	Enhance police and fire protection by reopening, rebuilding and adding appropriately staffed stations	Public Safety	Develop a citywide network of state-of-the-art police and fire substations		
7 (Florida/ Desire)	Introduce a comprehensive workforce readiness and entrepreneurship program	Social and Human Needs	Workforce Training Program		
7 (Florida/ Desire)	Undertake comprehensive repair/upgrade of all streets, including signals, signs, lighting, gutters, drains, sidewalks, and curbs	Transportation and Transit	Repair/Restoration of Streets	Improve Sidewalks, Streetscapes, and Neutral Grounds	
7 (Florida/ Desire)	Establish streetcar line along Louisa St.	Transportation and Transit	Streetcar/Light Rail Routes Expansion Study		
7 (Florida/ Desire)	Install overpasses at appropriate locations that could include N. Miro, Florida, Almonaster, or Alva to avoid blockages at railroad crossings; enhance overpass at N. Galvez	Transportation and Transit	Ongoing Replacement Program for Major and Minor Streets		
7 (Florida/ Desire)	Mitigate/reduce truck routes through neighborhoods	Transportation and Transit	Traffic and Parking Management Plan		
7 (Florida/ Desire)	Launch neighborhood information/housing resource centers		Neighborhood Recovery Resource Centers		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
7 (St. Claude/ St. Roch)	Create community, cultural, and recreation centers	Community and Cultural Facilities	Neighborhood Community Centers		
7 (St. Claude/ St. Roch)	Establish St. Claude Ave. beautification project	Economic Development and Business Activity	Corridor Revitalization		
7 (St. Claude/ St. Roch)	Redevelopment of St. Claude as "Main Street"	Economic Development and Business Activity	Corridor Revitalization		
7 (St. Claude/ St. Roch)	Support redevelopment of Franklin, Desire Streets as secondary commercial corridors	Economic Development and Business Activity	Corridor Revitalization		
7 (St. Claude/ St. Roch)	Rehabilitate and reopen St. Roch market as it functioned historically (farmers' market)	Economic Development and Business Activity	Evaluation and Potential Reuse of Publicly Owned Property		
7 (St. Claude/ St. Roch)	Create incentives to attract desired uses: supermarket, bank, movie theater, family restaurants, service station, art galleries	Economic Development and Business Activity	Small Business Incubator and Assistance Program		
7 (St. Claude/ St. Roch)	Establish no alcohol sales zones	Economic Development and Business Activity	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		
7 (St. Claude/ St. Roch)	Provide a family health center	Education and Health Care	Redevelop Neighborhood-Based Health Centers/Clinics		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
7 (St. Claude/ St. Roch)	Provide schools within the community (public preference is to locate at least one elementary and middle school within the community, and at least one high school within the district)	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities		
7 (St. Claude/ St. Roch)	Raise homes to sea-level or above; property owners will require funding assistance to raise structures, which should include ADA accessibility features	Flood Control and Mitigation	"Elevate the City" Incentive Program		
7 (St. Claude/ St. Roch)	Harden civic and other buildings	Flood Control and Mitigation	Floodproof essential public equipment		
7 (St. Claude/ St. Roch)	Study closure of MRGO; study impacts on Industrial Canal	Flood Control and Mitigation	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		
7 (St. Claude/ St. Roch)	Create design guidelines and offer technical assistance to encourage rehabilitation/new development consistent with historic character	Historic Preservation	Develop Urban Design Plans and Pattern Books of New Orleans Architecture		
7 (St. Claude/ St. Roch)	Create financial incentives for rehabilitation of historic structures	Historic Preservation	Historic Preservation Technical and Financial Assistance		
7 (St. Claude/ St. Roch)	Create live-work space for artists	Housing	All Housing Strategies		
7 (St. Claude/ St. Roch)	Establish program to increase home ownership	Housing	All Housing Strategies		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
7 (St. Claude/ St. Roch)	Expand Musicians' Village	Housing	All Housing Strategies		
7 (St. Claude/ St. Roch)	Rehabilitate existing housing stock (including blighted and adjudicated properties)	Housing	All Housing Strategies		
7 (St. Claude/ St. Roch)	Assess needs and possible locations for elderly housing; develop elderly housing	Housing	Implement Permanent Housing Development Strategy for All Displaced Residents		
7 (St. Claude/ St. Roch)	Introduce comprehensive workforce readiness and job training programs	Human and Social Services	Workforce Training Program		
7 (St. Claude/ St. Roch)	Undertake comprehensive repair/upgrade of drainage infrastructure	Infrastructure and Public Works	Drainage Improvements - Short Term Projects		
7 (St. Claude/ St. Roch)	Install neighborhood identification signs	Infrastructure and Public Works	Improve Sidewalks, Streetscapes, and Neutral Grounds		
7 (St. Claude/ St. Roch)	Study undergrounding of utility lines	Infrastructure and Public Works	Improve Sidewalks, Streetscapes, and Neutral Grounds		
7 (St. Claude/ St. Roch)	Assess needs and costs related to remediation of contaminated soils and other flood-related environmental issues through the oversight of EPA	Other	Hurricane Recovery Soil Assessment and Remediation Program		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
7 (St. Claude/ St. Roch)	Construct a fence and landscaping at Treasure to screen S&WB	Public Realm and Parks	Drainage Improvements - Short Term Projects		
7 (St. Claude/ St. Roch)	Restore, enhance, and create new parks and open spaces	Public Realm and Parks	Create new parks and greenbelts, as needed		
7 (St. Claude/ St. Roch)	Create monuments or other elements to honor neighborhood heroes	Public Realm and Parks	Improve Sidewalks, Streetscapes, and Neutral Grounds		
7 (St. Claude/ St. Roch)	Install neighborhood identification signs	Public Realm and Parks	Improve Sidewalks, Streetscapes, and Neutral Grounds		
7 (St. Claude/ St. Roch)	Undertake streetscape enhancements; focus on trees	Public Realm and Parks	Improve Sidewalks, Streetscapes, and Neutral Grounds		
7 (St. Claude/ St. Roch)	Create a program to closely monitor establishments selling alcoholic beverages	Public Safety	Recovery Implementation: Staffing (Section 4 of Plan)		
7 (St. Claude/ St. Roch)	Install security cameras at certain intersections	Public Safety	Provide a citywide criminal surveillance system		
7 (St. Claude/ St. Roch)	Install street lights in underlit areas	Public Safety	Improve Sidewalks, Streetscapes, and Neutral Grounds		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
7 (St. Claude/ St. Roch)	Re-establish streetcar service	Transportation and Transit	Streetcar/Light Rail Routes Expansion Study		
7 (St. Claude/ St. Roch)	Develop pedestrian/bike path along St. Roch to connect to the FL. Ave. Greenway	Transportation and Transit	Implement Citywide Bike Path System		
7 (St. Claude/ St. Roch)	Extend Treasure Street between Florida and Desire	Transportation and Transit	Ongoing Replacement Program for Major and Minor Streets		
7 (St. Claude/ St. Roch)	Provide additional above-grade RR crossings	Transportation and Transit	Ongoing Replacement Program for Major and Minor Streets		
7 (St. Claude/ St. Roch)	Undertake comprehensive repair/upgrade of all streets, including signals, signs, lighting, gutters, drains, sidewalks, and curbs	Transportation and Transit	Improve Sidewalks, Streetscapes, and Neutral Grounds		
7 (St. Claude/ St. Roch)	Restore bus service along Desire/Galvez	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
7 (St. Claude/ St. Roch)	Devise RR crossing management plan	Transportation and Transit	Traffic and Parking Management Plan		
7 (St. Claude/ St. Roch)	Reduce truck traffic on North Robertson/Claiborne	Transportation and Transit	Traffic and Parking Management Plan		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
7 (St. Claude/ St. Roch)	Launch neighborhood information/housing resource centers		Neighborhood Recovery Resource Centers		
8	Develop and Implement a safe havens, passive survivability, and evacuation plan	Community Services Recovery	Floodproof essential public equipment	Evacuation/Disaster Response Plan	
8	Study Reuse Options for Holy Cross School Site	Community Services Recovery	Corridor Revitalization		
8	Study the Feasibility of Manned Police/Fire/Security Sub-Station and Programs in District	Community Services Recovery	Develop a citywide network of state-of-the-art police and fire substations		
8	Develop and Implement a "District Community-Based Youth at Risk" recovery program	Community Services Recovery	Neighborhood Community Centers		
8	Establish new Nature Interpretive Education and Outreach Center	Community Services Recovery	Neighborhood Community Centers		
8	Renovate and expand Sanchez Center	Community Services Recovery	Neighborhood Community Centers		
8	Complete district park system study	Community Services Recovery	Repair and Renovate District/ Neighborhood Parks		
8	Restore existing parks, playgrounds and play spots in district	Community Services Recovery	Repair and Renovate District/ Neighborhood Parks		
8	Complete comprehensive study of school recommendations and re-openings	Community Services Recovery	Repair and Renovate Existing School Facilities/Construct New School Facilities		
8	Develop a comprehensive green streets program	Community Services Recovery	Improve Sidewalks, Streetscapes, and Neutral Grounds		
8	Develop a comprehensive tree loss and damage study/tree canopy restoration program	Community Services Recovery	Improve Sidewalks, Streetscapes, and Neutral Grounds		
8	Create transit-oriented mixed-use redevelopment area along North Claiborne and St. Claude Avenues	Economic Recovery	Corridor Revitalization		
8	Study Mississippi riverfront site for mixed-use redevelopment	Economic Recovery	Corridor Revitalization		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
8	Study Industrial Canal site for redevelopment as employment center	Economic Recovery	Small Area Adaptive Re-use Studies		
8	Develop a business incubator and assistance program	Economic Recovery	Small Business Incubator and Assistance Program		
8	Establish small business recovery loan program	Economic Recovery	Small Business Incubator and Assistance Program		
8	Implement a comprehensive training and workforce plan	Economic Recovery	Workforce Training Program		
8	Create an neighborhood urban design plans for the district	Historic Preservation and Urban Design	Develop Urban Design Plans and Pattern Books of New Orleans Architecture		
8	Study the expansion of the historic district	Historic Preservation and Urban Design	Implementation: Local/National Historic Districts (Section 4 of Plan)		
8	Develop and institute housing incentive program	Housing Recovery	All Housing Strategies		
8	Develop a renter assistance program	Housing Recovery	All Housing Strategies		
8	Develop and implement an amended lot next door consolidation program	Housing Recovery	Study: Streamline Process for Purchase of blighted housing and lot next door program		
8	Develop energy-efficiency sustainable materials program	Housing Recovery	Sustainable Environmental Strategies		
8	Develop a sustainable building program and incentivize sustainable materials	Housing Recovery	Sustainable Environmental Strategies		
8	Develop and institute a rain garden program	Hurricane and Flood Protection	Sustainable Environmental Strategies	Improve Sidewalks, Streetscapes, and Neutral Grounds	
8	Develop and institute storm/flood water retention and mitigation program	Hurricane and Flood Protection	Sustainable Environmental Strategies	Improve Sidewalks, Streetscapes, and Neutral Grounds	
8	Restore Bayou Bienvenue and wetland assimilation program with the sewerage treatment plant system	Hurricane and Flood Protection	Eastbank Wastewater Treatment Plant - Levee Improvement Mitigation and Wetlands Project		
8	Develop and institute voluntary "FEMA Plus" home mitigation and elevation program	Hurricane and Flood Protection	"Elevate the City" Incentive Program		
8	Require category 5 hurricane and flood protection	Hurricane and Flood Protection	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
8	Develop and Institute Home Flood Mitigation Relocation Program	Hurricane and Flood Protection	Neighborhood Stabilization Program (Clustering)		
8	Complete an independent third party study of flood risk in district	Hurricane and Flood Protection	Study: Orleans/Jefferson Flood Protection		
8	Develop and institute voluntary hurricane and flood building program	Hurricane and Flood Protection	Sustainable Environmental Strategies		
8	Repair and upgrade to hardened underground utilities corridor and street infrastructure program	Public and Private Infrastructure and Utilities Recovery	Improve Sidewalks, Streetscapes, and Neutral Grounds	Floodproof essential public equipment	
8	Reinstate and repair district-wide basic infrastructure and public works services	Public and Private Infrastructure and Utilities Recovery	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
8	Develop and implement alternative energy sources	Public and Private Infrastructure and Utilities Recovery	Sustainable Environmental Strategies		
8	Create new citywide rail and streetcar system with multi-modal nodes	Transportation Recovery	Streetcar/Light Rail Routes Expansion Study		
8	Reinstate and develop appropriate transit schedule and vehicle types for RTA bus lines	Transportation Recovery	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
9	Construct NORD playgrounds on sites of open schools and new schools within the district	Community Facilities	Create new parks and greenbelts, as needed		
9	Restore/rebuild community center at Abrams Elementary School	Community Facilities	Neighborhood Community Centers		
9	Renovate/reopen neighborhood park facilities	Community Facilities	Repair and Renovate District/Neighborhood Parks		
9	Restore/rebuild Joe Brown Park and facilities including hardened gymnasium	Community Facilities	Repair, renovate, or construct new regional parks		
9	Relocate/rebuild Read Branch Library	Community Facilities	Repair, Renovate, or Construct New Regional Libraries		
9	Construct neighborhood identification signs	Community Facilities	Improve Sidewalks, Streetscapes, and Neutral Grounds		
9	Improve/landscape neutral grounds	Community Facilities	Improve Sidewalks, Streetscapes, and Neutral Grounds		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
9	Restore/improve function and appearance of Chef Menteur as "Main Street" with improved access management, roadway improvements, sidewalks, street lights, landscaping, and signage	Economic Development	Corridor Revitalization		
9	Provide infrastructure/incentives to restore Methodist Hospital; rebuild as protected structure with only service uses on first floor	Economic Development	Restore Comprehensive Medical Services to New Orleans East		
9	Improve infrastructure to reopen/recover employment areas along Industrial Canal in D9	Economic Development	Small Area Adaptive Re-use Studies		
9	Provide infrastructure/incentives to redevelop a clustered mixed-use center at Crowder Blvd. and Lake Forest Dr.	Economic Development	Small Area Adaptive Re-use Studies		
9	Provide infrastructure/incentives to redevelop clustered mixed-use Neighborhood Centers at Morrison Road and Bundy Road, Bullard Ave. and Hayne, and Morrison Road and Martin Dr. (Kenilworth Shopping Center)	Economic Development	Small Area Adaptive Re-use Studies		
9	Provide infrastructure/incentives to redevelop commercial/mixed-use center at Read Blvd. and I-10; address mitigation and hardening of structures; develop, adopt, and enforce design and development standards to ensure high-quality redevelopment	Economic Development	Small Area Adaptive Re-use Studies		
9	Conduct an economic development study for alternative location of regional airport and entertainment study for Lakefront airport	Economic Development	Small Area Adaptive Re-use Studies		
9	Provide infrastructure/incentives to redevelop high ground bounded by Industrial Canal, Chef Menteur, I-510, and Almonaster Blvd.	Economic Development	Small Area Adaptive Re-use Studies		
9	Construct new school at Ray Abrams Elementary as hardened facility	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities	Floodproof essential public equipment	
9	Rebuild schools at higher elevation	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities	Floodproof essential public equipment	
9	Develop health centers with community centers at multiple locations (e.g. Chef/Michoud, Downman/Dwyer)	Education and Health Care	Redevelop Neighborhood-Based Health Centers/Clinics	Neighborhood Community Centers	

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
9	Install high-quality modular units as soon as possible; rebuild and reopen damaged schools; mitigate damage to existing school building (gutting, mold remediation) as needed to accommodate repopulated areas	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities	Temporary Modular School Facilities	
9	Rehabilitate Lakeland Hospital	Education and Health Care	Restore Comprehensive Medical Services to New Orleans East		
9	Restoration of Lake Pontchartrain fishing camps as small "hardened" buildings, constructed to withstand wind and water	Historic Preservation	"Elevate the City" Incentive Program	Sustainable Environmental Strategies	
9	Study an opportunity to restore Lincoln Beach swimming and amusement facilities	Historic Preservation	Create new parks and greenbelts, as needed		
9	Provide infrastructure and financial incentives to replace existing damaged multi-family housing with medium-density, high-quality "hardened" housing along I-10 corridor; typically build units above one floor of parking.	Housing	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)	All Housing Strategies	
9	Adopt and enforce community design standards for lower-density multi-family development; address hardening and flood protection construction standards; address limitations on expansion of multi-family housing density not to exceed 16 units/acre	Housing	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)	Develop Urban Design Plans and Pattern Books of New Orleans Architecture	
9	Provide incentives to elevate or replace priority at-risk homes (priority is homes in lowest areas of elevation) based on pre-Katrina values, while not creating any hardships or financial penalties for homeowners	Housing	"Elevate the City" Incentive Program		
9	Adopt policies and create incentives for housing relocation/redevelopment at higher locations within district	Housing	Neighborhood Stabilization Program (Clustering)		
9	Provide infrastructure and incentives to construct high-quality mixed income housing in the lowest-risk areas of New Orleans East	Housing	Small Area Adaptive Re-use Studies		
9	Reinforce existing pumping capacity to Category 3 status--raise and rehabilitate pumping stations; construct new pumping station at Dwyer and Wilson	Hurricane/Flood Protection	Drainage Improvements - Short Term Projects		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
9	Conduct a secondary internal levee flood protection study	Hurricane/Flood Protection	Study: Internal Flood Protection Study for Selected New Orleans East Neighborhoods		
9	Conduct a detailed flood mitigation study	Hurricane/Flood Protection	Study: Internal Flood Protection Study for Selected New Orleans East Neighborhoods		
9	Improve electric services and power reliability along Chef Menteur Highway	Infrastructure and Public Works	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
9	Implement sewer, water, gas, electric, data, and telephone restoration as needed in district--underground utilities	Infrastructure and Public Works	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
9	Construct drainage improvements in impacted areas such as Morrison and Dwyer Rds--cover canals to provide more amenity value; add sidewalks and bike paths	Infrastructure and Public Works	Create new parks and greenbelts, as needed		
9	Repair drainage structures, piping, and catch basins as needed; clean canals as needed	Infrastructure and Public Works	Drainage Improvements - Short Term Projects		
9	Implement a comprehensive recycling program and conduct environmental mediation for existing landfills	Infrastructure and Public Works	Re-institute a Citywide Recycling Program		
9	Rehabilitate/restore existing fire stations (3) as hardened structures	Public Safety	Develop a citywide network of state-of-the-art police and fire substations	Floodproof essential public equipment	
9	Rehabilitate/restore existing police station as hardened structure	Public Safety	Develop a citywide network of state-of-the-art police and fire substations	Floodproof essential public equipment	
9	Construct two police substations as hardened structures	Public Safety	Develop a citywide network of state-of-the-art police and fire substations	Floodproof essential public equipment	
9	Construct street extensions for drainage improvement: Longfellow to Dwyer, Marques to Dwyer, Percelli to Dwyer, Lurline to Dwyer, Sandlewood to Dwyer, and Redwood to Dwyer; Dwyer between I-510 and Toulan	Transportation and Transit	Ongoing Replacement Program for Major and Minor Streets	Drainage Improvements---Short Term Projects	
9	Construct pedestrian walks and bike paths along primary streets such as Morrison, Hayne, and Dwyer Roads	Transportation and Transit	Implement Citywide Bike Path System		

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Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
9	Consider/study extension of light rail into NO East within the Chef Menteur Highway development corridor to provide transit service to the community	Transportation and Transit	Streetcar/Light Rail Routes Expansion Study		
9	Facilitate RTA system improvements --Renovate transit stops with amenities necessary to restore transit usage and user safety (e.g. benches, shelters, lighting)	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
9	Add bus lanes to Chef Menteur Hwy and Dwyer Rd.	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
9	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on primary streets (Chef Menteur, Alcee Fortier, Michoud Blvd., Dwyer Road)	Transportation and Transit	Improve Sidewalks, Streetscapes, and Neutral Grounds	Repair/Restoration of Streets	
9	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on secondary streets	Transportation and Transit	Improve Sidewalks, Streetscapes, and Neutral Grounds	Repair/Restoration of Streets	
9	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on tertiary streets	Transportation and Transit	Improve Sidewalks, Streetscapes, and Neutral Grounds	Repair/Restoration of Streets	
9	Design and Install sound barriers along I-10 and I-509	Transportation and Transit	Study installation of sound walls along I-10 and I-610		
9	Create a district-based CDC that interfaces with NORA and consistently represents district and neighborhood interests at grass-roots level		Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		
10	Construct NORD playgrounds on sites of open schools and new schools within the district	Community Facilities	Create new parks and greenbelts, as needed		
10	Renovate/reopen neighborhood park facilities	Community Facilities	Repair and Renovate District/ Neighborhood Parks		
10	Construct neighborhood identification signs	Community Facilities	Improve Sidewalks, Streetscapes, and Neutral Grounds		
10	Improve/landscape neutral grounds	Community Facilities	Improve Sidewalks, Streetscapes, and Neutral Grounds		
10	Plan, design, and implement an ethnic tourist destination near Chef/Michoud and Alcee Fortier	Economic Development	Corridor Revitalization		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
10	Restore/improve function and appearance of Chef Menteur as "Main Street" with improved access management, roadway improvements, sidewalks, street lights, landscaping, and signage	Economic Development	Corridor Revitalization		
10	Rebuild schools at higher elevation	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities	Floodproof essential public equipment	
10	Develop health centers with community centers at multiple locations (e.g. Chef/Michoud, Downman/Dwyer)	Education and Health Care	Redevelop Neighborhood-Based Health Centers/Clinics	Neighborhood Community Centers	
10	Install high-quality modular units as soon as possible; rebuild and reopen damaged schools; mitigate damage to existing school building (gutting, mold remediation) as needed to accommodate repopulated areas	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities	Temporary Modular School Facilities	
10	Fully renovate Sarah T. Reed High School via fast-tracking	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities		
10	Provide incentives to elevate or replace priority at-risk homes (priority is homes in lowest areas of elevation) based on pre-Katrina values, while not creating any hardships or financial penalties for homeowners	Housing	"Elevate the City" Incentive Program		
10	Provide infrastructure and incentives to construct high-quality, senior (55 and older) housing facilities along Dwyer Road	Housing	Implement Permanent Housing Development Strategy for All Displaced Residents		
10	Improve electric services and power reliability along Chef Menteur Highway	Infrastructure and Public Works	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
10	Create a district-based CDC that interfaces with NORA and consistently represents district and neighborhood interests at grass-roots level	Housing	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		
10	Adopt policies and create incentives for housing relocation/redevelopment at higher locations within district	Housing	Neighborhood Stabilization Program (Clustering)		
10	Provide infrastructure and incentives to construct high-quality mixed income housing in the lowest-risk areas of New Orleans East	Housing	Small Area Adaptive Re-use Studies		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
10	Conduct a Secondary Internal Levee Flood Protection Study	Hurricane/Flood Protection	Study: Internal Flood Protection Study for Selected New Orleans East Neighborhoods		
10	Conduct a detailed flood mitigation study	Hurricane/Flood Protection	Study: Internal Flood Protection Study for Selected New Orleans East Neighborhoods		
10	Implement sewer, water, gas, electric, data, and telephone restoration as needed in District--underground utilities	Infrastructure and Public Works	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
10	Construct drainage improvements in impacted areas such as Dwyer Rd.--cover canals to provide more amenity value; add sidewalks and bike paths	Infrastructure and Public Works	Create new parks and greenbelts, as needed		
10	Repair drainage structures, piping, and catch basins as needed; clean canals as needed	Infrastructure and Public Works	Drainage Improvements - Short Term Projects		
10	Implement a comprehensive recycling program and conduct environmental mediation for existing landfills	Infrastructure and Public Works	Re-institute a Citywide Recycling Program		
10	Rehabilitate/restore existing fire stations (3) as hardened structures	Public Safety	Develop a citywide network of state-of-the-art police and fire substations	Floodproof essential public equipment	
10	Rehabilitate/restore existing police station as hardened structure	Public Safety	Develop a citywide network of state-of-the-art police and fire substations	Floodproof essential public equipment	
10	Construct two police substations as hardened structures	Public Safety	Develop a citywide network of state-of-the-art police and fire substations	Floodproof essential public equipment	
10	Construct pedestrian walks and bike paths along primary streets such as Chef Menteur and Michoud Blvds.	Transportation and Transit	Implement Citywide Bike Path System		
10	Consider/study extension of light rail into NO East within the Chef Menteur Highway development corridor to provide transit service to the community	Transportation and Transit	Streetcar/Light Rail Routes Expansion Study		
10	Facilitate RTA system improvements --Renovate transit stops with amenities necessary to restore transit usage and user safety (e.g. benches, shelters, lighting)	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
10	Add bus lanes to Chef Menteur Hwy and Dwyer Rd.	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
10	Implement expansion of bus network further east to serve District 10 residents and connect new nodes of development	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
10	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on primary streets (Chef Menteur, Hayne, and Morrison)	Transportation and Transit	Improve Sidewalks, Streetscapes, and Neutral Grounds		
10	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on secondary streets	Transportation and Transit	Improve Sidewalks, Streetscapes, and Neutral Grounds		
10	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on tertiary streets	Transportation and Transit	Improve Sidewalks, Streetscapes, and Neutral Grounds		
10	Design and Install sound barriers along I-10 and I-510	Transportation and Transit	Study installation of sound walls along I-10 and I-610		
11	Build or provide incentives for a 5,000 sq. ft. community center to be located between Ft. Macomb and Fort Pike. This community center could offer a myriad of activities for the community as part of the region's recovery and support economic development found in fishing, wetlands, and eco-tourism	Community Facilities	Neighborhood Community Centers		
11	Initiate Fort Pike Restoration--this facility needs substantial repairs and improvements after the eye of Hurricane Katrina passed directly over it.	Community Facilities	Repair and Preserve Historic Forts		
11	Create a "safe harbor" in District 11	Economic Development	Evacuation/Disaster Response Plan		
11	Clean debris and sunken vessels from Venetian Isle, Bayou Delassaires and Bayou Sauvage Canals	Economic Development	Renovate Public Marinas		
11	Provide infrastructure incentives for Irish Bayou Marina development	Economic Development	Renovate Public Marinas		
11	Provide infrastructure/incentives for Fort Macomb Marina restoration to serve commercial and recreational fisheries	Economic Development	Renovate Public Marinas		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
11	Provide infrastructure/incentives for Fort Pike Marina redevelopment including full-service marina, icehouse and fuel docking area to serve commercial and recreational fisheries	Economic Development	Renovate Public Marinas		
11	Provide infrastructure/incentives for Phase II of Fort Macomb Marina Village Redevelopment, including seafood market, shops, parking, restrooms, food services, and tourist-related facilities	Economic Development	Renovate Public Marinas		
11	Provide infrastructure/incentives to redevelop Lake Catherine Marina	Economic Development	Renovate Public Marinas		
11	Provide infrastructure/incentives to redevelop Sauvage Ridge marine/industrial and fisheries infrastructure area	Economic Development	Renovate Public Marinas		
11	Provide infrastructure/incentives for a community clinic on Highway 90	Education and Health Care	Redevelop Neighborhood-Based Health Centers/Clinics		
11	Provide infrastructure/incentives for marine and fisheries vocational/technical school	Education and Health Care	Rehabilitate Louisiana Technical College and Evaluate Need for Additional Facilities		
11	Document and promote redevelopment of Versailles Gardens and Market	Historic Preservation	Small Business Incubator and Assistance Program		
11	Develop and land use plan and adopt new zoning that is appropriate to the District's needs	Housing	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		
11	Provide public gas utility restoration (Chef Bridge to Rigolets Bridge)	Infrastructure and Public Works	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		
11	Repair/improve storm drainage in Venetian Isles	Infrastructure and Public Works	Drainage Improvements - Short Term Projects		
11	Implement floodgates at the Rigolets, Chef Menteur Pass, Intracoastal Waterway, and create 90' protection levee south and parallel to the CSX roadbed/levee	Infrastructure and Public Works	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		
11	Reinforce shoreline and restore wetlands on the southeast shore of Lake Pontchartrain west of Hospital Wall	Infrastructure and Public Works	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
11	Reinforce the western shoreline of the Rigolets	Infrastructure and Public Works	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		
11	Restore channel bulkheading along Bayou Sauvage industrial corridor	Infrastructure and Public Works	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		
11	Restore protective wetlands on south side of the Fort Pike Canal	Infrastructure and Public Works	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan) Advocacy		
11	Raise Highway 11 in Irish Bayou 90 to provide continuous access during heavy rain event	Infrastructure and Public Works	Ongoing Replacement Program for Major and Minor Streets		
11	Bulkhead the shorelines of Highway 90 to provide protection along Chef Menteur Pass, Lake Catherine, and Lake Pontchartrain Shorelines	Infrastructure and Public Works	Repair/restoration of streets		
11	Place all District 11 utilities underground	Infrastructure and Public Works	Improve Sidewalks, Streetscapes, and Neutral Grounds		
11	Install community water and fire hydrants between the Chef Pass and the Rigolets and in Irish Bayou	Infrastructure and Public Works	Water Distribution System--Medium Term		
11	Construct fire stations for Ft. Pike and Irish Bayou community volunteer fire department including a manned police substation	Public Safety	Develop a citywide network of state-of-the-art police and fire substations		
11	Construct manned police substation in Venetian Isles	Public Safety	Develop a citywide network of state-of-the-art police and fire substations		
11	Rebuild fire facilities in Venetian Isles and add a manned police substation	Public Safety	Develop a citywide network of state-of-the-art police and fire substations		
11	Install Highway 90 lighting between Chef Menteur Bridge and Rigolets Bridge	Public Safety	Improve Sidewalks, Streetscapes, and Neutral Grounds		
12	Restore and repair District Brake Tag Station	Community Facilities	Evaluation and Potential Reuse of Publicly Owned Property		
12	Construct bike path and walking path along the length of the Mississippi River levee	Community Facilities	Implement Citywide Bike Path System		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
12	Restore River Park Playground after trailers are removed	Community Facilities	Repair and Renovate District/ Neighborhood Parks		
12	Brechtel Park Renovation – Repair pavilions and clean lagoons and remove Hurricane Katrina debris from grounds and construct hiking trails; repair/upgrade existing golf course	Community Facilities	Repair, renovate, or construct new regional parks		
12	Rehabilitate Behrman Memorial Park Community Center, pool, baseball fields and supporting structures.	Community Facilities	Repair, renovate, or construct new regional parks		
12	Upgrade/restore Hubbell Library in Algiers Pointe	Community Facilities	Repair, Renovate, or Construct New District/Neighborhood Libraries		
12	Replace existing facility with a new, larger Algiers Regional Library ; an alternate selection may also be considered	Community Facilities	Repair, Renovate, or Construct New Regional Libraries		
12	Conduct a study to coordinate development of Federal City with DOD and the Algiers community to facilitate development of shared commercial and community facilities along Newton Street/General Meyer frontage as well as address the potential for recreational levee access on site.	Economic Development	Corridor Revitalization		
12	Facilitate Newton/Opelousas/Teche Street Main Street concept through infrastructure and economic incentives; address zoning and streetscape requirements	Economic Development	Corridor Revitalization		
12	Implement infrastructure / incentives to redevelop Newton Street / General Meyer Avenue corridor; address zoning and streetscape requirements	Economic Development	Corridor Revitalization		
12	Implement infrastructure/incentives to improve/revitalize General DeGaulle Dr. corridor with street and streetscape improvements and improve and revitalize Aurora mixed-use village/Schwegmann's/Little Sisters of the Poor site	Economic Development	Corridor Revitalization		
12	Implement zoning changes and incentives to revitalize Algiers Point Main Street properties along Morgan Street/Patterson Drive from the ferry terminal (Delaronde St.) to Belleville St.	Economic Development	Corridor Revitalization	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)	

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
12	Infrastructure/incentives to redevelop Jo Ellen Smith site as a mixed-use residential site; address zoning changes needed to facilitate redevelopment	Economic Development	Corridor Revitalization		
12	Infrastructure/incentives to redevelop Todd Shipyard; address zoning changes needed to facilitate redevelopment	Economic Development	Corridor Revitalization		
12	Plan, design and implement a co-location complex with educational, community and commercial facilities – add civic uses (site to be determined)	Education and Health Care	Neighborhood Community Centers		
12	Re-establish Algiers Mental Health Clinic	Education and Health Care	Redevelop Neighborhood-Based Health Centers/Clinics		
12	Study market potential for redevelopment of a full service district medical facility	Education and Health Care	Redevelop Neighborhood-Based Health Centers/Clinics		
12	Reconstruct/reopen L.B. Landry High School	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities		
12	Repair/reopen Rosenwald Elementary School	Education and Health Care	Repair and Renovate Existing School Facilities/Construct New School Facilities		
12	Conduct a survey and investigate the potential for the development of “Historic District” status for the area bounded by Opelousas Street to Mardi Gras Boulevard and the Mississippi River to L. B. Landry Drive.	Historic Preservation	Implementation: Local/National Historic Districts (Section 4 of Plan)		
12	Address and implement revitalization for Old Algiers, McDonough and Algiers Point neighborhoods including Tunnisberg, McClendonville, Riverview, River Park and Cut-off	Housing	Study: Streamline process for purchase of blighted housing and lot next door program	Improve Sidewalks, Streetscapes, and Neutral Grounds	
12	Develop and administer incentive-based program to elevate homes in areas of lowest topography.	Housing	"Elevate the City" Incentive Program		
12	Create a District-based Community Development Corporation(s) that interfaces with NORA and consistently represents District 12 and neighborhood interests at a grass-roots level	Housing	Implementation: CDC and Other Formal Partnerships (Section 4 of Plan)		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
12	Develop and administer incentive-based voluntary buyout program for home sites at lowest elevations	Housing	Neighborhood Stabilization Program (Clustering)		
12	Study and facilitate Christopher Park Homes and Woodland Apartments revitalization through existing and potential financial incentive programs.	Housing	Rehabilitate and Rebuild Low-Income Housing		
12	Develop & implement programs for redevelopment of blighted and adjudicated properties	Housing	Study: Streamline Process for Purchase of blighted housing and lot next door program		
12	Infrastructure/incentives to encourage infill housing in Lower Algiers (Lower Coast/Cut-off) neighborhood	Housing	Study: Streamline Process for Purchase of blighted housing and lot next door program	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)	
12	Conduct a zoning study to address future use/redevelopment of current multi-family sites; these sites should be rebuilt only in strategic locations.	Housing	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		
12	Conduct a zoning/land use compatibility study to address rezoning of multi-family neighborhoods (to protect them from expansion of multi-family [HUD] homes). Neighborhoods such as McDonough, Whitney, Tunnisberg Elmwood Park Community need to be addressed; residents want to retain RS2/RS1 zoning	Housing	Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)		
12	Conduct a detailed flood protection/mitigation study for District 12	Hurricane/Flood Protection	Study: Hurricane Levee System for Algiers		
12	Conduct a study to explore and test secondary internal levee flood protection concepts for District 12. Study Donner Canal as levee flood protection- study elevating levee along District 12 side to protect adjacent neighborhoods	Hurricane/Flood Protection	Study: Hurricane Levee System for Algiers		
12	Repair/improve storm drainage/dredge canals as necessary (especially General DeGaulle culvert issues)	Infrastructure and Public Works	Drainage Improvements - Short Term Projects		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
12	Study development potential and utility repairs/upgrades for possible increased residential and development capacity, drainage and sewerage (particularly in Behrman/Elmwood Park neighborhoods)	Infrastructure and Public Works	Conduct Small Area Adaptive Re-use Studies		
12	Construct additional Police substations on Newton, Texas & Tullis Streets	Public Safety	Develop a citywide network of state-of-the-art police and fire substations		
12	Restore/repair Fire Station #40	Public Safety	Develop a citywide network of state-of-the-art police and fire substations		
12	Restore/repair or relocate and rebuild existing police station in a more visible location	Public Safety	Develop a citywide network of state-of-the-art police and fire substations		
12	General Meyer Avenue paving, curbs, access management, streetscape, lighting and pedestrian improvements	Transportation and Transit	Repair/Restoration of Streets	Improve Sidewalks, Streetscapes, and Neutral Grounds	
12	Repair road paving, curbs, street lights, signalization & street signs on primary collector streets including General de Gaulle (focus from CCC to Holiday Drive)	Transportation and Transit	Repair/Restoration of Streets	Improve Sidewalks, Streetscapes, and Neutral Grounds	
12	RTA / Transit System- study ridership needs and modes (e.g. light rail) and address additional circulation/stops required in Algiers	Transportation and Transit	Streetcar/Light Rail Routes Expansion Study		
12	Update and revisit feasibility/design study for "Donner Parkway" along Donner Canal as raised parkway from Tullis Drive to Hwy. 90	Transportation and Transit	Ongoing Replacement Program for Major and Minor Streets		
12	Repair curbs and street paving on Old Behrman Highway to improve driver safety on this street	Transportation and Transit	Repair/Restoration of Streets		
12	Repair road paving, curbs, street lights, signalization & street signs on secondary and local streets	Transportation and Transit	Repair/Restoration of Streets		
12	Improve/renovate RTA system facilities; implement bus stop renovations for all existing stations; add new stations in key areas based on ridership needs	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
12	Maintain the Algiers Point public ferry as major public transportation access from East Bank New Orleans to the Algiers Point Historic District. Extend ferry operating hours.	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
12	Restore RTA Park-n-Ride after trailers are removed	Transportation and Transit	Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)		
12	Conduct a comprehensive district-wide traffic study; address signalization and peak hour traffic levels	Transportation and Transit	Traffic and Parking Management Plan		
13	Create a master plan for the district	Ecological Design	Conduct Small Area Adaptive Re-use Studies		
13	Develop and implement a voluntary incentive based energy efficiency and sustainable materials program	Housing Recovery	Sustainable Environmental Strategies		
13	Conduct a study for coordinated emergency services and safe haven evacuation center	Hurricane, Flood, Environmental Protection	Develop a citywide network of state-of-the-art police and fire substations	Evacuation/Disaster Response Plan	
13	Develop and implement a voluntary rain garden program	Hurricane, Flood, Environmental Protection	Improve Sidewalks, Streetscapes, and Neutral Grounds	Sustainable Environmental Strategies	
13	Create a new public park in a low topographic zone along Highway 406	Hurricane, Flood, Environmental Protection	Create new parks and greenbelts, as needed		
13	Open private Audubon Institute and Coast Guard entrance in times of emergency	Hurricane, Flood, Environmental Protection	Evacuation/Disaster Response Plan		
13	Provide Category 5 hurricane and flood protection	Hurricane, Flood, Environmental Protection	Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan)		
13	Conduct a study to elevate Highway 406 in low topographic zone	Hurricane, Flood, Environmental Protection	Ongoing Replacement Program for Major and Minor Streets		
13	Extend English Turn Parkway from Stanton Road to Delacroix Road	Hurricane, Flood, Environmental Protection	Ongoing Replacement Program for Major and Minor Streets		

Appendix B: List of District Projects (and Corresponding Citywide Projects)

Planning District	Project Title/Description	Sector	Corresponding Citywide Team Project (Primary)	Corresponding Citywide Team Project (Secondary)	Corresponding Citywide Team Project (Tertiary)
13	Conduct a detailed ecological study	Hurricane, Flood, Environmental Protection	Study: Hurricane Levee System for Algiers Lower Coast		
13	Complete an independent third party study of flood risk within the district	Hurricane, Flood, Environmental Protection	Study: Hurricane Levee System for Algiers Lower Coast		
13	Develop and implement a voluntary incentive based hurricane and flood building program	Hurricane, Flood, Environmental Protection	Sustainable Environmental Strategies		
13	Hardening of utility service and street infrastructure program	Public and Private Infrastructure and Utilities Recovery	Improve Sidewalks, Streetscapes, and Neutral Grounds	Floodproof essential public equipment	
13	Reinstate and repair district-wide basic infrastructure and public works services	Public and Private Infrastructure and Utilities Recovery	Advocacy: Basic Utility Infrastructure Repair (Section 3 of Plan) Advocacy		

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
FLOOD PROTECTION		
"Elevate New Orleans" Incentive Program for Residential and Small Business Owners	1	Raise residential and sensitive buildings to sea level or above
	2	Develop and implement a voluntary incentive-based home "FEMA Plus" flood mitigation elevation program
	3	Home elevation program for high and medium risk areas
	4	Home elevation program for high and medium risk areas
	5	Develop and administer incentive-based program to elevate homes in areas of lowest topography
	6	Establish grant, loan, and regulatory program to support elevation of homes in low-lying areas to above mean sea level
	6	Secure funding to facilitate elevating homes in vulnerable locations and supporting voluntary buyout program
	7 (Bywater/ Marigny)	Raise homes to sea level or above
	7 (Florida/ Desire)	Raise homes to sea level or above - Property owners will require funding assistance to raise structures which should include ADA accessible amenities
	7 (St. Claude/ St. Roch)	Raise homes to sea-level or above; property owners will require funding assistance to raise structures, which should include ADA accessibility features
	8	Develop and institute voluntary "FEMA Plus" home mitigation and elevation program
	9	Restoration of Lake Pontchartrain fishing camps as small "hardened" buildings, constructed to withstand wind and water
	9	Provide incentives to elevate or replace priority at-risk homes (priority is homes in lowest areas of elevation) based on pre-Katrina values, while not creating any hardships or financial penalties for homeowners
	10	Provide incentives to elevate or replace priority at-risk homes (priority is homes in lowest areas of elevation) based on pre-Katrina values, while not creating any hardships or financial penalties for homeowners
12	Develop and administer incentive-based program to elevate homes in areas of lowest topography.	
	1	"Harden" civic and other buildings
	2	Hardening of utility service and street infrastructure program
	3	Pumping station upgrades and associated flood protection projects
	4	Pumping stations upgrades and associated flood protection projects
	5	Repair/reopen and harden Hynes Charter School
	5	Rehabilitate (3) and harden existing fire stations in District 5
	5	Rehabilitate and harden police station on Canal Blvd.
	7 (Bywater/ Marigny)	Harden civic and other buildings
	7 (Florida/ Desire)	Harden civic and other buildings

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Floodproof Essential Public Equipment	7 (St. Claude/ St. Roch)	Harden civic and other buildings
	8	Repair and upgrade to hardened underground utilities corridor and street infrastructure program
	8	Develop and Implement a safe havens, passive survivability, and evacuation plan
	9	Construct new school at Ray Abrams Elementary as hardened facility
	9	Rebuild schools at higher elevation
	9	Rehabilitate/restore existing fire stations (3) as hardened structures
	9	Rehabilitate/restore existing police station as hardened structure
	9	Construct two police substations as hardened structures
	10	Rebuild schools at higher elevation
	10	Rehabilitate/restore existing fire stations (3) as hardened structures
	10	Rehabilitate/restore existing police station as hardened structure
	10	Construct two police substations as hardened structures
	13	Hardening of utility service and street infrastructure program
Study: Internal Flood Protection Study for Selected New Orleans East Neighborhoods	9	Conduct a secondary internal levee flood protection study
	9	Conduct a detailed flood mitigation study
	10	Conduct a secondary internal levee flood protection study
	10	Conduct a detailed flood mitigation study
Study: Hurricane Levee System for Algiers	12	Conduct a detailed flood protection/mitigation study for District 12
	12	Conduct a study to explore and test secondary internal levee flood protection concepts for District 12. Study Donner Canal as levee flood protection- study elevating levee along District 12 side to protect adjacent neighborhoods
Study: Hurricane Levee System for Algiers Lower Coast	13	Conduct a detailed ecological study
	13	Complete an independent third party study of flood risk within the district
Slab-on-Grade Remediation Program		
Study: Orleans/Jefferson Flood Protection	2	Complete an independent third party study of flood risk
	3	Equalize levee protection on both sides of Monticello Canal/study decking
	5	Conduct a detailed flood protection/mitigation study
	5	Conduct a secondary internal levee flood protection study for District 5
	8	Complete an independent third party study of flood risk in district
NEIGHBORHOOD STABILITY		
	2	Develop and implement a voluntary incentive-based "premium plus" home flood mitigation relocating program
	3	Neighborhood green block and housing moving program
	4	Neighborhood green block and house moving program
	5	Develop and administer incentive-based voluntary buyout program for home sites at lowest elevations

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Neighborhood Stabilization Program (Clustering)	7 (Florida/Desire)	Implement a voluntary residential buyout program
	8	Develop and Institute Home Flood Mitigation Relocation Program
	9	Adopt policies and create incentives for housing relocation/redevelopment at higher locations within district
	10	Adopt policies and create incentives for housing relocation/redevelopment at higher locations within district
	12	Develop and administer incentive-based voluntary buyout program for home sites at lowest elevations
Small Area Adaptive Re-use Studies	2	Facilitate mixed use development in Lower Garden District
	4	Revitalize Gert Town: new town center and community facilities
	6	Create a long-term framework for transformation of the Industrial Canal into a major mixed-use waterfront amenity
	6	Foster development of a great campus and public destination on the lake anchored by UNO and associated development
	8	Study Industrial Canal site for redevelopment as employment center
	9	Improve infrastructure to reopen/recover employment areas along Industrial Canal in D9
	9	Provide infrastructure/incentives to redevelop a clustered mixed-use center at Crowder Blvd. and Lake Forest Dr.
	9	Provide infrastructure/incentives to redevelop clustered mixed-use Neighborhood Centers at Morrison Road and Bundy Road, Bullard Ave. and Hayne, and Morrison Road and Martin Dr. (Kenilworth Shopping Center)
	9	Provide infrastructure/incentives to redevelop commercial/mixed-use center at Read Blvd. and I-10; address mitigation and hardening of structures; develop, adopt, and enforce design and development standards to ensure high-quality redevelopment!
	9	Conduct an economic development study for alternative location of regional airport and entertainment study for Lakefront airport
	9	Provide infrastructure/incentives to redevelop high ground bounded by Industrial Canal, Chef Menteur, I-510, and Almonaster Blvd.
	9	Provide infrastructure and incentives to construct high-quality mixed income housing in the lowest-risk areas of New Orleans East
	10	Provide infrastructure and incentives to construct high-quality mixed income housing in the lowest-risk areas of New Orleans East
	12	Study development potential and utility repairs/upgrades for possible increased residential and development capacity, drainage and sewerage (particularly in Behrman/Elmwood Park neighborhoods)
13	Create a master plan for the district	
	2	Develop and implement an amended lot next door consolidation program
	6	Improve city's process for dealing with abandoned properties; establish strategy and timeline.

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Study: Streamline Process for Purchase of blighted housing and lot next door program	7 (Bywater/ Marigny)	Establish an infill housing rehabilitation program for blighted/adjudicated
	8	Develop and implement an amended lot next door consolidation program
	12	Address and implement revitalization for Old Algiers, McDonough and Algiers Point neighborhoods including Tunnisberg, McClendonville, Riverview, River Park and Cut-off
	12	Develop & implement programs for redevelopment of blighted and adjudicated properties
	12	Infrastructure/incentives to encourage infill housing in Lower Algiers (Lower Coast/Cut-off) neighborhood
HOUSING		
Implement Permanent Housing Development Strategy for All Displaced Residents	1	Take a new look at housing homeless in downtown in conjunction with S. Rampart development where thousands of new units of mixed income housing will be created
	2	Develop and incentivize senior citizen housing
	5	Provide incentives/infrastructure for elderly housing development at potential sites such as West End, Beth Israel and/or Lakeview School
	6	Explore opportunities for new affordable/rental/senior housing via public/private partnerships. Undertake a study to assess needs and determine financing/development strategies.
	10	Provide infrastructure and incentives to construct high-quality, senior (55 and older) housing facilities along Dwyer Road
	7 (St. Claude/ St. Roch)	Assess needs and possible locations for elderly housing; develop elderly housing
Singles and Doubles Program: Homebuyer Assistance for Rental Properties		
Homebuyer Assistance for Low- and Moderate-Income Homeowners		
Rehabilitate and Rebuild Low-Income Housing	2	Construct housing at W.J. Guste
	2	Construct new housing at C.J. Peete
	2	Construct new housing at HANO scattered sites
	2	Renovate existing C.J. Peete housing
	4	Create new connections between Zion City/ Booker T. Washington/ B.W. Cooper
	4	Redevelop and improve Iberville Housing and adjacent areas
	4	Redevelop and improve Lafitte Housing and adjacent areas
	4	Redevelop and improve St. Bernard Housing and adjacent areas
	7 (Florida/ Desire)	Redevelop public housing sites together with vacant and underutilized land to transform Desire-Florida into a model mixed-income community that welcomes back all residents that seek to return as well as newcomers
	12	Study and facilitate Christopher Park Homes and Woodland Apartments revitalization through existing and potential financial incentive programs.

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Home Rehabilitation Program for Low- to Moderate-Income Homeowners		
Transient Worker Housing		
Neighborhood Recovery Resource Centers	3	Program and develop community/recovery resource centers
	6	Launch a neighborhood information center/community hub. Undertake a study to assess long-term funding needs.
	7 (Bywater/ Marigny)	Launch neighborhood information/housing resource centers
	7 (Florida/ Desire)	Reopen Edwards Elementary School as a community resource center
	7 (Florida/ Desire)	Launch neighborhood information/housing resource centers
	7 (St. Claude/ St. Roch)	Launch neighborhood information/housing resource centers
Due to the complexity of the housing issue and the range of recommendations coming from District plans, certain District policy initiatives correspond less with individual Citywide housing projects and more with the full suite of Citywide projects and strategies. Those projects are shown in the list at right.	1	Fund the gap necessary to promote significant additional workforce ownership and rental housing.
	2	Develop a renter assistance program
	2	Develop and implement moderate and affordable housing incentive program
	3	Affordable and rental neighborhood housing renovation program (CDC)
	4	Affordable and rental neighborhood housing renovation program (CDC)
	7 (Bywater/ Marigny)	Preserve long-term economic and social diversity by encouraging infill development of appropriately scaled and designed mixed-income housing
	7 (St. Claude/ St. Roch)	Create live-work space for artists
	7 (St. Claude/ St. Roch)	Establish program to increase home ownership
	7 (St. Claude/ St. Roch)	Expand Musicians' Village
	7 (St. Claude/ St. Roch)	Rehabilitate existing housing stock (including blighted and adjudicated properties)
	8	Develop and institute housing incentive program
	8	Develop a renter assistance program
9	Provide infrastructure and financial incentives to replace existing damaged multi-family housing with medium-density, high-quality "hardened" housing along I-10 corridor; typically build units above one floor of parking.	

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
ECONOMIC DEVELOPMENT		
Bio-Innovation Center	1	Fund the gaps in finance required to construct BioInnovation Center, Cancer Center, and other key Medical District initiatives
LSU/VA/University Hospital	1	Support and promote new LSU/VA hospital
	4	Develop LSU/VA Regional Medical Center
Seed and Early Stage Equity Capital Fund		
Cruise Ship Terminal Expansion		
Replace Container Handling Capacity at Port	2	Relocate Port of New Orleans terminal to uptown complex at Napoleon Avenue
Expansion of Louis Armstrong International Airport		
	1	Promote redevelopment of downtown's single riverfront site for strategic uses that will support the larger downtown economy
	1	Transfer development rights from historic landmarks along the South Rampart corridor
	1	Conduct study to determine steps to redevelop large surface parking lot in French Quarter along N. Peters Street in a manner compatible with the Quarter's regulations and character
	1	Encourage mixed-use development/mixed-income housing along the North and South Rampart Street Corridor
	2	Conduct Tchoupitoulas mixed use corridor study
	2	Develop and implement neighborhood commercial building program
	2	Revitalize Oretha Castle Haley Blvd. as a mixed use arts and cultural corridor
	2	Revitalize South Claiborne Avenue as a transit oriented mixed use corridor
	3	Broadmoor cultural and commercial corridor
	3	Redevelop Carrollton Shopping Center
	3	Redevelop intersection of S. Carrollton and S. Claiborne Ave.
	3	Revitalize Freret St. Commercial Corridor
	3	Revitalize Oak St. commercial corridor
	3	Revitalize S. Claiborne Ave. commercial corridor
	3	Tchoupitoulas St. corridor zoning overlay/limit commercial activity
	3	Washington and Broad Street corridor improvements
	4	Bayou Road/Governor Nicholls cultural corridor
	4	North Claiborne Ave. corridor study
	4	Redevelop Blue Plate node (Earhart/ Washington Street/ Jeff Davis intersection)
	4	Revitalization of the St. Bernard Ave. commercial corridor
4	Revitalization of the Tulane Ave. commercial corridor with emphasis on biosciences district	
4	Revitalize Broad Street commercial corridor with Main Street Program	
4	Revitalize Canal Street commercial corridor	
4	Revitalize Earhart Boulevard commercial/industrial corridor	
4	Revitalize Galvez St. commercial corridor	

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Corridor Revitalization	4	Redevelop the Lafitte corridor as an urban/mixed-use district with central greenway
	5	Facilitate West End Marina District mixed-use redevelopment project including addressing zoning and infrastructure requirements
	5	Address existing/ potential infrastructure/incentives requirements to facilitate Harrison Avenue redevelopment
	5	Address existing/potential infrastructure/incentives to facilitate Robert E. Lee Boulevard/West End redevelopment
	5	Address existing/potential infrastructure and financial incentives and address zoning needs to develop mid-rise condominiums adjacent to the West End Marina.
	6	Create Town Center/community nexus at Gentilly Blvd. and Elysian Fields. Undertake a study to quantify public costs and identify funding sources.
	6	Rehabilitate neighborhood commercial areas.
	6	Create sub-area master plans and study gap funding requirements/ways to encourage commercial recovery in key commercial nodes: Elysian Fields/Gentilly Boulevard, Gentilly Woods, Leon C. Simon/Franklin Ave.
	7 (St. Claude/ St. Roch)	Establish St. Claude Ave. beautification project
	7 (Bywater/ Marigny)	Extend Main Street Program to support redevelopment of St. Claude Ave. as a "main street"
	7 (Florida/ Desire)	Revitalize Louisa St. from Higgins to Almonaster as mixed-use corridor
	7 (Florida/ Desire)	Study opportunities to enhance and promote development along Chef Menteur Highway
	7 (St. Claude/ St. Roch)	Redevelopment of St. Claude as "Main Street"
	7 (St. Claude/ St. Roch)	Support redevelopment of Franklin, Desire Streets as secondary commercial corridors
	8	Study Reuse Options for Holy Cross School Site
	8	Create transit-oriented mixed-use redevelopment area along North Claiborne and St. Claude Avenues
	8	Study Mississippi riverfront site for mixed-use redevelopment
	9	Restore/improve function and appearance of Chef Menteur as "Main Street" with improved access management, roadway improvements, sidewalks, street lights, landscaping, and signage
	10	Plan, design, and implement an ethnic tourist destination near Chef/Michoud and Alcee Fortier
	10	Restore/improve function and appearance of Chef Menteur as "Main Street" with improved access management, roadway improvements, sidewalks, street lights, landscaping, and signage

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
	12	Conduct a study to coordinate development of Federal City with DOD and the Algiers community to facilitate development of shared commercial and community facilities along Newton Street/General Meyer frontage as well as address the potential for recreational levee access on site.
	12	Facilitate Newton/Opelousas/Teche Street Main Street concept through infrastructure and economic incentives; address zoning and streetscape requirements
	12	Implement infrastructure / incentives to redevelop Newton Street / General Meyer Avenue corridor; address zoning and streetscape requirements
	12	Implement infrastructure/incentives to improve/revitalize General DeGaulle Dr. corridor with street and streetscape improvements and improve and revitalize Aurora mixed-use village/Schwegmann's/Little Sisters of the Poor site
	12	Implement zoning changes and incentives to revitalize Algiers Point Main Street properties along Morgan Street/Patterson Drive from the ferry terminal (Delaronde St.) to Belleville St.
	12	Infrastructure/incentives to redevelop Jo Ellen Smith site as a mixed-use residential site; address zoning changes needed to facilitate redevelopment
	12	Infrastructure/incentives to redevelop Todd Shipyard; address zoning changes needed to facilitate redevelopment
Relocate New Orleans Cold Storage	2	Relocate Port of New Orleans terminal to uptown complex at Napoleon Avenue
Small Business Incubator and Assistance Program	2	Create a district-wide business plan
	2	Develop a business incubator in Central City
	2	Establish and implement a small business recovery loan program for business retention
	7 (Florida/ Desire)	Provide interim financing and capital for small businesses
	7 (St. Claude/ St. Roch)	Create incentives to attract desired uses: supermarket, bank, movie theater, family restaurants, service station, art galleries
	8	Develop a business incubator and assistance program
	8	Establish small business recovery loan program
	11	Document and promote redevelopment of Versailles Gardens and Market
Develop Louisiana Cancer Research Center	1	Fund the gaps in finance required to construct BioInnovation Center, Cancer Center, and other key Medical District initiatives
Workforce Training Program	1	Introduce a comprehensive workforce readiness and entrepreneurship program
	2	Develop and implement a comprehensive workforce program
	7 (Bywater/ Marigny)	Introduce a job-training program
	7 (Florida/ Desire)	Introduce a comprehensive workforce readiness and entrepreneurship program

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
	7 (Florida/ Desire)	Reopen Sidney Collier Technical School and establish a community enhancement team/job training program
	7 (St. Claude/ St. Roch)	Introduce comprehensive workforce readiness and job training programs
	8	Implement a comprehensive training and workforce plan
Canal Street/Downtown Revitalization	1	Facilitate conversion of upper-level vacant premises to residential, especially along Canal Street
	1	Determine the critical mix of downtown amenities necessary to promote downtown as a highly competitive center for tourism; identify any gap financing required.
	1	Provide financial support to meet tourism industry's need for hotel rooms
	1	Encourage developers to include a full service grocery store downtown through a combination of financial incentives, support, recruitment, site assembly and the creation of a parking strategy
Evaluation and Potential Reuse of Publicly Owned Property	1	Perform a study to determine alternate ways to stabilize the funding source for the Superdome
	1	Resolve financial feasibility and other issues necessary to convert Charity Hospital building to mixed income housing
	2	Develop a civil rights museum on Oretha Castle Haley Boulevard
	3	Program and develop interim use strategies for public facilities/schools
	4	Program and develop interim use strategies for public facilities/schools
	5	Prepare/remediate, redevelop JFK School site for new high school or low or mid-rise housing
	5	Facilitate LSP Troop B site options – Reuse/reopen existing Transportation Management Center site and create an Emergency Management Services Center on this site
	6	Explore reuse of Milne Boys Home as music/arts-oriented school and neighborhood facility
	7 (Bywater/ Marigny)	Rehabilitate and reopen St. Roch market for active public uses that may include sale of fresh produce, artisan crafts, etc.
	7 (St. Claude/ St. Roch)	Rehabilitate and reopen St. Roch market as it functioned historically (farmers' market)
	12	Restore and repair District Brake Tag Station
INFRASTRUCTURE AND UTILITIES		
Algiers Drinking Water Plant--Emergency Fuel Storage and Filter Valve Control System		
Carrollton Drinking Water Plant--Additional Flocculation and Sedimentation Capacity		

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Carrollton Drinking Water Plant--Short-Term Projects		
Drainage Improvements - Short Term Projects	1	Undertake comprehensive repair/upgrade of drainage infrastructure
	1	Undertake improvement to water supply and raising water pressure and encourage adequate street drainage
	3	Pumping station upgrades and associated flood protection projects
	4	Pumping stations upgrades and associated flood protection projects
	5	Sewer & Water Board pump station landscape buffer improvements
	5	Repair/improve storm drainage structures within District 5
	5	Rehabilitation of Lakeview Sewer & Water Board Pump stations in district
	7 (Bywater/Marigny)	Undertake comprehensive repair/upgrade of all streets, including signals, signs, lighting, gutters, drains, sidewalks, and curbs
	7 (Florida/Desire)	Undertake comprehensive repair/upgrade of drainage infrastructure
	7 (St. Claude/St. Roch)	Undertake comprehensive repair/upgrade of drainage infrastructure
	7 (St. Claude/St. Roch)	Construct a fence and landscaping at Treasure to screen S&WB
	9	Construct street extensions for drainage improvement: Longfellow to Dwyer, Marques to Dwyer, Percelli to Dwyer, Lurline to Dwyer, Sandlewood to Dwyer, and Redwood to Dwyer; Dwyer between I-510 and Toulon
	9	Reinforce existing pumping capacity to Category 3 status--raise and rehabilitate pumping stations; construct new pumping station at Dwyer and Wilson
	9	Repair drainage structures, piping, and catch basins as needed; clear canals as needed
	10	Repair drainage structures, piping, and catch basins as needed; clear canals as needed
11	Repair/improve storm drainage in Venetian Isles	
12	Repair/improve storm drainage/dredge canals as necessary (especially General DeGaulle culvert issues)	
Eastbank Wastewater Treatment Plant - Levee Improvement Mitigation and Wetlands Project	8	Restore Bayou Bienvenue and wetland assimilation program with the sewerage treatment plant system
Power Plant		
Sewerage and Water Board - Technical Staff		

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Wastewater collection system - Short Term Improvements	5	Implement sewer & water services rehabilitation
Wastewater collection system - Medium Term Improvements	6	Prioritize repairs on major water and waste-water system lines; provide schedule for completion and monthly status reports
Water Distribution System - Short Term	5	Implement sewer & water services rehabilitation
	6	Prioritize repairs on major water and waste-water system lines; provide schedule for completion and monthly status reports
Water Distribution System--Medium Term	1	Undertake improvement to water supply and raising water pressure and encourage adequate street drainage
	11	Install community water and fire hydrants between the Chef Pass and the Rigolets and in Irish Bayou
Citywide wireless network	6	Establish city-wide free wireless network
TRANSPORTATION		
Repair/Restoration of Streets: --High-Priority Major Arterial Roads --High-Priority Minor Arterial Roads --High-Priority Collector Roads --High-Priority Local Roads	1	Undertake comprehensive repair/upgrade of all streets, including signals, signs, lighting, gutters, drains, sidewalks, and curbs
	3	District-wide street/infrastructure repair and replacement program
	4	District-wide street/infrastructure repair and replacement program
	5	Design and implement City Park Avenue traffic-calming measures
	5	Repair/rehabilitate primary collector streets – paving, curbs, lighting, signals, signage: Canal Blvd., Pontchartrain/West End, Fleur de Lis, Harrison Avenue, Robert E. Lee Blvd.
	5	Repair/rehabilitate secondary collector streets – paving, curbs, lighting, signals, signage: Lakeshore Drive, Fillmore Drive, Bellaire Drive & Marconi Drive as well as tertiary/local streets – paving, curbs, lighting, signals, signage
	7 (Florida/Desire)	Undertake comprehensive repair/upgrade of all streets, including signals, signs, lighting, gutters, drains, sidewalks, and curbs
	9	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on primary streets (Chef Menteur, Alcee Fortier, Michoud Blvd., Dwyer Road)
	9	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on secondary streets
	9	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on tertiary streets
11	Bulkhead the shorelines of Highway 90 to provide protection along Chef Menteur Pass, Lake Catherine, and Lake Pontchartrain Shorelines	
12	General Meyer Avenue paving, curbs, access management, streetscape, lighting and pedestrian improvements	

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
	12	Repair road paving, curbs, street lights, signalization & street signs on primary collector streets including General de Gaulle (focus from CCC to Holiday Drive)
	12	Repair curbs and street paving on Old Behrman Highway to improve driver safety on this street
	12	Repair road paving, curbs, street lights, signalization & street signs on secondary and local streets
	6	Establish implementation strategy for renewal of streets and sidewalks: Institute pavement management system to prioritize street improvements; Repair/rebuild all damaged streets, including sub-base; Reassess functional classification of streets to secure federal funding; Prepare inventory of existing street lights; Rebuild all sidewalks to be ADA-compliant, including curb cuts, truncated domes
Ongoing Replacement Program for Major and Minor Streets	1	Extend Howard Avenue to improve Superdome access and operations
	7 (Florida/ Desire)	Install overpasses at appropriate locations that could include N. Miro, Florida, Almonaster, or Alva to avoid blockages at railroad crossings; enhance overpass at N. Galvez
	7 (St. Claude/ St. Roch)	Provide additional above-grade RR crossings
	7 (St. Claude/ St. Roch)	Extend Treasure Street between Florida and Desire
	9	Construct street extensions for drainage improvement: Longfellow to Dwyer, Marques to Dwyer, Percelli to Dwyer, Lurline to Dwyer, Sandlewood to Dwyer, and Redwood to Dwyer; Dwyer between I-510 and Toulon
	11	Raise Highway 11 in Irish Bayou 90 to provide continuous access during heavy rain event
	12	Update and revisit feasibility/design study for "Donner Parkway" along Donner Canal as raised parkway from Tullis Drive to Hwy. 90
	13	Conduct a study to elevate Highway 406 in low topographic zone
Ongoing Replacement Program for Major and Minor Streets	13	Extend English Turn Parkway from Stanton Road to Delacroix Road
Streetcar Travel Time Improvement Study		
East-West Corridor/Downtown Loop	1	Light rail transit to airport
Extension of Riverfront Streetcar Line		
	1	Create bike-friendly corridors
	1	Improve pedestrian/bike connections to river
	3	New open space connections within network (including bike paths)
	4	New open space connections within network (including bike paths)

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Implement Citywide Bike Path System	5	Improve pedestrian & bicycle access to City Park, New Basin Canal and Lakeshore Drive.
	6	Develop "rails to trails" walking/cycling path along People's Avenue corridor
	7 (Bywater/ Marigny)	Establish bike lanes on strategic streets--Chartres, St. Claude, and along the riverfront
	7 (St. Claude/ St. Roch)	Develop pedestrian/bike path along St. Roch to connect to the FL. Ave. Greenway
	9	Construct pedestrian walks and bike paths along primary streets such as Morrison, Hayne, and Dwyer Roads
	10	Construct pedestrian walks and bike paths along primary streets such as Chef Menteur and Michoud Blvds.
	12	Construct bike path and walking path along the length of the Mississippi River levee
Streetcar/Light Rail Routes Expansion Study	1	Expand streetcar service and routes
	2	Create new citywide light rail. streetcar system with multi-modal nodes
	6	Link the district, major institutions, and the lakefront to the rest of the city with Elysian Fields streetcar
	6	Prepare environmental impact statement for streetcar or light rail line on Elysian Fields.
	7 (Bywater/ Marigny)	Reestablish Desire Streetcar/St. Claude Streetcar
	7 (Florida/ Desire)	Establish streetcar line along Louisa St.
	7 (St. Claude/ St. Roch)	Re-establish streetcar service
	8	Create new citywide rail and streetcar system with multi-modal nodes
	9	Consider/study extension of light rail into NO East within the Chef Menteur Highway development corridor to provide transit service to the community
	10	Consider/study extension of light rail into NO East within the Chef Menteur Highway development corridor to provide transit service to the community
12	RTA / Transit System- study ridership needs and modes (e.g. light rail) and address additional circulation/stops required in Algiers	
Evacuation/Disaster Response Plan	1	Promote establishment of mass evacuation plan with law enforcement hierarchy (federal/state/local) for every district and determine role that light rail and commuter rail could play
	2	Develop and Implement a safe havens, passive survivability, and evacuation plan
	8	Develop and Implement a safe havens, passive survivability, and evacuation plan
	11	Create a "safe harbor" in District 11

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
	13	Open private Audubon Institute and Coast Guard entrance in times of emergency
	13	Conduct a study for coordinated emergency services and safe haven evacuation center
Study the removal of I-10 between Highway 90 and Elysian Fields Ave.	4	Fund study of I-10 removal
Study installation of sound walls along I-10 and I-610	6	Install landscaped sound wall/barriers along I-10 and I-610
	9	Design and Install sound barriers along I-10 and I-509
	10	Design and Install sound barriers along I-10 and I-510
Traffic and Parking Management Plan	1	Resolve parking and other issues necessary to incentivize more loft renovation and mixed-use development
	1	Introduce a parking management strategy for downtown that includes shared parking facilities and addresses the needs of residents, employees, visitors, and others
	1	Prepare a downtown traffic transportation plan that addresses traffic congestion and conflicts throughout downtown and the French Quarter
	7 (Bywater/ Marigny)	Devise RR crossing management plan for Norfolk Southern tracks
	7 (Bywater/ Marigny)	Mitigate/reduce truck routes through neighborhoods
	7 (Florida/ Desire)	Mitigate/reduce truck routes through neighborhoods
	7 (St. Claude/ St. Roch)	Devise RR crossing management plan
	7 (St. Claude/ St. Roch)	Reduce truck traffic on North Robertson/Claiborne
12	Conduct a comprehensive district-wide traffic study; address signalization and peak hour traffic levels	
HEALTH CARE		
Redevelop Neighborhood Based Health Centers/Clinics	1	Explore need for neighborhood health center for growing population in Warehouse District and Rampart Street Corridor and Lafayette Square
	2	Incentivize continued recovery and expansion of health care industry
	5	Provide incentives/infrastructure to facilitate development of 1-2 new community medical clinics
	5	Provide incentives/infrastructure to repair/reopen Lindy Boggs Medical Center
	6	Support location of neighborhood health clinic in or near the planned Town Center/community nexus
	7 (Florida/ Desire)	Restore health care services (e.g. multipurpose health/community services building, Desire Mental Health Clinic, clinic at Louisa and Higgins)

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Centers/Clinics	7 (St. Claude/ St. Roch)	Provide a family health center
	9	Develop health centers with community centers at multiple locations (e.g. Chef/Michoud, Downman/Dwyer)
	10	Develop health centers with community centers at multiple locations (e.g. Chef/Michoud, Downman/Dwyer)
	11	Provide infrastructure/incentives for a community clinic on Highway 90
	12	Re-establish Algiers Mental Health Clinic
	12	Study market potential for redevelopment of a full service district medical facility
Restore Comprehensive Medical Services to New Orleans East	9	Provide infrastructure/incentives to restore Methodist Hospital; rebuild as protected structure with only service uses on first floor
	9	Rehabilitate Lakeland Hospital
EDUCATION		
Neighborhood Community Centers	4	Program and develop community centers in underutilized public buildings
	5	Conduct a feasibility study to assess Beth Israel Congregation for potential re-development of site as community center
	5	Restoration of Harrison Community Center including restoration of the Gernon Brown Gymnasium in City Park
	6	Renovate and re-open Pontchartrain Park Senior Community Center
	7 (Bywater/ Marigny)	Establish and improve community and recreation centers (including Stallings Recreation Center, Mandeville Center, and activity nodes at Colton Middle and Douglass High Schools)
	7 (Florida/ Desire)	Co-locate community centers, libraries, and other facilities/services with schools
	7 (St. Claude/ St. Roch)	Create community, cultural, and recreation centers
	8	Develop and Implement a "District Community-Based Youth at Risk" recovery program
	8	Establish new Nature Interpretive Education and Outreach Center
	8	Renovate and expand Sanchez Center
	9	Develop health centers with community centers at multiple locations (e.g. Chef/Michoud, Downman/Dwyer)
	9	Restore/rebuild community center at Abrams Elementary School
	10	Develop health centers with community centers at multiple locations (e.g. Chef/Michoud, Downman/Dwyer)
	11	Build or provide incentives for a 5,000 sq. ft. community center to be located between Ft. Macomb and Fort Pike. This community center could offer a myriad of activities for the community as part of the region's recovery and support economic development found in fishing, wetlands, and eco-tourism
	12	Plan, design and implement a co-location complex with educational, community and commercial facilities – add civic uses (site to be determined)
	1	Create new elementary school combined with refurbished or new library

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Repair and Renovate Existing School Facilities/Construct New School Facilities	2	Complete comprehensive study of schools
	2	Renovate or provide new Lafon Elementary School
	5	Repair/reopen and harden Hynes Charter School
	6	Secure funding for reopening/replacement of district public schools
	7 (Bywater/ Marigny)	Provide schools within the community
	7 (Florida/ Desire)	Provide schools within the community (public preferences for initial reopenings are Moton Elementary and Carver Middle and High Schools)
	7 (St. Claude/ St. Roch)	Provide schools within the community (public preference is to locate at least one elementary and middle school within the community, and at least one high school within the district)
	8	Complete comprehensive study of school recommendations and reopenings
	9	Construct new school at Ray Abrams Elementary as hardened facility
	9	Rebuild schools at higher elevation
	9	Install high-quality modular units as soon as possible; rebuild and reopen damaged schools; mitigate damage to existing school building (gutting, mold remediation) as needed to accommodate repopulated areas
	10	Rebuild schools at higher elevation
	10	Install high-quality modular units as soon as possible; rebuild and reopen damaged schools; mitigate damage to existing school building (gutting, mold remediation) as needed to accommodate repopulated areas
	10	Fully renovate Sarah T. Reed High School via fast-tracking
	12	Reconstruct/reopen L.B. Landry High School
12	Repair/reopen Rosenwald Elementary School	
Temporary Modular School Facilities	9	Install high-quality modular units as soon as possible; rebuild and reopen damaged schools; mitigate damage to existing school building (gutting, mold remediation) as needed to accommodate repopulated areas
	10	Install high-quality modular units as soon as possible; rebuild and reopen damaged schools; mitigate damage to existing school building (gutting, mold remediation) as needed to accommodate repopulated areas
Rehabilitate Louisiana Technical College and Evaluate Need for Additional Facilities	7 (Florida/ Desire)	Reopen Sidney Collier Technical School and establish a community enhancement team/job training program
	11	Provide infrastructure/incentives for marine and fisheries vocational/technical school
COMMUNITY SERVICES: PUBLIC SAFETY		
	2	Study the feasibility of police security sub-stations and programs in the district
	5	Rehabilitate (3) and harden existing fire stations in District 5
	5	Rehabilitate and harden police station on Canal Blvd.
	7 (Bywater/ Marigny)	Establish a police precinct at Stallings Recreation Center

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Citywide Network of State-of-the-Art Police and Fire Substation	7 (Florida/ Desire)	Enhance police and fire protection by reopening, rebuilding and adding appropriately staffed stations
	8	Study the Feasibility of Manned Police/Fire/Security Sub-Station and Programs in District
	9	Rehabilitate/restore existing fire stations (3) as hardened structures
	9	Rehabilitate/restore existing police station as hardened structure
	9	Construct two police substations as hardened structures
	10	Rehabilitate/restore existing fire stations (3) as hardened structures
	10	Rehabilitate/restore existing police station as hardened structure
	10	Construct two police substations as hardened structures
	11	Construct fire stations for Ft. Pike and Irish Bayou community volunteer fire department including a manned police substation
	11	Construct manned police substation in Venetian Isles
	11	Rebuild fire facilities in Venetian Isles and add a manned police substation
	12	Construct additional Police substations on Newton, Texas & Tullis Streets
	12	Restore/repair Fire Station #40
	12	Restore/repair or relocate and rebuild existing police station in a more visible location
	13	Conduct a study for coordinated emergency services and safe haven evacuation center
Develop and Integrate Crime Lab and Central Evidence and Property Storage Function		
Provide a Citywide Criminal Surveillance Program	7 (St. Claude/ St. Roch)	Install security cameras at certain intersections
Replace or Repair All NOPD Equipment		
Renovate NOPD Headquarters		
Renovate NOPD Special Operations Unit		
Renovate and/or Repair 7 NOPD District Headquarters Buildings		
Emergency Communications Center		
ENVIRONMENTAL CONCERNS		
	1	Explore mechanisms currently being established in Boston and other cities that promote green buildings in the private sector
	2	Develop and implement a voluntary incentive based energy efficiency and sustainable materials program
	2	Develop and implement a voluntary Incentive-based rain garden program

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Sustainable Environmental Strategies	2	Develop and implement a voluntary incentive based hurricane and flood building program
	8	Develop energy-efficiency sustainable materials program
	8	Develop a sustainable building program and incentivize sustainable materials
	8	Develop and institute a rain garden program
	8	Develop and institute storm/flood water retention and mitigation program
	8	Develop and institute voluntary hurricane and flood building program
	8	Develop and implement alternative energy sources
	9	Restoration of Lake Pontchartrain fishing camps as small "hardened" buildings, constructed to withstand wind and water
	13	Develop and implement a voluntary incentive based energy efficiency and sustainable materials program
	13	Develop and implement a voluntary incentive based hurricane and flood building program
	13	Develop and implement a voluntary rain garden program
Hurricane Recovery Soil Assessment and Remediation Program	2	Remediate Saratoga incinerator site and determine redevelopment options
	3	Investigate and, if required, remediate Syncor Facility
	7 (Bywater/ Marigny)	Assess needs and costs related to remediation of contaminated soils and other flood-related environmental issues through the oversight of EPA
	7 (Florida/ Desire)	Assess need and costs related to remediation of contaminated soils and other flood-related environmental issues through the oversight of EPA
	7 (St. Claude/ St. Roch)	Assess needs and costs related to remediation of contaminated soils and other flood-related environmental issues through the oversight of EPA
Re-institute a Citywide Recycling Program	6	Return to biweekly trash pick-up and implement effective recycling system
	7 (Bywater/ Marigny)	Increase city staffing to improve reliability of trash and recyclables collection
	9	Implement a comprehensive recycling program and conduct environmental mediation for existing landfills
	10	Implement a comprehensive recycling program and conduct environmental mediation for existing landfills
COMMUNITY SERVICES: RECREATION AND LIBRARIES		
Renovate and Expand Main Library, Phases I and II		
Repair, Renovate, or Construct New Regional Libraries	5	Repair/reopen/upgrade the Robert E. Smith Public Library
	6	Renovate, expand, and re-open Norman Mayer regional branch library or establish a new library within the area with resource center, planning center, and usable community meeting space
	9	Relocate/rebuild Read Branch Library
	12	Replace existing facility with a new, larger Algiers Regional Library ; an alternate selection may also be considered
Repair, Renovate, or	2	Study locations for neighborhood libraries

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Construct New District/Neighborhood	3	Broadmoor cultural and commercial corridor
	12	Upgrade/restore Hubbell Library in Algiers Point
Implement Master Plan for City Park	5	Implement City Park Master Plan redevelopment and reconstruction
Repair, Renovate, or Construct New Regional Parks	1	Reopen and rehabilitate Armstrong Park (see District 4 plan)
	4	Improve Louis Armstrong Park and surrounding areas
	5	Design and implement landscape improvements for open space formerly maintained by Orleans Levee District
	5	New Basin Light House
	5	Facilitate West End Marina District mixed-use redevelopment project including addressing zoning and infrastructure requirements
	5	Implement Lake Pontchartrain Seawall repairs
	6	Restore Pontchartrain Park and golf course as district's signature public space
	9	Restore/rebuild Joe Brown Park and facilities including hardened gymnasium
	12	Brechtel Park Renovation – Repair pavilions and clean lagoons and remove Hurricane Katrina debris from grounds and construct hiking trails; repair/upgrade existing golf course
	12	Rehabilitate Behrman Memorial Park Community Center, pool, baseball fields and supporting structures.
Repair and Renovate District/ Neighborhood Parks	2	Complete district park system study
	2	Rehabilitate Edgar B. Stern Tennis Center
	2	Restore existing parks, pocket parks, play spots, and recreational centers
	5	Rebuild neighborhood parks – including the proposed Levee Park/Katrina Memorial within West End Park
	6	Begin restoration of additional district green spaces: Eddie Gatto Playground, Filmore Gardens/Dauterive Playspot; Donnelly Playground, Wesley Barrow Stadium, Harris Playground, Union Playspot, Perry Roehm Park and Baseball Stadium, Duck pond at Dillard University, National Square/Rome Park/Boe Playspot, St. James/Milne/Mitenberger Playground
	7 (Florida/ Desire)	Rehabilitate parks, including McGruder Park and Gym, Sampson Park, Odell Park, and Jackson Memorial Park
	8	Complete district park system study
	8	Restore existing parks, playgrounds and play spots in district
	9	Renovate/reopen neighborhood park facilities
	10	Renovate/reopen neighborhood park facilities
Renovate Public Marinas	11	Clean debris and sunken vessels from Venetian Isle, Bayou Delassaires and Bayou Sauvage Canals
	11	Provide infrastructure incentives for Irish Bayou Marina development
	11	Provide infrastructure/incentives for Fort Macomb Marina restoration to serve commercial and recreational fisheries
	11	Provide infrastructure/incentives for Fort Pike Marina redevelopment including full-service marina, icehouse and fuel docking area to serve commercial and recreational fisheries

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
	11	Provide infrastructure/incentives for Phase II of Fort Macomb Marina Village Redevelopment, including seafood market, shops, parking, restrooms, food services, and tourist-related facilities
	11	Provide infrastructure/incentives to redevelop Lake Catherine Marina
	11	Provide infrastructure/incentives to redevelop Sauvage Ridge marine/industrial and fisheries infrastructure area
Create New Parks and Greenbelts as Needed	1	Create new downtown neighborhood parks within the S. Rampart Corridor and on a site bordering both Warehouse and Lafayette Square Districts; enhance existing parks including additional playgrounds
	3	New open space connections within network (including bike paths)
	3	Leake Ave. and levee park comprehensive planning study
	4	New open space connections within network (including bike paths)
	4	Redevelop the Lafitte corridor as an urban/mixed-use district with central greenway
	5	West End bomb shelter removal – potential community open space combined with New Basin Park
	6	Demolish Avery Alexander School and retain site for open space; no private development on site
	6	Enclose Dwyer Drainage Canal; develop linear park
	6	Work with ACOE to "green" the London Avenue Canal
	7 (Bywater/ Marigny)	Enhance and create parks--Press St., Plessy, Markey, and Chartres)
	7 (Bywater/ Marigny)	Retain riverfront wharfs as park facilities
	7 (Florida/ Desire)	Restore, enhance, and create new parks and open spaces
	7 (Florida/ Desire)	Cover the Florida Avenue canal; study removal of railroad tracks
	7 (St. Claude/ St. Roch)	Restore, enhance, and create new parks and open spaces
	9	Construct NORD playgrounds on sites of open schools and new schools within the district
	9	Study an opportunity to restore Lincoln Beach swimming and amusement facilities
	9	Construct drainage improvements in impacted areas such as Morrison and Dwyer Rds--cover canals to provide more amenity value; add sidewalks and bike paths
10	Construct NORD playgrounds on sites of open schools and new schools within the district	
10	Construct drainage improvements in impacted areas such as Dwyer Rd.--cover canals to provide more amenity value; add sidewalks and bike paths	

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
	13	Create a new public park in a low topographic zone along Highway 406
COMMUNITY SERVICES: OTHER MUNICIPAL AND CULTURAL FACILITIES		
Expansion of Existing Arts District		
Downtown Theater and Cultural District	1	"Broadway South" proposal
	1	Develop the New Orleans Music Hall of Fame, new jazz museum and cultural center and explore ways they may be integratec
	1	Rehabilitate existing theater buildings
	1	Increase financial support for cultural economy including an entertainment tax credit (comparable to the film tax credit) to promote Broadway South and performing arts elsewhere downtown
Invest in Cultural Recovery Programs		
HISTORIC PRESERVATION/URBAN DESIGN		
Katrina Memorial		
Historic Preservation Technical and Financial Assistance	1	Expand State Historic Preservation Office's restoration grant program and increase funding for other state and federal programs that support historic preservation--for example, the federal termite program
	6	Advance historic preservation initiatives: Edgewood Park neighborhood and Pontchartrain Park designations as national historic districts; Gentilly Terrace grant applications to National Park Service Historic Building Recovery Program
	7 (Florida/ Desire)	Provide incentives for restoration of historic architecture
	7 (St. Claude/ St. Roch)	Create financial incentives for rehabilitation of historic structures
Develop Urban Design Plans and Pattern Books of New Orleans Architecture	1	Extend design review throughout downtown and create design guidelines for areas outside of the Historic Districts
	1	Create a detailed urban design plan for the Medical District and S. Rampart Street Corridor
	2	Create neighborhood urban designs for the district
	2	Create residential and commercial neighborhood architecture pattern book for district
	3	Develop neighborhood-specific design guidelines for rebuilding and flood protection
	4	Neighborhood-specific design guidelines for rebuilding and flood protection
	5	Prepare District 5 "Pattern Book" to address residential standards
6	Create revised zoning and urban design guidelines where needed to advance community rebuilding priorities: Implement urban design overlay ordinance for Elysian Fields and Gentilly Boulevard commercial areas; Maintain existing residential zoning in Pontilly, Dillard, Milneburg, and Gentilly Terrace	

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
	7 (St. Claude/ St. Roch)	Create design guidelines and offer technical assistance to encourage rehabilitation/new development consistent with historic character
	8	Create an neighborhood urban design plans for the district
	9	Adopt and enforce community design standards for lower-density multi-family development; address hardening and flood protection construction standards; address limitations on expansion of multi-family housing density not to exceed 16 units/acre
	1	Conduct a detailed assessment of gaps for historic streetscape restoration in all historic districts
	1	Enhance key pedestrian connector streets to promote a framework of inviting pedestrian connections
	1	Enhance public realm around Superdome and improve the pedestrian connections to the Superdome
	2	Develop and implement a "Green Streets" program
	2	Hardening of utility service and street infrastructure program
	2	Develop and implement a voluntary Incentive-based rain garden program
	3	District-wide street/infrastructure repair and replacement program
	4	Create new connections between Zion City/ Booker T. Washington/ B.W. Cooper
	4	District-wide street/infrastructure repair and replacement program
	5	Repair or reconstruct neutral grounds on West End, Canal, Argonne, Milne, Fleur de Lis, Orleans Avenue, Robert E. Lee Blvd.
	5	Restore and upgrade Veterans Boulevard landscape buffer
	5	Implement restoration of Magnolia Gardens Bridge
	6	Establish implementation strategy for renewal of streets and sidewalks: Institute pavement management system to prioritize street improvements; Repair/rebuild all damaged streets, including sub-base; Reassess functional classification of streets to secure federal funding; Prepare inventory of existing street lights; Rebuild all sidewalks to be ADA-compliant, including curb cuts, truncated domes
	6	Restore all telephone line damage; implement system to withstand hurricane winds and flooding; investigate underground line placement.
	6	Install electric lines underground to protect them from winds/flooding
	6	Extend existing St. Anthony walking path to lakefront and Agriculture Street
	6	Implement CPC and RPC-adopted pedestrian improvements for Elysian Fields/Gentilly Blvd. and Elysian Fields/I-610 intersections
6	Create gateway signage for neighborhoods/subdivisions along Congress, Press, Elysian Fields, St. Roch, Franklin, Lee, and Leon C. Simon	
6	Replace/repair street trees, street lights, and landscaping	

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Improve Sidewalks, Streetscapes, and Neutral Grounds	6	Prepare neutral grounds landscape master plan, tree inventory, and tree-planting policy to rehabilitate them as the district's green spines
	7 (Bywater/ Marigny)	Increase the presence of street trees throughout the community
	7 (Bywater/ Marigny)	Undertake comprehensive repair/upgrade of all streets, including signals, signs, lighting, gutters, drains, sidewalks, and curbs
	7 (Florida/ Desire)	Consider burying utility lines
	7 (Florida/ Desire)	Undertake comprehensive repair/upgrade of all streets, including signals, signs, lighting, gutters, drains, sidewalks, and curbs
	7 (Florida/ Desire)	Undertake streetscape improvements (targeting Almonaster, Alvar, Higgins, Louisa, Desire, and Florida)
	7 (St. Claude/ St. Roch)	Install neighborhood identification signs
	7 (St. Claude/ St. Roch)	Study undergrounding of utility lines
	7 (St. Claude/ St. Roch)	Create monuments or other elements to honor neighborhood heroes
	7 (St. Claude/ St. Roch)	Install neighborhood identification signs
	7 (St. Claude/ St. Roch)	Undertake streetscape enhancements; focus on trees
	7 (St. Claude/ St. Roch)	Install street lights in underlit areas
	7 (St. Claude/ St. Roch)	Undertake comprehensive repair/upgrade of all streets, including signals, signs, lighting, gutters, drains, sidewalks, and curbs
	8	Develop a comprehensive green streets program
	8	Develop a comprehensive tree loss and damage study/tree canopy restoration program
	8	Develop and institute a rain garden program
	8	Develop and institute storm/flood water retention and mitigation program
	8	Repair and upgrade to hardened underground utilities corridor and street infrastructure program
	9	Construct neighborhood identification signs
	9	Improve/landscape neutral grounds

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
	9	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on primary streets (Chef Menteur, Alcee Fortier, Michoud Blvd., Dwyer Road)
	9	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on secondary streets
	9	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on tertiary streets
	10	Construct neighborhood identification signs
	10	Improve/landscape neutral grounds
	10	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on primary streets (Chef Menteur, Hayne, and Morrison)
	10	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on secondary streets
	10	Implement repaving, street repair, repair of signalization, street lights, and street signs, sidewalks, and landscaping on tertiary streets
	11	Place all District 11 utilities underground
	11	Install Highway 90 lighting between Chef Menteur Bridge and Rigolets Bridge
	12	Address and implement revitalization for Old Algiers, McDonough and Algiers Point neighborhoods including Tunnisberg, McClendonville, Riverview, River Park and Cut-off
	12	General Meyer Avenue paving, curbs, access management, streetscape, lighting and pedestrian improvements
	12	Repair road paving, curbs, street lights, signalization & street signs on primary collector streets including General de Gaulle (focus from CCC to Holiday Drive)
	13	Develop and implement a voluntary rain garden program
	13	Hardening of utility service and street infrastructure program
Repair and Preserve Historic Forts	5	Implement Fort St. John stabilization / restoration
	11	Initiate Fort Pike Restoration--this facility needs substantial repairs and improvements after the eye of Hurricane Katrina passed directly over it.
IMPLEMENTATION AND ADVOCACY		
Advocacy: Basic Utility Infrastructure Repair	1	Improve services including garbage collection and power supply
	2	Reinstate and repair District-wide basic infrastructure and public works services
	6	Repair all damaged electric/gas facilities including essential redundancy mechanisms
	6	Restore mail service to pre-storm levels
	6	Restore services to pre-Katrina levels including police/security and fire protection
	7 (Bywater/ Marigny)	Establish an ongoing upgrade/maintenance program for utilities
	8	Reinstate and repair district-wide basic infrastructure and public works services

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
(Section 3 of Plan)	9	Improve electric services and power reliability along Chef Menteur Highway
	9	Implement sewer, water, gas, electric, data, and telephone restoration as needed in district--underground utilities
	10	Improve electric services and power reliability along Chef Menteur Highway
	10	Implement sewer, water, gas, electric, data, and telephone restoration as needed in District--underground utilities
	11	Provide public gas utility restoration (Chef Bridge to Rigolets Bridge)
	13	Reinstate and repair district-wide basic infrastructure and public works services
Advocacy: Flood Protection & Coastal Restoration (Section 4 of Plan)	1	Improved coastal restoration and protection
	2	Provide Category 5 hurricane and flood protection
	6	Improve protection and London Avenue and Industrial Canals: Install flood gates on London Ave. and Industrial Canals (France Road and Old Seabrook Bridge) at Lake Pontchartrain; Advance relocation of London Ave. Canal pump station to Lake Pontchartrain
	6	Restore coastal wetlands consistent with Coast 2050 objectives
	7 (Bywater/ Marigny)	Study closure of MRGO/ the Industrial Canal
	7 (Florida/ Desire)	Study closure of MRGO/ the Industrial Canal
	7 (St. Claude/ St. Roch)	Study closure of MRGO; study impacts on Industrial Canal
	8	Require category 5 hurricane and flood protection
	11	Implement floodgates at the Rigolets, Chef Menteur Pass, Intracoastal Waterway, and create 90' protection levee south and parallel to the CSX roadbed/levee
	11	Reinforce shoreline and restore wetlands on the southeast shore of Lake Pontchartrain west of Hospital Wall
	11	Reinforce the western shoreline of the Rigolets
	11	Restore channel bulkheading along Bayou Sauvage industrial corridor
11	Restore protective wetlands on south side of the Fort Pike Cana	
13	Provide Category 5 hurricane and flood protection	
Advocacy: Louisiana Commuter Rail (Section 3 of Plan)	1	Support commuter rail link to Baton Rouge
	2	Organize and fund an arts and cultural district council
	3	Affordable and rental neighborhood housing renovation program (CDC)
	4	Affordable and rental neighborhood housing renovation program (CDC)
	5	Create a District-based Community Development Corporation that interfaces with NORA and consistently represents district and neighborhood interests at a grass-roots level

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Implementation: CDC and other formal partnerships (Section 4 of Plan)	6	Support Dillard/CDC/neighborhood revitalization initiative. Provide public/foundation financial resources to partially support its operations.
	6	Continue community support for relocation of Holy Cross School as catalyst for neighborhood renewal
	6	Work with University of New Orleans to determine permanent location for Early College High School
	6	Constitute a District 6 planning advisory committee
	6	Explore establishment of a district-based CDC
	6	Explore opportunities for potential recovery partnerships among educational institutional/educational compact. Prepare a study to evaluate potential costs and benefits
	9	Create a district-based CDC that interfaces with NORA and consistently represents district and neighborhood interests at grass-roots level
	10	Create a district-based CDC that interfaces with NORA and consistently represents district and neighborhood interests at grass-roots level
	12	Create a District-based Community Development Corporation(s) that interfaces with NORA and consistently represents District 12 and neighborhood interests at a grass-roots level
Implementation: Local/National Historic Districts (Section 4 of Plan)	1	Expand Warehouse District and Lafayette Square historic district boundaries
	1	Increase enforcement of historic district guidelines and regulations including enhanced planning and design review of pipeline and future projects
	2	Study the expansion and delineation of historic districts
	5	Conduct historic district boundaries study
	5	Facilitate placement of City Park on the National Register of Historic Places
	6	Advance historic preservation initiatives: Edgewood Park neighborhood and Pontchartrain Park designations as national historic districts; Gentilly Terrace grant applications to National Park Service Historic Building Recovery Program
	7 (Bywater/ Marigny)	Strengthen regulations that support historic preservation
	8	Study the expansion of the historic district
	12	Conduct a survey and investigate the potential for the development of "Historic District" status for the area bounded by Opelousas Street to Mardi Gras Boulevard and the Mississippi River to L. B. Landry Drive.
	1	Restore bus service to pre-Katrina levels and introduce new shelters on key transit routes
	1	Restore St. Charles streetcar service
	2	Re-open fully functional St. Charles Streetcar Line
	2	Develop appropriate transit schedule and vehicle types for RTA bus lines
	2	Reinstate Jackson ferry service
	3	Analyze transit loops and vehicle size/evaluate additional routes

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
Implementation: Restore Transit Service and Infrastructure (Section 3 of Plan)	5	Improve the existing transportation center at the foot of Canal Boulevard to better link the City Park Avenue bus shelter and the Canal Street streetcar shelter.
	5	RTA System – bus stop renovation for all district bus stops
	6	Improve bus transit service: Replace bus shelters, benches, and surrounding landscaping; Restore transit service to pre-Katrina levels and routes
	7 (St. Claude/ St. Roch)	Restore bus service along Desire/Galvez
	8	Reinstate and develop appropriate transit schedule and vehicle types for RTA bus lines
	9	Facilitate RTA system improvements --Renovate transit stops with amenities necessary to restore transit usage and user safety (e.g. benches, shelters, lighting)
	9	Add bus lanes to Chef Menteur Hwy and Dwyer Rd.
	10	Facilitate RTA system improvements --Renovate transit stops with amenities necessary to restore transit usage and user safety (e.g. benches, shelters, lighting)
	10	Add bus lanes to Chef Menteur Hwy and Dwyer Rd.
	10	Implement expansion of bus network further east to serve District 10 residents and connect new nodes of development
	12	Improve/renovate RTA system facilities; implement bus stop renovations for all existing stations; add new stations in key areas based on ridership needs
	12	Maintain the Algiers Point public ferry as major public transportation access from East Bank New Orleans to the Algiers Point Historic District. Extend ferry operating hours.
12	Restore RTA Park-n-Ride after trailers are removed	
Implementation: Changes to Court System (Section 4 of Plan)	1	Establish a Livability Court to assist with determination of citizen complaints
Implementation: Changes to Road Home Program (Section 4 of Plan)	6	Support Citizens Road Home Program Action (CHAT) principles covering disposition of and payment for properties either acquired or to be mitigated through the Road Home Program
Implementation: Economic Development Department (Section 4 of Plan)	1	Develop a business retention and development strategy
Implementation: Special Taxing Districts (Section 4 of Plan)	1	Create a Medical District Development Corporation in order to formalize the status of the Medical District
	1	Explore creation of a self-taxing district to provide additional district-wide security
	1	Increase police presence and enforcement downtown
	6	Return to biweekly trash pick-up and implement effective recycling system
	6	Implement efforts to exterminate rodents and insects

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Citywide Team Projects	District	Corresponding District Projects
Recovery Implementation: Staffing (Section 4 of Plan)	7 (Bywater/ Marigny)	Select a Riverfront Project Liaison
	7 (Bywater/ Marigny)	Increase city staffing to improve reliability of trash and recyclables collection
	7 (Bywater/ Marigny)	Establish a community policing program
	7 (Florida/ Desire)	Staff and fund tutoring programs such as PAB PEAM
	7 (St. Claude/ St. Roch)	Create a program to closely monitor establishments selling alcoholic beverages
Regulatory Amendments: Comprehensive Zoning Ordinances and Other Updates (Section 4 of Plan)	1	Implement adapted version of the New Jersey Rehabilitation Subcode
	1	Facilitate conversion of upper-level vacant premises to residential, especially along Canal Street
	1	Resolve parking and other issues necessary to incentivize more loft renovation and mixed-use development
	1	Extend design review throughout downtown and create design guidelines for areas outside of the Historic Districts
	1	Along key connector streets, encourage new development and, where possible, existing buildings to provide street-fronting retail and other uses that engage pedestrians
	3	Tchoupitoulas St. corridor zoning overlay/limit commercial activity
	5	Adopt proposed Lake Area Zoning Districts that have been submitted to the City Planning Office
	5	Address existing/potential infrastructure and financial incentives and address zoning needs to develop mid-rise condominiums adjacent to the West End Marina.
	7 (Bywater/ Marigny)	Riverfront Flood/Development Controls
	7 (Bywater/ Marigny)	Establish a commercial overlay in Bywater for mixed uses
	7 (Florida/ Desire)	Create landscaped buffers between incompatible uses
	7 (Florida/ Desire)	Designate "no alcohol sales" districts
	7 (St. Claude/ St. Roch)	Establish no alcohol sales zones
9	Provide infrastructure and financial incentives to replace existing damaged multi-family housing with medium-density, high-quality "hardened" housing along I-10 corridor; typically build units above one floor of parking.	

Appendix B: List of Citywide Projects with Corresponding District Projects

Citywide Team Projects	District	Corresponding District Projects
	9	Adopt and enforce community design standards for lower-density multi-family development; address hardening and flood protection construction standards; address limitations on expansion of multi-family housing density not to exceed 16 units/acre
	11	Develop and land use plan and adopt new zoning that is appropriate to the District's needs
	12	Conduct a zoning study to address future use/redevelopment of current multi-family sites; these sites should be rebuilt only in strategic locations.
	12	Implement zoning changes and incentives to revitalize Algiers Point Main Street properties along Morgan Street/Patterson Drive from the ferry terminal (Delaronde St.) to Belleville St.
	12	Infrastructure/incentives to encourage infill housing in Lower Algiers (Lower Coast/Cut-off) neighborhood
	12	Conduct a zoning/land use compatibility study to address rezoning of multi-family neighborhoods (to protect them from expansion of multi-family [HUD] homes). Neighborhoods such as McDonough, Whitney, Tunnisberg Elmwood Park Community need to be addressed; residents want to retain RS2/RS1 zoning