

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 Summary Sheet #04

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:	Phase 1: Independent Study - \$100,000. Phase 2: Implementation - \$1,000,000
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:	<p>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.</p>

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: 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.

Project Cost Estimate: **\$500,000** (study only)

Estimates Prepared by: Citywide Planning Team

Anticipated Outcomes: 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.

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:	<p>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.</p>
Project Cost Estimate:	\$50,000,000
Estimates Prepared by:	Citywide Planning Team
Anticipated Outcomes:	<p>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.</p>

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.

Value

Project Summary Sheet #74

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 OPCS
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.