

Section 4 – Summary of Recovery Projects

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

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

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

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

4.1 Flood Protection

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

4.1.1 Background/Statement of the Problem

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

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

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

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

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

4.1.2 Strategies

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

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

4.1.3 Policies, Programs, and Projects

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.1.4 Application across Planning Areas

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

For Policy Area A:

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

For Policy Area B:

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

For Policy Area C:

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

4.1.5 Flood Protection Projects

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

4.1.6 Implementation Timeline

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

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

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

4.2 Infrastructure and Utilities

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

4.2.1 Background/Statement of the Problem

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

4.2.2 Strategies

The strategy for infrastructures and utilities has three essential elements:

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

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

4.2.3 Policies, Programs, and Projects

1. Repair and replace essential facilities.

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

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

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

2. Develop asset management plan for water distribution system.

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

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

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

4. Provide capacity improvements and system upgrades.

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

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

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

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

4.2.4 Application across Planning Areas

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

For Policy Area A:

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

For Policy Area B:

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

For Policy Area C:

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

4.2.5 Infrastructure Projects

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

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

4.2.6 Implementation Timeline

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

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

4.3 Transportation

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

4.3.1 Background/Statement of the Problem

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

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

4.3.2 Strategies

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

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

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

4.3.3 Policies, Programs and Projects

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

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

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

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

3. Re-evaluate evacuation and disaster response plans.

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

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

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

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

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

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

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

7. Study feasibility of additional transit rail infrastructure.

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

8. Initiate streetcar travel time study.

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

9. Extend the riverfront streetcar line.

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

10. Implement citywide bike path and bike lane system.

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

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

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

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

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

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

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

14. Provide regional commuter rail in Louisiana.

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

4.3.4 Application across Planning Areas

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

For Policy Area A:

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

For Policy Area B:

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

For Policy Area C:

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

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

4.3.5 Transportation Projects

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

4.3.6 Implementation Timeline

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

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

4.4 Housing

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

4.4.1 Background/Statement of the Problem

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

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

4.4.2 Strategies

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

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

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

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

4.4.3 Policies, Programs and Projects

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

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

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

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

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

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

3. Rehabilitate and rebuild low-income housing.

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

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

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

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

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

6. Create a program to develop transient worker housing.

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

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

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

8. Establish Neighborhood Recovery Resource Centers

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

4.4.4 Application across Planning Areas

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

For Policy Area A:

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

For Policy Area B:

- ◆ All policies, programs and projects apply.

For Policy Area C:

- ◆ All policies, programs and projects apply.

4.4.5 Housing Projects

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

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

4.4.6 Implementation Timeline

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

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

4.5 Economic Development

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

4.5.1 Background/Statement of the Problem

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

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

4.5.2 Strategies

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

4.5.3 Policies, Programs, and Projects

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

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

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

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

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

3. Promote expansion of the port industry.

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

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

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

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

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

5. Establish a corridor revitalization program.

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

6. Create a Canal Street/Downtown revitalization program.

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

7. Promote expansion of the Armstrong International Airport.

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

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

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

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

8. Create a small business incubator and assistance program.

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

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

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

10. Create a neighborhood workforce training program.

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

11. Create a program to develop transient worker housing.

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

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

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

4.5.4 Application across Planning Areas

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

For Policy Area A:

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

For Policy Area B:

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

For Policy Area C:

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

4.5.5 Economic Recovery Projects

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

4.5.6 Implementation Timeline

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

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

4.6 Healthcare

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

4.6.1 Background/Statement of the Problem

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

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

4.6.2 Strategies

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

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

4.6.3 Policies, Programs, and Projects

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

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

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

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

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

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

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

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

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

4.6.4 Application across Planning Areas

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

For Policy Area A:

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

For Policy Area B:

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

For Policy Area C:

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

4.6.5 Healthcare Projects

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

4.6.6 Implementation Timeline

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

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

4.7 Education

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

4.7.1 Background/Statement of the Problem

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

4.7.2 Strategies

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

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

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

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

4.7.3 Policies, Programs, and Projects

1. Repair existing facilities or construct new facilities

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

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

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

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

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

3. Establish neighborhood community centers on school campuses.

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

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

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

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

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

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

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

6. Strengthen charter school laws.

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

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

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

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

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

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

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

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

4.7.4 Application across Planning Areas

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

For Policy Area A:

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

For Policy Area B:

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

For Policy Area C:

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

4.7.5 Education Projects

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

4.7.6 Implementation Timeline

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

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

4.8 Historic Preservation/Urban Design

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

4.8.1 Background/Statement of the Problem

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

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

4.8.2 Strategies

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

4.8.3 Policies, Programs, and Projects

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

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

²⁵ William Borah, February 22, 2007.

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

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

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

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

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

5. Restore New Orleans's historic forts.

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

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

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

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

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

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

4.8.4 Application across Planning Areas

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

For Policy Area A:

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

For Policy Area B:

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

For Policy Area C:

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

4.8.5 Historic Preservation/Urban Design Projects

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

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

4.8.6 Implementation Timeline

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

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

4.9 Environmental Services

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

4.9.1 Background/Statement of the Problem

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

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

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

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

4.9.2. Strategies

The strategy for this sector is three-fold:

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

4.9.3 Policies, Programs, and Projects

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

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

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

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

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

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

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

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

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

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

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

4.9.4 Application across Planning Areas

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

4.9.5 Environmental Projects

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

4.9.6 Implementation Timeline

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

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

4.10 Community Services: Public Safety

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

4.10.1 Background/Statement of the Problem

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

4.10.2 Strategies

The strategies for public safety are to:

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

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

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

4.10.3 Policies, Programs, and Projects

1. Repair and restore existing facilities and equipment.

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

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

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

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

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

4. Establish a citywide criminal surveillance system.

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

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

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

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

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

4.10.4 Application across Planning Areas

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

For Policy Area A:

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

For Policy Area B:

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

For Policy Area C:

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

4.10.5 Public Safety Projects

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

4.10.6 Implementation Timeline

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

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

4.11 Community Services: Recreation and Libraries

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

4.11.1 Background/Statement of the Problem

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

4.11.2 Strategies

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

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

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

4.11.3 Policies, Programs, and Projects

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

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

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

2. Repair, renovate or build new regional libraries.

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

3. Renovate New Orleans’ public marinas.

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

4. Implement the City Park Master Plan.

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

5. Repair and renovate regional parks.

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

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

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

7. Repair and renovate district/neighborhood parks.

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

8. Create new parks and greenways.

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

9. Renovate Armstrong Park.

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

4.11.4 Application across Planning Areas

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

For Policy Area A:

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

For Policy Area B:

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

For Policy Area C:

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

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

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

4.11.5 Recreation/Library Projects

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

4.11.6 Implementation Timeline

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

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

4.12 Other Municipal and Cultural Resources

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

4.12.1 Background/Statement of the Problem

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

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

4.12.2 Strategies

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

4.12.3 Policies, Programs, and Projects

1. Advocate for the NOLA Rebuilds Culture Program.

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

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

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

3. Advocate for the NOLA Culture Restored Program.

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

4.12.4 Application across Planning Areas

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

4.12.5 Cultural Projects

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

4.12.6 Implementation Timeline

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

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

4.13 Recovery Project Priorities

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

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

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

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

High Recovery Value Criteria

High Value recovery projects are:

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

Moderate Recovery Value Criteria

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

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

Low Recovery Value Criteria

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

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

Projects of Community Interest

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

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

Table 4-1. List of Project Priorities by Sector

Hurricane / Flood Protection

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

Infrastructure

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

Transportation

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

Housing

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

Economic Development

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

Healthcare

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

Education

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

Historic Preservation and Urban Design

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

Environmental

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

Community Service: Public Safety

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

Community Service: Recreation and Libraries

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

Community Service: Other Municipal and Cultural

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

Implementation

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